

All Those Local Agencies!

An Introduction to Local Government in California

ALL THOSE LOCAL AGENCIES!

An Introduction to Local Government in California



Local Agencies in California

- * **Over 7,000** local governments in California
 - ◆ Serving 35 million people
- * **780,000** employees!
- * **Over 220** different state laws governing local agencies
 - ◆ 188 laws just for special districts



APCD **City** Special Act
SCHOOL DISTRICT MUD
COG **LAFCo**
JPA RTPA **CSA**
MOU **COUNTY**
MAC Charter
SPECIAL **CFD**
DISTRICT MPO



All Those Local Agencies!

An Introduction to Local Government in California

California Counties

*** 58 Counties**

- ◆ 1 City/County

*** 10.4 million to 1,222**

*** Three counties with no cities**

- ◆ Alpine, Mariposa, Trinity

*** General (44) or Charter (14)**



California Counties

*** State Service Agents**

- ◆ Social, mental health, and health services

*** Countywide Services**

- ◆ Jail, probation, district attorney, elections, public defender, clerk, recorder, animal control, agriculture

*** Municipal Services**

- ◆ Planning, fire, sheriff, parks, library, recreation, roads



California Counties

*** Created by Legislature**

*** Governed by 5-Member Board**

- ◆ San Francisco exception at 11

*** Other elected officials:**

- ◆ Sheriff, District Attorney, Treasurer, Tax Collector, Auditor, Clerk, Assessor, Recorder



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Cities

*** 482 Cities**

- ◆ 56 formed since 1980
- ◆ Most in Los Angeles: 88

*** 4.0 Million to 95**

- ◆ Both in LA County!

*** General Law (374) and Charter (108)**



Cities

*** Municipal Services**

- ◆ Police, fire, roads, parks, recreation, water, sewers, lighting, transit, planning, libraries

*** Full Service Cities**

*** Contract Cities**

- ◆ Counties, special districts, private firms provide services



Cities

*** Created by Incorporation**

- ◆ Local Agency Formation Commission
- ◆ Vote of the People

*** Governed by five or seven member council**

*** May have elected city clerk or treasurer**



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An Introduction to Local Government in California

Special Districts

- * **Nearly 3,400 special districts**
- * **Limited purpose local agencies**
- * **Massive (MWD) to Tiny**
- * **Range of Services**
 - ◆ Single Function – 85%
 - ◆ Names are deceptive
 - ◆ Created under 68 different acts
 - ◆ 120 are Special Act districts



Special Districts

- * **Wide range of services**
 - ◆ Fire, police, water, wastewater, levees, water conservation, resource conservation
 - ◆ Irrigation, transit, waste disposal, hospitals, cemeteries, electricity, Internet
 - ◆ Mosquito abatement, park and recreation, libraries, airport, memorial hall
 - ◆ Harbors, drainage, bridges



Special Districts

- * **Created through Formation**
 - ◆ Local Agency Formation Commission
 - ◆ Vote of the People
- * **Governed by Board of Directors**
 - ◆ Independent versus Dependent
 - ◆ Elected or Appointed Directors
 - ◆ Can be multi-county



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An Introduction to Local Government in California

County Service Areas (CSA)

*** County-dependant district**

- ◆ Board of Supervisors = directors

*** Range of services**

- ◆ Many single purpose such as roads, lighting or landscape maintenance

*** 879 in California**

*** Countywide or specific boundaries**



Local Agency Formation Commissions (LAFCo)

*** Created by Legislature to**

- ◆ Achieve orderly growth
- ◆ Present sprawl and leapfrog development
- ◆ Preserve agricultural lands and open space
- ◆ Assure efficient municipal services



Local Agency Formation Commissions (LAFCo)

*** Legislature's "Watchdog"**

- ◆ Formation of cities and special districts
- ◆ City and special district boundary changes
- ◆ Special district services
- ◆ Extension of services
- ◆ Reorganization of cities and districts
- ◆ Efficiency of municipal services



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Local Agency Formation Commissions (LAFCo)

*** Governed by Commission**

- ◆ Includes 2 County Supervisors

*** Independent Agency and Staff**

*** Planning Responsibility**

- ◆ Spheres of Influence
- ◆ Municipal Service Review



Joint Powers Agreements (JPA)

*** Created by two or more local agencies**

- ◆ Legal entity or joint approach
- ◆ Local, state (CA or other), federal agencies

*** Share a common power**

- ◆ All members must have authority



Joint Powers Agreements (JPA)

*** Typically One Service**

- ◆ Public Services (waste management)
- ◆ Financial Services (CalTRUST)
- ◆ Insurance Pooling (CSAC Excess Insurance)
- ◆ Planning (SCAG, ABAG, Tahoe)
- ◆ Regulatory Enforcement (APCD)

*** Formed by mutual agreement**

- ◆ No election; governance varies



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Other Agencies

- * **CSD Community Service District**
- * **MPO Metropolitan Planning Agency**
- * **RTPA Regional Transportation Planning Agency**
- * **COG Council of Governments**



Other Agencies

- * **CFD Mello-Roos Community Facilities District**
- * **MOU Memorandum of Understanding**
- * **MAC Municipal Advisory Committee**





COUNTY FACT SHEET

-- Senate Local Government Committee, August 2009 --



California has 58 counties, including San Francisco which is both a city and a county. California created 27 original counties in 1850 and last formed a new county in 1907, when Imperial County seceded from San Diego County.

Population (Source: Dept. of Finance, 1/1/09) *California population: 38.3 million*

Largest	<small>(% of state population)</small>	Smallest	Fastest Growing 2008-09
Los Angeles	10.4 million (27.1%)	Alpine 1,201	Imperial +2.1%
San Diego	3.2 million (8.3%)	Sierra 3,358	Tulare +1.8%
Orange	3.1 million (8.2%)	Modoc 9,698	Placer +1.7%

Area (in square miles) *California area: 155,959*

Largest		Smallest	
San Bernardino	20,052	San Francisco	47
Inyo	10,203	Santa Cruz	445
Kern	8,141	San Mateo	449

Cities in Counties *California cities: 480*

The most cities		The fewest cities		The highest % of county population in cities
Los Angeles	88	Alpine	0	San Francisco 100%
Orange	34	Mariposa	0	Orange 96%
Riverside	26	Trinity	0	Santa Clara & Solano 95%

There are about 2,000 unincorporated communities located throughout the state.

Governance - The California Constitution requires **all counties to elect a sheriff, district attorney, assessor, and board of supervisors**. State law requires each county to have a **five-member board of supervisors** although charter counties can increase this number. All counties elect or appoint additional county officials. There are 14 charter counties and 44 general law counties.

Services - All counties provide three levels of service.

- **As agents of the State:** social services and health services.
- **Countywide services** such as: jails, probation, district attorney, assessor, elections, clerk, recorder, and animal control.
- **Municipal-type services** in their unincorporated areas such as: fire protection, sheriff patrol, libraries, parks and recreation, roads, and planning. In some counties, special districts provide these services.

County Fact Sheet Continued

-- Senate Local Government Committee, August 2009 --

2006-07 County Revenues and Expenditures

(excluding San Francisco; Source: State Controller)

Total county revenues = \$48.2 billion

State transfers = \$16.3 billion

(e.g. public assistance, VLF)

Federal transfers = \$9 billion

(e.g. public assistance, disaster relief)

Property taxes = \$10.5 billion

Service charges = \$5.5 billion

(e.g. building permits, recording fees)

Other revenues = \$6.9 billion

(e.g. sales & use taxes, fines)

State transfers 33.7%
Federal transfers 18.7%
Property taxes 21.9%
Service charges 11.4%
Other revenues 14.3%

Total county expenditures = \$44.9 billion

Public protection = \$14.5 billion

(e.g. sheriff, jails, courts, DA)

Public assistance = \$13.7 billion

(e.g. welfare, social services)

Health & sanitation = \$7.8 billion

(e.g. public & mental health, waste disposal)

General government = \$4.6 billion

(e.g. elections, assessor, treasurer)

Other expenditures = \$4.3 billion

Public protection 32.3%
Public assistance 30.5%
Health & sanitation 17.5%
General government 10.2%
Other expenditures 9.6%

CITY FACT SHEET

California has 480 cities, including the City and County of San Francisco. California voters have formed 54 new cities since 1980.

Population (1/1/06, Dept. of Finance)

California: 37.2 million

Largest:		Smallest:		Fastest Growing ('05-'06):	
Los Angeles	3.98 million	Vernon	95	Lincoln	+22.6%
San Diego	1.31 million	Amador	213	Beaumont	+21.1%
San Jose	953,679	Sand City	300	Patterson	+19.0%

Number of Incorporated Cities

California: 478

Counties with the most cities:		Counties with the fewest cities:	
Los Angeles	88	Alpine	0
Orange	34	Mariposa	0
Riverside & San Bernardino	24	Trinity	0

Recent Incorporations

Ten cities have incorporated since 1997 (post revenue-neutrality):

City	Effective Date	Pop. at Incorporation
Menifee (Riverside Co.)	10/1/2008	56,000 approx.
Wildomar (Riverside Co.)	7/1/2008	27,000 approx.
Rancho Cordova (Sacramento Co.)	7/1/2003	54,627
Goleta (Santa Barbara Co.)	2/1/2002	47,106
Aliso Viejo (Orange Co.)	7/1/2001	40,166
Elk Grove (Sacramento Co.)	7/1/2000	72,687
Rancho Santa Margarita (Orange Co.)	1/1/2000	48,336
Oakley (Contra Costa Co.)	7/1/1999	26,217
Laguna Woods (Orange Co.)	3/24/1999	16,725
Citrus Heights (Sacramento Co.)	1/1/1997	86,794

Governance - Most city councils have five or seven elected members.

Charter cities may have more. **General law cities rely on state law** for their powers and responsibilities. Many use the council-manager form of government. **Charter cities run under locally adopted charters** that control their powers and structures. Several use the strong mayor form of government. There are 108 charter cities and 372 general law cities.

Services - Whether living in general law or charter cities, **city residents receive a variety of municipal services** including police and fire protection, libraries, parks and recreation, road maintenance, public transit, street trees, lighting and landscaping, water, sewers, planning and development. **“Full service” cities provide these services themselves.** **“Partial service” and “contract” cities rely on special districts and counties to provide many of these services** to their residents.

City Fact Sheet Continued

2003-04 City Revenues

(excluding San Francisco; Source: State Controller)

Total city revenues = \$42.8 billion

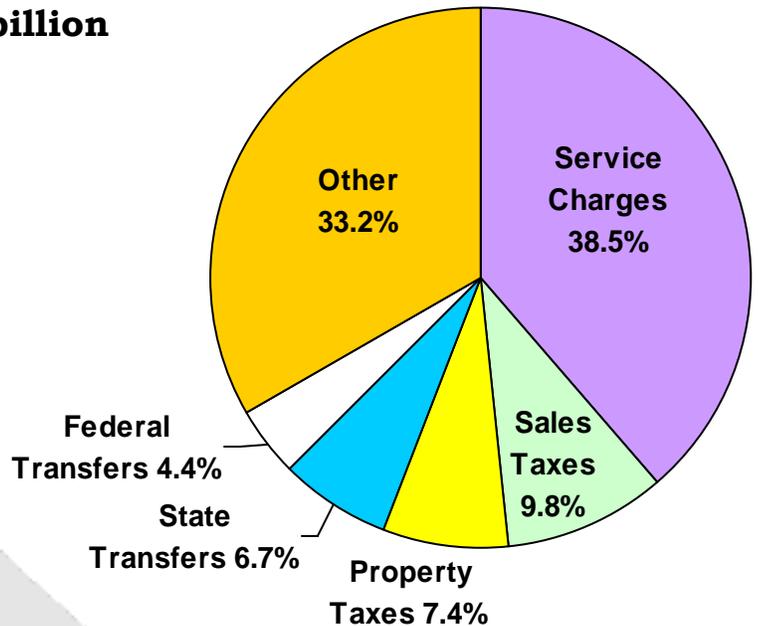
Major revenue sources:

Service Charges = \$16.5 billion
(e.g. electric, water, sewer fees)

Sales taxes = \$4.2 billion

Property taxes = \$3.1 billion

State transfers = \$2.8 billion
(e.g. VLF, gas tax)



2003-04 City Expenditures

(excluding San Francisco; Source: State Controller)

Total city expenditures = \$42.2 billion

Major expenditures:

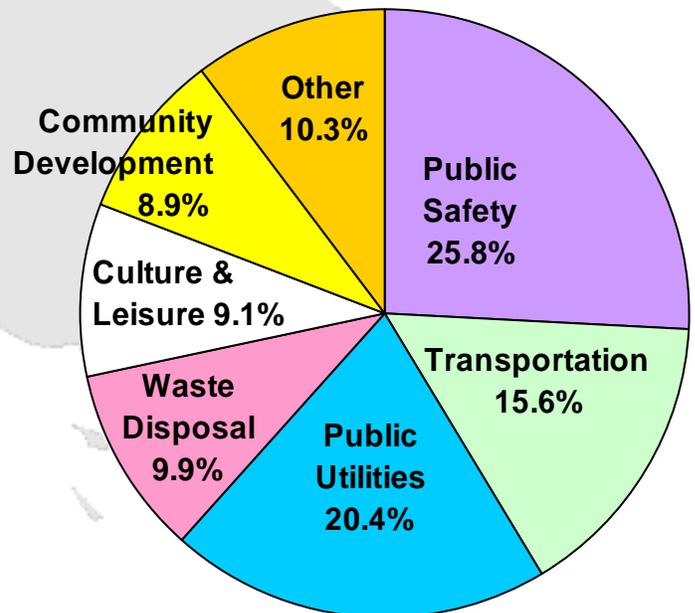
Public safety = \$10.9 billion
(e.g. police, fire, street lighting)

Public utilities = \$8.6 billion
(e.g. electric, water)

Transportation = \$6.6 billion
(e.g. streets and highways, airports)

Waste disposal = \$4.2 billion
(e.g. garbage and sewers)

Community Development = \$3.4 billion
(e.g. planning and housing)



The Origins of California City Powers

Western Cities Magazine, January 2008

by Kourtney Burdick, JoAnne Speers and Patrick Whitnell

This column offers a brief and very general historical look at California cities' constitutional history and powers. This information sheds light on some of the struggles cities face in protecting local control in the courts and the Legislature.

The 1849 Constitution

When the United States annexed California in 1848, city governments were the only form of government in the state. Cities were allowed to continue to operate, as they had been doing, under international law.

The state held its first constitutional convention Sept. 3, 1849. Despite the fact that local government was the dominant form of government in California, the 1849 Constitution said little about city government -- precisely 133 words.

The Constitution's silence on local government allowed the Legislature and courts to interpret very broadly the state's powers with respect to local government. When residents were unhappy with a city's action, they asked the Legislature to override the action. The Legislature ordered cities to sell property, pay specific claims, issue debt and pay city employees certain amounts. In some instances, the Legislature stripped individual cities of their power over particular issues. The Legislature also retained authority to approve (or alter) new city charters. The breadth of the Legislature's discretion led to widely differing powers among cities.

Between 1849 and 1879, California changed dramatically as its population grew. For some, it was a period of prosperity as the state's agricultural and manufacturing industries blossomed. For many, however, it was marked by instability and deterioration. The 1870s witnessed widespread unemployment, homelessness, foreclosures and business and bank closures.

These problems were amplified by a "keen outrage ... that something had gone terribly wrong in the political process." The 1849

Constitution's silence on local government gave the Legislature unchecked power. Unfortunately, the railroads, corporate ranchers and other business interests unduly influenced many legislators -- to the detriment of the state's citizens.

1879 Brings a New State Constitution

People wanted reform. In 1878, the Legislature called a constitutional convention, where delegates drafted a new Constitution, which was proposed to the voters in 1879. A heated campaign ensued over whether to ratify it. Some claimed its adoption would lead to the state's collapse. Others argued it would serve as a gateway to prosperity. In the end, the voters approved the new Constitution.

The 1879 Constitution has two significant aspects. First, it gave affirmative grants of authority to cities, including the police and charter city powers, which remain in place today. The police power allows cities to make and enforce all local, police, sanitary and other regulations not in conflict with state law. The charter city power allows citizens to give their city "home rule" authority by voting to become a charter city. Charter cities can organize themselves as they see fit and enact measures that affect matters of local concern, regardless of conflicting state laws.

Second, the 1879 Constitution placed significant restrictions on the state's power to interfere with city matters. Among other things, these restrictions prohibited the Legislature from:

- ◆ Adopting special legislation relating to cities;
- ◆ Imposing taxes upon cities and city residents for local purposes; and
- ◆ Delegating authority over city revenues to private persons.

The Constitution also demanded that the Legislature adopt a uniform procedure for city incorporation.

A Constitutional Revision

The 1879 Constitution was in effect for a long time, but by the 1960s things were again in a state of disarray. The Constitution had been amended more than 300 times, and it had ballooned from a relatively succinct 16,000 words to a whopping 75,000 words. It was longer than the federal Constitution, and the only state with a longer Constitution was Louisiana. The chief justice of the California Supreme Court called the California Constitution "[c]umbersome, unelastic and outmoded ... much too long ... almost everything a Constitution ought not to be."

Article XI, the portion that addresses local government, was one of the worst offenders. After the 1879 Constitution was adopted, Article XI was amended more than 65 times. It was so specific that one professor described the article as "an object of criticism for its multitudinous procedural details, extensive regulatory trivia and narrowly particularized provisions."

In 1962, California voters approved a constitutional amendment that allowed the Legislature to propose revisions to the Constitution. The Legislature responded by appointing a Constitutional Revision Commission to assist with the task. Then-League Executive Director Bud Carpenter was a member of this commission, as were a number of city officials.

The commission's work took almost a decade. The group proceeded methodically through each article. As they finished each article, they submitted it to the Legislature, which in turn submitted the article to the electorate. The voters approved the new and improved version of Article XI in June 1970.

Recent Amendments Are Cause for Celebration

Since 1970, California has adopted many constitutional amendments, chiefly related to the financial relationship of cities to the state and the process local government must use to increase revenues.

For example, a key victory for local control occurred in 2004 when voters overwhelmingly approved Proposition 1A. The proposition was

designed to put a stop to the then-prevalent practice of the state taking local revenues to balance its budget. Although the 1879 Constitution was designed in part to limit legislative encroachments into city prerogatives, the state still found ways to dip into local coffers. Prop. 1A stopped this practice, and also prohibits the Legislature from imposing new programs on local governments without providing the money to pay for them.

Court Decisions Focus on Local Control Issues

The 1879 Constitution's provisions were quaint and largely of historical interest through most of the 20th century. In 2003, however, the California Supreme Court relied on one of the 1879 amendments to strike down a state labor relations law that local officials perceived as threatening their ability to control their budgets.

In the area of pre-emption analysis, the courts have been inconsistent. For example, in summer 2007, the California Supreme Court ruled that the City of Stockton lacked the power to take title of vehicles previously used to acquire drugs or solicit prostitution. This is contrary to the general rule that when a city is regulating in an area of traditional local concern, courts presume the state law does not override local regulation unless the Legislature has clearly expressed an intent to preempt. The fact that Stockton is a charter city did not affect the court's analysis.

Constant Vigilance Is Key

California's Constitution contains strong protections for local control. This reflects the practical reality that California is not a state in which one-size-fits-all solutions meet the needs of all communities. It also reflects a desire to keep government close to the people. As with all constitutional protections, however, preserving the protections requires constant vigilance, both in the Legislature and the courts.

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SPECIAL DISTRICT FACT SHEET

-- Senate Local Government Committee, August 2009 --

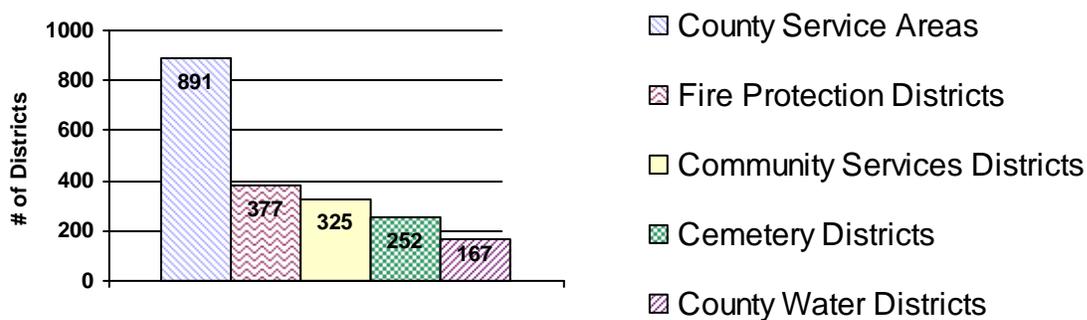


California has nearly 3,400 special districts. Special districts are limited purpose local governments – separate from cities and counties. Within their boundaries, special districts provide focused public services such as fire protection, sewers, water supply, electricity, parks, recreation, sanitation, cemeteries, and libraries.

Service Area Boundaries - Districts’ service areas range from a few acres to thousands of square miles crossing city and county lines. The Metropolitan Water District of Southern California serves over **18 million people** in more than **5,200 square miles** in six counties. By contrast, the Arden Manor Recreation and Park District in Sacramento County covers only **21 acres**; Stallion Springs Community Services District in Kern County serves about **2,500 people**.

Types of Special Districts - There are about **50 major types of special districts** (and many subcategories) ranging from airport to cemetery to water conservation districts. **All types of districts operate under either a *principal act* or a *special act*.**

A *principal act* is a generic state law that applies statewide to all special districts of that type. There are about 60 principal acts. This chart shows the five most common principal act districts:



A *special act* is a law that the Legislature tailored to the unique needs of a specific area. There are about 120 special act districts. Examples are: Kern County Water Agency, Fairfield-Suisun Sewer District, and Humboldt Bay Harbor, Recreation, and Conservation District.

Special District Fact Sheet Continued

-- Senate Local Government Committee, August 2009 --

Understanding Special Districts - One way to understand special districts is to look at their *activities, funding, and governance*:

Activities

Nearly 85% of California's special districts are *single function* districts, which provide only one service such as fire protection, mosquito abatement, or waste disposal. The remaining districts are *multi-function* districts providing two or more services. For example, several *municipal utility districts* provide fire protection and park services in addition to utility services. *Fire protection districts* often provide ambulance services too. *County Service Areas (CSAs)* can provide any service that a county can provide. **A district's name does not always indicate which services it provides or is authorized to provide.**

Funding

Special districts generate revenue from several sources including property taxes, special assessments, and fees.

- **Enterprise districts run much like business enterprises** and provide specific benefits to their customers. These districts are **primarily funded by the fees that customers pay for services**. About 27% of special districts are enterprise districts and include airport, harbor, hospital, transit, waste disposal, and utility districts. In 2006-07, enterprise districts generated about \$23.9 billion in revenues.
- **Non-enterprise districts deliver services that provide general benefits to entire communities**. These services, such as fire protection, flood control, cemeteries, and road maintenance, do not lend themselves to fees. **Non-enterprise districts rely primarily on property taxes for their revenues**. In 2006-07, non-enterprise districts generated about \$13.6 billion in revenues.

Governance

There are two forms of special district governance:

- About 2/3 of special districts are *independent districts* with independently elected boards or appointed boards whose directors serve for fixed terms. Most have five-member boards but they vary with the size and nature of the district. Cemetery, Fire Protection, and Community Services Districts are mostly *independent districts*.
- The other 1/3 of special districts are *dependent districts* governed by either a city council or county board of supervisors. County Service Areas are *dependent districts*.

California

PROPERTY TAX INFORMATION



*Any County, City,
Special District, School
District or Joint Powers
Authority can establish
a Community
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What is Mello-Roos?

Background:

In 1978 Californians enacted Proposition 13, which limited the ability of local public agencies to increase property taxes based on a property's assessed value. In 1982, the Mello-Roos Community Facilities Act of 1982 (Government Code §53311-53368.3) was created to provide an alternate method of financing needed improvements and services.

The Mello-Roos Community Facilities Act of 1982

The Act allows any county, city, special district, school district or joint powers authority to establish a Mello-Roos Community Facilities District (a "CFD") which allows for financing of public improvements and services. The services and improvements that Mello-Roos CFDs can finance include streets, sewer systems and other basic infrastructure, police protection, fire protection, ambulance services, schools, parks, libraries, museums and other cultural facilities. By law, the CFD is also entitled to recover expenses needed to form the CFD and administer the annual special taxes and bonded debt.

Why is a Mello-Roos CFD Needed?

A CFD is created to finance public improvements and services when no other source of money is available. CFDs are normally formed in undeveloped areas and are used to build roads and install water and sewer systems so that new homes or commercial space can be built. CFDs are also used in older areas to finance new schools or other additions to the community.

How is a Mello-Roos CFD Formed?

A CFD is created by a sponsoring local government agency. The proposed district will include all properties that will benefit from the improvements to be constructed or the services to be provided. A CFD cannot be formed without a two-thirds majority vote of residents living within the proposed boundaries. Or, if there are fewer than 12 residents, the vote is instead conducted of current landowners. In many cases, that may be a single owner or developer.

Once approved, a Special Tax Lien is placed against each property in the CFD. Property owners then pay a Special Tax each year. If the project cost is high, municipal bonds will be sold by the CFD to provide the large amount of money initially needed to build the improvements or fund the services.

How is the Annual Charge Determined?

By law (Prop. 13), the Special Tax cannot be directly based on the value of the property. Special Taxes instead are based on mathematical formulas that take into account property characteristics such as use of the property, square footage of the structure and lot size. The formula is defined at the time of formation, and will include a maximum special tax amount and a percentage maximum annual increase.

How Long Will the Charge Continue?

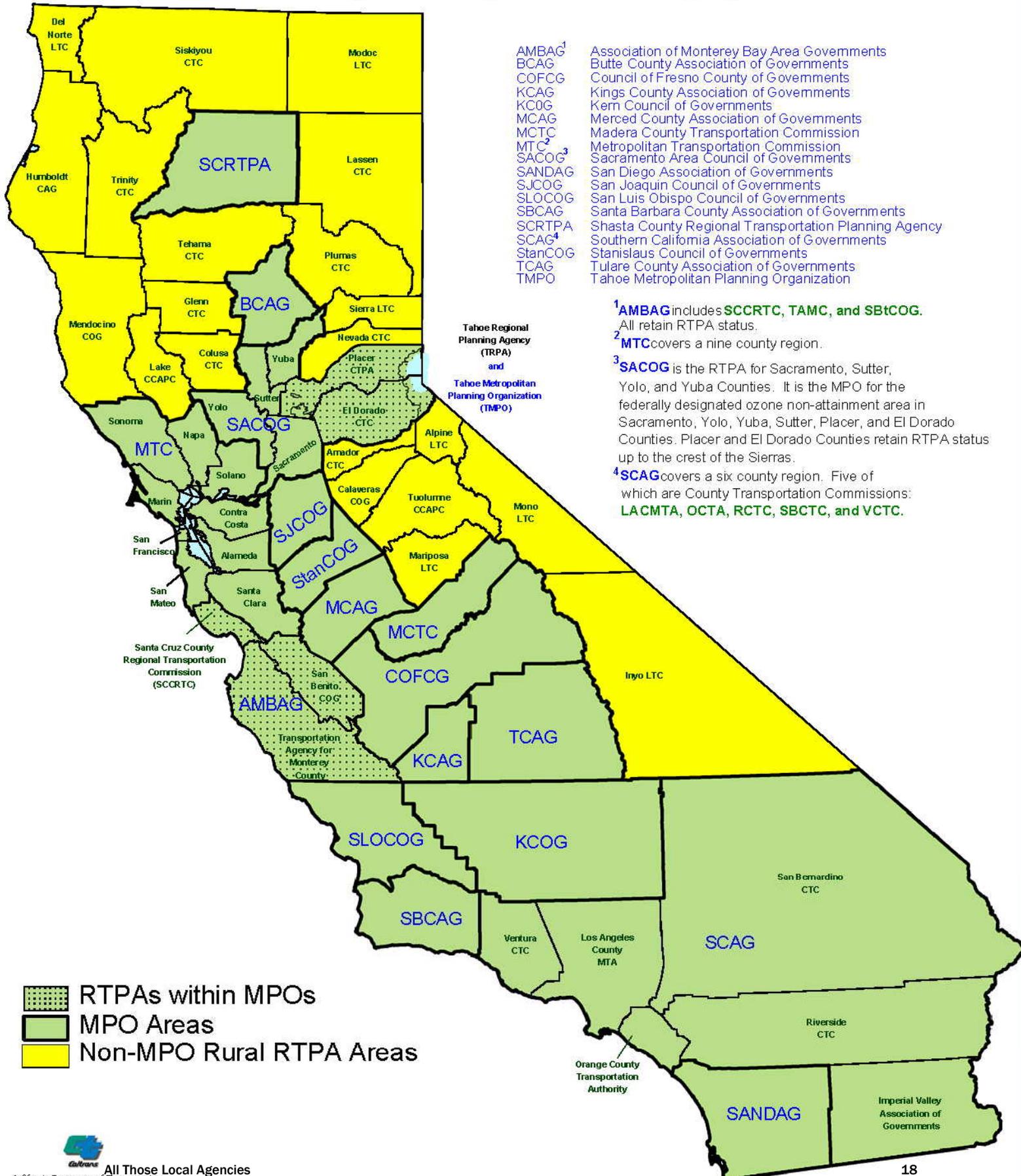
If bonds were issued by the CFD, special taxes will be charged annually until the bonds are paid off in full. Often, after bonds are paid off, a CFD will continue to charge a reduced fee to maintain the improvements.

IMPORTANT TO KNOW:

- **Rights to Accelerated Foreclosure.** It is important for CFD property owners to pay their tax bill on time. The CFD has the right (and if bonds are issued, the obligation) to foreclose on property when special taxes are delinquent for more than 90 days. Additionally, any costs of collection and penalties must be paid by the delinquent property owner. This is considerably faster than the standard 5 year waiting period on county ad valorem taxes.
- **Disclosure Requirement for Sellers (California Civil Code §1102.6).** When reselling a property in a CFD, the seller must make a "good faith effort" to obtain a Notice of Special Tax from the local agency that levies the Special Tax, and provide it to the buyer.

CALIFORNIA

Metropolitan Planning Organizations (MPOs) and Regional Transportation Planning Agencies (RTPAs)



- AMBAG¹ Association of Monterey Bay Area Governments
- BCAG Butte County Association of Governments
- COFCG Council of Fresno County of Governments
- KCAG Kings County Association of Governments
- KCOG Kern Council of Governments
- MCAg Merced County Association of Governments
- MCTC Madera County Transportation Commission
- MTC² Metropolitan Transportation Commission
- SACOG³ Sacramento Area Council of Governments
- SANDAG San Diego Association of Governments
- SJCOG San Joaquin Council of Governments
- SLOCOC Southern California Association of Governments
- SBCAG Santa Barbara County Association of Governments
- SCRTPA Shasta County Regional Transportation Planning Agency
- SCAG⁴ Southern California Association of Governments
- StanCOG Stanislaus Council of Governments
- TCAG Tulare County Association of Governments
- TMPO Tahoe Metropolitan Planning Organization

Tahoe Regional Planning Agency (TRPA) and Tahoe Metropolitan Planning Organization (TMPO)

- ¹AMBAG includes SCRTC, TAMC, and SBtCOG. All retain RTPA status.
- ²MTC covers a nine county region.
- ³SACOG is the RTPA for Sacramento, Sutter, Yolo, and Yuba Counties. It is the MPO for the federally designated ozone non-attainment area in Sacramento, Yolo, Yuba, Sutter, Placer, and El Dorado Counties. Placer and El Dorado Counties retain RTPA status up to the crest of the Sierras.
- ⁴SCAG covers a six county region. Five of which are County Transportation Commissions: LACMTA, OCTA, RCTC, SBCTC, and VCTC.

 RTPAs within MPOs
 MPO Areas
 Non-MPO Rural RTPA Areas



All Those Local Agencies!

WORK GROUP ASSIGNMENT

Your Task: Each group will be assigned a local agency to study. Your group's task is to examine your agency and discuss each of the areas listed below. Prepare a flipchart sheet(s) highlighting your key points and appoint a member of the group to present your findings.

Local Agency: _____

1. Basic Role and Responsibilities

- ◆ Mandated (required)

- ◆ Discretionary (optional)

2. Service Area (local, county, regional)

3. Governing Body

4. Authorities

5. Typical Interactions with Counties

Make Group Discussions Effective

Appoint members to each of these tasks:

- ◆ Discussion leader
- ◆ Recorder
- ◆ Presenter
- ◆ Time keeper