

MOTION BY SUPERVISORS MARK RIDLEY-THOMAS AND SHEILA KUEHL

DECEMBER 6, 2016

Strengthening County Governance and Departmental Accountability

The Los Angeles County (County) Board of Supervisors (Board) has utilized different models with respect to information sharing, interaction, and oversight of County departments. Prior to 1986, the Board required that each department be assigned to a particular Board office. In 1986, the Board opted to amend its rules to assign all departmental oversight to the Board as a "Committee of the Whole" where the department heads reported to the Board collectively. At that time, the Board Rules required that the departments meet and share information with *all* Board offices in order to create more interaction between all department heads and Board offices.

However, the intended effect was not achieved. Assigning departments to all Board offices decreased efficiency, resulted in redundant efforts, and reduced accountability in County government because when everyone is responsible, no one is truly responsible. As a result, in 1991, the Board opted to revert to the pre-1986 structure where each department, with the exception of County Counsel, the Chief Administrative Office, Executive Office, and Health Services, was assigned to a single Board office. While the departments were required to respond to all Board offices, the assignment made a single Board office responsible for primary communication and information sharing with specific departments.

The interim governance structure approved by the Board in 2007 caused all department heads to report to all Board offices through the Chief Executive Officer (CEO)

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MOTION

SOLIS _____

KUEHL _____

HAHN _____

BARGER _____

RIDLEY-THOMAS _____

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who engaged Deputy CEOs to oversee departmental clusters organized by broad subject matter specialty areas. With the most recent change to the governance structure in 2015, department heads are required to report directly to the Board as a Committee of the Whole and are assigned to all five Board offices without the CEO as a centralized point of contact. In 2015, the Board also adopted the ordinance which created a health agency, wherein the departments of Health, Mental Health, and Public Health were consolidated and unified under a health agency director who in turn reports to the Board.

In recent years, the assignment of departments to Board offices has been made at the discretion of the Chair or Mayor of the Board. However, the departmental assignments to Board offices tend to be nominal only while, in practice, all departments essentially report to all Board offices. In other jurisdictions, local and state governments utilize committee structures that not only allow members of the governing body to develop expertise within a specific policy area, but also effectively redistribute responsibility and oversight. Through frequent and in-depth discussions at the committee level, members are able to hold the respective agency or department staff accountable. Absent a formal committee structure in the County, the Board could benefit from adopting a more clear and direct oversight role between specific department heads and members of the Board.

To date, there have been insufficient accountability and minimal interaction with the Board. Considering the volume and magnitude of the issues facing a number of departments, County operations would be enhanced if Board offices could focus their attention and oversight on specific departments. Such a relationship would allow for ongoing guidance and timely consultation, while still enabling large policy issues to be shared with the entire Board to ensure buy-in and diversity of opinions. Additionally, the Board should evaluate the efficacy of the health agency to determine if this model has the potential to further enhance County governance, accountability, and information sharing.

WE THEREFORE MOVE THAT THE BOARD OF SUPERVISORS:

1. Make commission assignments as reflected on Attachment A;
2. Assign departmental Chair responsibilities as reflected on Attachment B pursuant to Chapter VII, Section 28 of the current Rules of the Board to allow each County department to be assigned to a specific Board office for primary communication and information sharing and to enhance departmental accountability, knowing that the departments are still required to respond to all Board offices; and
3. Instruct the Chief Executive Officer, in conjunction with County Counsel, the Auditor-Controller, the Director of Personnel, and the Los Angeles County Citizen's Economy and Efficiency Commission to report back to the Board, in writing, as part of the fiscal year 2017-18 Budget Deliberations in June 2017, with an evaluation of the consolidated health agency model, including an assessment of collaboration, service integration, fiscal impacts, and operations, and an analysis of the advantages and disadvantages of establishing additional agencies across broad subject matter areas. The assessment should incorporate input and participation from internal and external stakeholders and members of the public.

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(DJ)

LOS ANGELES COUNTY COMMISSION APPOINTMENTS

Alameda Corridor-East Construction Authority

Supervisor Hilda L. Solis
Supervisor Janice Hahn (Alternate)
Supervisor Kathryn Barger (Alternate)

Cal-ID Board

Supervisor Hilda L. Solis

Law Library

Susan L. Steinhauser

Los Angeles County Children and Families First-Proposition 10 Commission (First 5 LA)

Supervisor Sheila Kuehl

LA Care Health Plan

Supervisor Mark Ridley-Thomas

LA County Mental Health Commission

Supervisor Kathryn Barger

Local Agency Formation Commission

Supervisor Janice Hahn
Supervisor Kathryn Barger
Supervisor Sheila Kuehl (Alternate)

Los Angeles County Highway Safety Commission

Marvin W. Estey
Thurston T. Reese

Los Angeles Memorial Coliseum Commission

Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn (Alternate)

South Coast Air Quality Management District

Supervisor Sheila Kuehl

Southern California Association of Governments (SCAG) Regional Council

Supervisor Janice Hahn
Supervisor Hilda L. Solis (Alternate)

Southern California Home Financing Authority

Sean Rogan
Emilio Salas (Alternate)

**Supervisor Mark Ridley-Thomas,
Chairman, December 6, 2016**

Committee of the Whole

Auditor-Controller
Chief Executive Office
County Counsel
Executive Office
Health Agency

DEPARTMENTAL ASSIGNMENTS

First District:

Community and Senior Services*
Consumer and Business Affairs
Los Angeles County Office of Education
Medical Examiner
Parks and Recreation
Probation

Second District:

Community Development Commission
District Attorney
Health Services
Internal Services Department
Museum of Natural History
Public Defender
Sheriff

Third District:

Alternate Public Defender
Child Support Services
Children and Family Services
Courts
Museum of Art
Public Social Services
Registrar-Recorder/County Clerk

Fourth District:

Assessor
Beaches and Harbors
Fire Department
Human Resources
Military and Veterans Affairs
Public Health
Public Library

Fifth District:

Agricultural Commissioner/Weights & Measures
Animal Care and Control
Mental Health
Public Works
Regional Planning
Treasurer-Tax Collector

*Name change to Workforce Development, Aging and Community Services effective December 15, 2016.