EXECUTIVE OFFICE
BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES
EDWARD YEN
EXECUTIVE OFFICER

COUNTY OF LOS ANGELES
EXECUTIVE OFFICE
BOARD OF SUPERVISORS
KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 383
LOS ANGELES, CALIFORNIA 90012
(213) 974-1411 • www.bos.lacounty.gov

MEMBERS OF THE BOARD
HILDA L. SOLIS
HOLLY J. MITCHELL
LINDSEY P. HORVATH
JANICE HAHN
KATHRYN BARGER

October 6, 2026

The Honorable Board of Supervisors
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

RECEIPT OF GOVERNANCE REFORM TASK FORCE RECOMMENDATIONS RELATED TO THE ESTABLISHMENT OF THE OFFICE OF THE ELECTED COUNTY EXECUTIVE, THE DIRECTOR OF BUDGET AND MANAGEMENT, AND THE COUNTY LEGISLATIVE ANALYST (ALL DISTRICTS) (3 VOTES)

SUBJECT

The Executive Office of the Board of Supervisors (EO) is requesting the Board of Supervisors (Board) receive and file the Governance Reform Task Force's (GRTF) report and recommendations related to the establishment of the Office of the Elected County Executive, the Director of Budget and Management, and the County Legislative Analyst (CLA), developed pursuant to the Board's November 26, 2024, directive and in furtherance of the voter-approved Measure G Charter Amendment.

The EO further requests the Board take action on the GRTF recommendations that require Board direction at this time, as identified in Recommendations 2 through 4 of this letter, including directing the Chief Executive Office (CEO), County Counsel, the Department of Human Resources, and other County departments as applicable, in collaboration with the EO, to take the actions necessary to implement those recommendations, consistent with the phased timelines set forth in Attachment 1, in advance of the new governance structure taking effect in December 2028.

IT IS RECOMMENDED THAT THE BOARD:

1. Receive and file the GRTF report titled "Recommendations Related to the Establishment of the Office of the Elected Executive, the Director of Budget and Management, and the County Legislative Analyst" (Attachment 1), including the

following recommendations, which set forth the framework for the new governance structure and do not require Board action at this time:

a. **County Executive:** Recommendations #1, #2 (including 2a), #3 (including 3a through 3d), #4 (including 4a), #5 (including 5a), and #6 (including 6a and 6b), which describe the elected County Executive's executive leadership functions, budgetary flexibility, department performance management responsibilities, and intergovernmental affairs and constituent services roles.

b. **Director of Budget and Management:** Recommendation #1 (including 1a and 1b), which identifies the core budget, fiscal, and administrative functions that will transition from the CEO to the Office of the Director of Budget and Management.

c. **County Legislative Analyst:** Recommendation #1 (including 1a) and Recommendations 2b, 2c, 2d, 2e and 2f, which define the CLA's Office as an independent, nonpartisan office of the Board and describe the anticipated phasing of its staffing, funding, and administrative support.

2. Take the following actions related to the Office of the Elected County Executive, as set forth in Section B.I of Attachment 1:

   a. Amend the Rules of the Board to discontinue use of the title "Mayor" by the Chair of the Board, and direct County Counsel to identify and prepare any conforming amendments to other governing documents necessary to eliminate references to the Board Chair as "Mayor" or "Mayor/Chair" (Recommendation 1a).

   b. Direct the CEO, through the Office of Countywide Communications, to develop and implement a focused public education and outreach campaign in advance of the inaugural election to familiarize residents and stakeholders with the title, roles, and responsibilities of the elected County Executive and how those responsibilities differ from those of the Board (Recommendation 1b).

   c. Direct County Counsel to prepare the necessary amendments to the Los Angeles County Administrative Code, County ordinances, or other governing provisions to establish the elected County Executive's authority and responsibility for the performance management and evaluation of executive branch department heads and to reflect the County Executive's role in conducting an annual organizational review, consistent with Measure G (Recommendation 4b).

   d. Direct the CEO to prepare a report assessing the County's existing department head performance management and evaluation process, including the MAPP system, and identifying opportunities and considerations for transitioning this responsibility to the elected County

Executive, to be made publicly available sufficiently in advance of the inaugural elected County Executive taking office (Recommendation 4b).

e. Direct the CEO to prepare and make publicly available, within 120 days, a transition report assessing the structure, staffing, resources, responsibilities, and operations of the County's Legislative Affairs and Intergovernmental Relations function, and to present the report to the Elected Executive Ad Hoc Subcommittee (Ad Hoc) and the GRTF (Recommendation 5b).

f. Direct the CEO to prepare and make publicly available, within 120 days, a transition report on the Office of Unincorporated Area Services and the County's existing and prior approaches to constituent services, and to present the report to the Ad Hoc and the GRTF (Recommendation 6c).

3. Direct the CEO to continue working with the Ad Hoc to prepare, within 120 days, a detailed transition plan identifying the positions, personnel, resources, programs, and responsibilities associated with the functions proposed to transition to the Office of the Director of Budget and Management, to be made publicly available upon completion and presented to the GRTF for its review, as set forth in Section B.II, Recommendation #2, of Attachment 1.

4. Take the following actions related to the County Legislative Analyst, as set forth in Section B.III of Attachment 1:

    a. Direct the CEO, the Executive Office, the Department of Human Resources, and County Counsel to establish and fund an administratively independent, nonpartisan CLA's Office, in phases, to be formally established and operational no later than October 1, 2027, by completing the necessary funding, classification, recruitment, transfer and ordinance actions (Recommendation #2), including the below:

        i. Direct the CEO to identify one-time funding for the preparatory work of establishing the CLA's Office and report to the Board on the amount, source, and phasing; and direct the EO to initiate the consultant solicitation in advance of final funding identification with any award contingent on identified funding (Recommendation 2a).

        ii. Direct the Department of Human Resources, in coordination with the EO, to procure an executive search firm to conduct a national search for the inaugural CLA and other key senior leadership positions, commencing as soon as funding is identified (Recommendation #3).

        iii. Direct the EO to procure, through the County's master agreement process, a legislative analyst subject-matter expert to serve as the

office's scoping and implementation consultant until the inaugural CLA is seated (Recommendation #4).

iv. Direct the CEO, within 90 days, to inventory where legislative, policy, and fiscal analysis work currently sits across County government and recommend which positions could be redeployed to the CLA's Office in FY 2027–28 and FY 2028–29 (Recommendation #5).

v. Direct the CEO's Classification and Compensation Division, in coordination with County Counsel, to report within 120 days on the mechanism for establishing the office and its positions, the classification of those positions, the enabling ordinance and its effective date, and how the ordinance can protect the office's staffing structure and resources over time (Recommendation #6).

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTIONS

The purpose of the recommended actions is to implement the governance changes approved by the voters through the Measure G Charter Amendment, consistent with the Board's November 26, 2024, directive, which tasked the GRTF with developing recommendations to guide the transition to the elected County Executive, the Director of Budget and Management, and the County Legislative Analyst.

The GRTF report (Attachment 1) contains two types of recommendations:

- Recommendations that describe the framework and responsibilities of the future offices under the new governance structure are presented for the Board to receive and file, as listed in Recommendation 1 of this letter.
- Recommendations that require Board direction now, such as directives to prepare transition reports and plans, amend governing documents, or take steps to establish the CLA's Office, are presented as action items in Recommendations 2 through 4, of this letter.

By approving and implementing the GRTF's recommendations, the Board ensures that:

- The County establishes a clear foundational framework for the future Office of the Elected County Executive, including its executive leadership functions, budgetary flexibility, department performance management responsibilities, and intergovernmental and constituent services roles.
- Core budget, fiscal, and administrative functions currently housed within the CEO are identified for an orderly transition to the Office of the Director of Budget and Management.

- An administratively independent, nonpartisan County Legislative Analyst's Office is established in phases, commences formal operations no later than October 1, 2027, and reaches full operating capacity by December 2028, when the new separation-of-powers structure takes effect, to provide the Board with policy, fiscal, operational, and legislative analysis.
- The implementation aligns with the voter-approved Measure G Charter Amendment and supports an orderly transition to the new governance structure by December 2028, consistent with the Board's directive to prioritize the use and realignment of existing County resources.

The GRTF recommendations are set forth in detail in the GRTF report (Attachment 1). Additionally, at the September 23, 2026, Operations Cluster meeting, it was requested that Attachments 2, 3, and 4 be included with this Board letter to provide further clarification.

The CEO will consult with departments and relevant stakeholders, including the GRTF, County Counsel, and the Department of Human Resources, as necessary while implementing the recommended actions.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommended actions support North Star 3: Realize tomorrow's government today, Strategy G - Internal Controls and Processes, of the County's Strategic Plan.

FISCAL IMPACT/FINANCING

Implementation of the GRTF recommendations will result in fiscal impacts associated with establishing the Office of the Elected County Executive, the Director of Budget and Management, and the County Legislative Analyst (Offices), including a transitional operating budget for the inaugural Elected County Executive beginning in FY 2028–29. The Chief Executive Office recommends a phased funding and implementation approach for the County Legislative Analyst's Office beginning with one-time implementation funding, an initial cohort of positions in FY 2027–28, and expanded capacity in FY 2028–29. The operational costs and funding for the County Legislative Analyst will be informed by the future consultant, as identified in the GRTF's recommendations to the Board of Supervisors.

On September 29, 2026, your Board adopted the FY 2026–27 Final Adopted Budget, which includes ongoing funding for the establishment of the Ethics Commission/Office of Ethics Compliance (EC/EOC), as well as a set-aside in the PFU budget unit for the continued implementation of the EC/EOC in FY 2027–28. Because the EC/EOC is fully funded in FY 2026–27, this set-aside will remain unspent and will generate one-time savings. These one-time savings may be utilized, if needed, to support FY 2026–27 start-up implementation activities associated with establishing the Offices. In addition,

any EC/EOC current-year operational one-time savings may also be made available to offset these one-time implementation costs.

Looking ahead, the Executive Office will develop and submit any ongoing funding requests for the Offices through the FY 2027–28 Recommended Budget, once the necessary implementation analysis and cost development work have been completed. The County's annual budget process provides the necessary framework to support a more fully developed assessment of the Offices' scope and functions, supportable ongoing staffing and cost estimates, and the identification of sustainable funding sources or offsets within the context of broader County and Measure G priorities. This approach provides the Executive Office additional time to fully develop the Offices' scope, implementation plan, and supportable cost estimates before any funding decisions are considered.

As stated in the Chief Executive Office's August 26, 2026, report back on Measure G Funding Mandates and consistent with Measure G language and the Fiscal Impact Statement presented to voters, one-time implementation costs are limited, must be funded with existing County resources and offset by cost savings, and are intended to support necessary start-up activities. In contrast, ongoing operational costs, such as salaries, benefits, office space, and continuing administrative support, are not treated as implementation costs under Measure G and may be supported through the reallocation of existing resources, future revenue growth, operating efficiencies, or other available County funding sources. These distinctions will serve as the basis for developing and evaluating all future funding requests associated with Measure G.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The Board's November 26, 2024, directive instructed the EO, in consultation with County Counsel, to establish the GRTF and ensure the Task Force is empowered to make recommendations on governance reforms required by the voter-approved Measure G Charter Amendment, including the framework for the Office of the Elected County Executive, the Director of Budget and Management, and the County Legislative Analyst.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Implementation of the GRTF's recommendations is designed to establish the new governance structure required by Measure G while preserving continuity of County services. Departments will continue current operations while transition planning, reporting, and phased staffing occur in advance of the separation-of-powers structure taking effect in December 2028.

CONCLUSION

Upon the Board's receipt, the Executive Officer, Board of Supervisors, is requesting to return one received stamped Board Letter to the GRTF.

Respectfully submitted,

Edward Yen
Executive Officer, Board of Supervisors

EY:SH:SK:ah

Enclosures

c: Chief Executive Officer
County Counsel
Department of Human Resources

Los Angeles County

Governance Reform Task Force

KENNETH HAHN HALL OF ADMINISTRATION
500 W Temple Street, ROOM 383,
LOS ANGELES, CA 90012

September 11, 2026

TO: **Supervisor Hilda L. Solis, Chair**
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: **Los Angeles County Governance Reform Task Force**

SUBJECT: **RECOMMENDATIONS RELATED TO THE ESTABLISHMENT OF THE OFFICE OF THE ELECTED COUNTY EXECUTIVE, THE DIRECTOR OF BUDGET AND MANAGEMENT, AND THE COUNTY LEGISLATIVE ANALYST**

A. EXECUTIVE SUMMARY

In November 2024, the voters of Los Angeles County approved Measure G, establishing a new governance structure for the County that includes the election of a County Executive beginning in 2028, the creation of an independent, nonpartisan County Legislative Analyst, and the establishment of a Director of Budget and Management. These changes represent a significant restructuring of the responsibilities and relationships among the County's executive and legislative functions and require careful planning to ensure an orderly transition to the new governance structure.

The Governance Reform Task Force (GRTF) established the Elected Executive Ad Hoc Subcommittee (Ad Hoc) to examine key policy, organizational, and transition questions associated with these changes and to develop recommendations to guide their implementation. The Ad Hoc's work has focused on establishing a foundational

framework for the future Office of the elected County Executive, clarifying the respective roles and responsibilities of the County Executive and Director of Budget and Management, consistent with the County Charter, and developing a pathway for establishing the County Legislative Analyst's Office and the analytical capacity necessary to support the Board of Supervisors under the new separation-of-powers structure.

The recommendations contained in this report are the product of an iterative process of research, public discussion, stakeholder engagement, and deliberation. Throughout its work, the Ad Hoc and full GRTF received research and analysis examining governance structures and practices in comparable jurisdictions, providing members with examples of how other large and complex county governments organize executive leadership, budgeting, legislative analysis, departmental oversight, and related functions.

Consistent with the November 26, 2024, Board Directive[1], specifically Directive 2(a)(iv), the Ad Hoc studied potential organizational models for the offices of the future elected County Executive and Director of Budget and Management. These models were presented to the full GRTF on August 17, 2026, to facilitate discussion and solicit feedback. The Ad Hoc intends to continue evaluating and refining these organizational models and is currently conducting outreach to County department heads and other stakeholders to obtain additional input on the proposed allocation and alignment of functions. Following this outreach, the Ad Hoc will return to consider updated organizational and reorganization options and develop additional recommendations for the GRTF's consideration. Accordingly, this report represents the first round of the Ad Hoc's recommendations and is intended to establish a foundation for its continuing work on the future structure and organization of the County's executive branch.

The Board's November 26, 2024, Directive also establishes an important fiscal framework for this continuing work. In considering the implementation and ongoing operating costs associated with Measure G, the Ad Hoc will prioritize opportunities to reallocate and strategically use existing County resources, achieve operating efficiencies, reserve future revenues, earmark property tax growth, and identify alternative or new funding sources. Consistent with the Board's direction, these options should be thoroughly evaluated, individually and in combination, before considering austere spending strategies or service curtailments to fund either one-time implementation costs or ongoing operations. This approach will guide the Ad Hoc's continuing development and refinement of recommendations with the goal of

[1] Los Angeles County Board of Supervisors, *Los Angeles County Governance Reform: Implementing the Voter Mandate for a More Representative, Accountable, and Transparent Los Angeles County*, Board Directive, November 26, 2024, Directive 2(a)(iv).

implementing the new governance structure in a fiscally responsible manner while protecting essential County services.

The Ad Hoc also regularly brought its work before the full GRTF for discussion, review and feedback. Presentations were made to the GRTF on June 24, July 8, August 7, August 12, August 17, August 21, and August 26, 2026. At these meetings, the Ad Hoc presented its research, emerging framework, and preliminary recommendations and received feedback from members of the full GRTF, organized stakeholder groups, and members of the public. This iterative process provided stakeholders and the public ample opportunity to consider, discuss, and respond to the Ad Hoc's preliminary recommendations before they were finalized. Feedback received through these meetings was carefully reviewed and considered by both the full GRTF and the Ad Hoc and was incorporated into subsequent deliberations. The Ad Hoc revisited its proposals in light of that input and refined the recommendations reflected in this report.
At the special meeting on August 17, the GRTF received presentations and written submissions from community organizations and municipal partners. Stakeholders emphasized the need for clear communication around the role of the future County Executive, transparent public reporting on budgets and service delivery, and continued public engagement, particularly with historically underserved and unincorporated communities.

On the evening of August 21, the GRTF hosted a community roundtable at the Hall of Administration which focused on collecting feedback from residents on their understanding and opinions of the future office. Participants called for plain-language and multilingual information about the future County Executive's role and authority, how responsibilities will be divided among the County Executive, the Board of Supervisors, departments, and cities, and where residents should turn for constituent assistance.

At its regular meeting on August 26th, the GRTF received the initial recommendations for the County Legislative Analyst, the nonpartisan office of the Board of Supervisors, established by Measure G. The presentation covered the office's purpose, its distinction from the County's existing legislative advocacy function, a three-phase approach to funding and staffing the office so that it is fully operational when the separation of powers takes effect in December 2028, a national search for the inaugural County Legislative Analyst, and the preparatory work of a scoping consultant, an inventory of existing County analytical resources, and a County Counsel report on the enabling ordinance.

Members discussed the recommendations and requested a series of revisions: placing the distinction between the County Legislative Analyst and the legislative advocacy

function at the front of the recommendations; prioritizing the redeployment of existing County positions in every phase; allowing the consultant solicitation to begin ahead of final funding identification; describing how existing positions would move and the anticipated effect on departments; and protecting the office's structure and resources through the enabling ordinance. Each requested revision was made and the County Legislative Analyst recommendations in Section III of this report incorporate those revisions and are presented for the GRTF's consideration.

Recognizing that the transition to the elected County Executive and creation of the County Legislative Analyst will affect communities and governmental partners throughout Los Angeles County, individual meetings, communications and conversations also occurred with community groups, city managers, councils of government and other civic partners. Presentations about Measure G and the future elected County Executive were provided to labor partners, including SEIU Local 721 and the Coalition of County Unions. The GRTF also welcomed input from the County's 88 cities and its unincorporated communities in the form of dozens of letters and messages submitted into the record as public comment. This engagement has helped inform the Task Force's understanding of how the new governance structure can strengthen coordination between County government and the communities it serves, particularly in areas such as constituent services, intergovernmental relations, regional coordination, and service delivery.

This report reflects the work completed to date, but it does not conclude the Elected Executive Ad Hoc's work or the GRTF's engagement with stakeholders and the public. The Ad Hoc and GRTF expect to continue engaging County departments and employees, organized stakeholder groups, the County's 88 cities, unincorporated communities, regional partners, and members of the public in the coming months as additional operating frameworks and transition plans are developed and outstanding governance and implementation questions are addressed.

The recommendations that follow establish an initial framework for the transition to the new governance structure. They seek to provide sufficient clarity regarding the authorities, responsibilities, resources, and institutional capacity necessary to implement Measure G while recognizing that substantial planning and implementation work remains between now and December 2028. The overarching objective is to ensure that Los Angeles County is prepared for an orderly transition and that the inaugural elected County Executive has the information, analysis, and options necessary to make informed decisions about how to organize and lead the executive branch within the framework established by the County Charter, the Board of Supervisors, and the mandate approved by the voters of Los Angeles County.

The recommendations in this report address three foundational components of the new governance structure. For the **elected County Executive**, they establish a framework for executive leadership and management, identify key functions that should transition to the new office, address the resources and flexibility needed to establish the office, and define responsibilities related to department performance, intergovernmental relations, and constituent services. For the **Director of Budget and Management**, the recommendations identify the core budget, fiscal, and administrative functions that should transition from the current Chief Executive Office and call for detailed transition planning to guide that realignment. For the **County Legislative Analyst**, the recommendations establish a pathway for creating an independent, nonpartisan office to provide the Board of Supervisors with policy, fiscal, operational, and legislative analysis, including a phased approach to staffing, funding, recruitment, and organizational development in advance of the new separation-of-powers structure taking effect in 2028, consistent with the County Charter. With this initial framework established, further development of the County Legislative Analyst and its role in supporting the Board's future legislative structure will transition to the Board Expansion Ad Hoc Subcommittee.

B. RECOMMENDATIONS

I. County Executive

Under Measure G, the elected Los Angeles County Executive will serve as the County's chief executive, providing leadership and accountability for the administration of County government. The County Executive will be responsible for setting executive priorities, overseeing departments and services, coordinating the work of the executive branch, implementing policies adopted by the Board of Supervisors, and representing the County in key intergovernmental matters.

Recommendation #1: Consistent with the language adopted in Measure G, the position shall be publicly referred to as the Los Angeles County Executive.

1a. The Board of Supervisors shall amend its Rules to discontinue use of the title "Mayor" by the Chair of the Board of Supervisors and request that County Counsel identify and prepare any conforming amendments to other governing documents necessary to eliminate references to the Board Chair as "Mayor" or "Mayor/Chair".

1b. The Board of Supervisors shall direct the Chief Executive Officer, through the Office of Countywide Communications, to develop and implement a focused public education and outreach campaign in advance of the inaugural election to familiarize residents and

stakeholders with the title, the roles and responsibilities of the office, and how those responsibilities differ from those of the Board of Supervisors, thereby promoting public understanding and informed voter participation.

Recommendation #2: The County Executive shall be responsible for providing policy direction, operational coordination, and strategic management across the executive branch.

2a. Functions currently housed within the Chief Executive Office that are executive in nature and support the administration, coordination, and implementation of County policy shall transition to the Office of the County Executive. These functions shall include, but are not limited to, Administrative Services; Countywide Communications; Legislative Affairs and Intergovernmental Relations; the Office of Emergency Management; Policy Implementation and Alignment; and Strategic Initiatives, along with the associated responsibilities necessary to support these functions.

Recommendation #3: The Board of Supervisors shall provide the inaugural elected County Executive with the resources and flexibility necessary to establish, organize, and manage the Office of the elected County Executive and effectively administer the executive branch. Consistent with Directive 1(j)(i)[2] in the Board of Supervisors' November 26, 2024, directive, implementation of this recommendation shall prioritize the use and realignment of existing County resources and identify funding sources for any additional resources necessary to support the transition to the new governance structure.

3a. For the initial implementation period between December 2028 and June 2029, the Board shall provide the inaugural elected County Executive with a transitional operating budget in the form of a discretionary appropriation, subject to standard County fiscal controls. This appropriation shall be in addition to the positions, personnel, resources, and functions that transition from the current Chief Executive Office to the elected County Executive and shall provide the County Executive with the flexibility to recruit and appoint the at-will and unclassified staff necessary to establish the office and effectively administer the executive branch.

3b. Beginning with the FY 2029–30 budget process, the elected County Executive shall submit a proposed operating budget for the Office of the County Executive as part of the draft County budget submitted to the Board of Supervisors for its consideration and approval.

[2] November 26, 2024 Board Directive, Directive 1 (j)(i)

3c. Within the funding appropriated by the Board of Supervisors, the elected County Executive shall have discretion to determine the size, composition, staffing, and organizational structure of the Office of the County Executive necessary to carry out its responsibilities. Consistent with Measure G and the Board's budgetary authority, the elected County Executive shall also have the flexibility to organize and manage executive functions and, through the annual budget process, submit recommendations regarding the creation, consolidation, transfer, or elimination of departments or major functions for consideration and approval by the Board of Supervisors.

3d. Consistent with Section 11.28 of the County Charter, the County Executive shall deliver an annual State of the County Address to the Board of Supervisors in conjunction with the proposed budget to report on the performance and condition of the County government, present executive policy and budget priorities for the coming fiscal year, recommend measures for consideration by the Board, and strengthen transparency, accountability, and public understanding of the County's strategic direction.

Recommendation #4: Upon assumption of the Office, the elected County Executive shall have responsibility for the performance management and evaluation of executive branch department heads as a core component of the Executive's management authority. The elected County Executive shall have the authority to assess the County's existing performance management practices, including the Management and Appraisal Performance Plan (MAPP) system, and determine whether to retain, modify, or replace those practices to support effective executive leadership, organizational performance, and accountability.

4a. To promote continuous improvement across the executive branch and support implementation of the organizational and governance reforms contemplated by Directive 1(j)(ii)[3] in the Board of Supervisors' November 26, 2024, directive, it is recommended that the elected County Executive establish an annual organizational review process as part of the County's budget development cycle. The review should draw upon department head performance evaluations, together with relevant operational, fiscal, and performance data, to assess departmental effectiveness, organizational performance, service delivery outcomes, and opportunities to improve efficiency, coordination, accountability, and County governance. The results of the annual organizational review may inform the elected County Executive's proposed budget and may serve as the basis for recommendations to the Board of Supervisors regarding the creation, consolidation, transfer, or elimination of departments or major functions.

[3] November 26, 2024 Board Directive, Directive 1 (j)(ii)

The Ad Hoc recognizes that the GRTF has an ongoing responsibility to develop recommendations regarding qualitative and quantitative performance measures and accountability mechanisms that should inform this organizational review process. Accordingly, the Ad Hoc will continue to review existing county performance management systems and relevant best practices, consult with County departments and other stakeholders, and develop more specific recommendations regarding performance measures, evaluation criteria, reporting, and accountability mechanisms for consideration by the GRTF in future reports. These recommendations should establish a framework that the future elected County Executive can implement and refine as part of the ongoing management of the executive branch.

4b. To implement this recommendation, the Board of Supervisors shall:

- Direct County Counsel to prepare the necessary amendments to the Los Angeles County Administrative Code, County ordinances, or other governing provisions to establish the elected County Executive's authority and responsibility for the performance management and evaluation of executive branch department heads and to reflect the County Executive's role in conducting an annual organizational review, consistent with the provisions of Measure G.
- Direct the current Chief Executive Officer to prepare a report assessing the County's existing department head performance management and evaluation process, including the MAPP system and any other relevant practices, policies, roles, and procedures. The report shall document the current process, identify opportunities and considerations for the transition of this responsibility to the elected County Executive, and be made publicly available sufficiently in advance of the inaugural elected County Executive taking office to inform the transition and provide a clear baseline for the incoming administration.

Recommendation #5: The elected County Executive shall serve as the County's primary executive-branch representative for intergovernmental affairs and legislative advocacy, working in collaboration with the Board of Supervisors to advance the County's legislative and policy priorities at the local, state, and federal levels. This responsibility shall include leading and coordinating the County's state and federal legislative advocacy; managing relationships with state and federal elected officials, agencies, and other governmental partners; engaging and coordinating with the County's 88 cities and unincorporated communities; and strengthening relationships with regional governmental bodies and agencies.

5a. To strengthen intergovernmental collaboration and regional coordination, it is recommended that the elected County Executive establish a regular and structured engagement program with the elected and appointed leadership of the County's 88

cities, representatives of unincorporated communities, and relevant regional partners. This engagement shall provide a forum to identify and understand local priorities; keep local partners informed of County policies and initiatives; strengthen coordination between the County, cities, and unincorporated communities; address shared regional challenges and service delivery issues; and, where interests align, develop coordinated legislative and policy strategies before state and federal policymakers.

5b. To support the transition of these responsibilities and further inform the development of the future intergovernmental affairs and legislative advocacy function, the Board of Supervisors shall direct the current Chief Executive Officer to prepare and make publicly available, within 120 days, a transition report assessing the existing structure, staffing, resources, responsibilities, and operations of the County's Legislative Affairs and Intergovernmental Relations (LAIR) function. The report shall assess how the current structure supports state and federal legislative advocacy, engagement with the County's 88 cities and unincorporated communities, and coordination with regional governmental partners, and shall provide recommendations for strengthening these functions under the new governance structure. The report shall be presented to the Ad Hoc and the GRTF to further inform their deliberations and allow for continued refinement of recommendations regarding the structure, responsibilities, and transition of this function before the inaugural elected County Executive takes office.

Recommendation #6: The elected County Executive should establish a constituent services and public affairs function that serves as the point of coordination for executive-branch responses to community concerns, service delivery issues, and public engagement. As the government that provides critical safety-net services for residents across Los Angeles County, the County has a particular responsibility to ensure that residents can access services effectively and that departments are coordinated and accountable for responding to community needs.

6a. The constituent services function should strengthen accountability for service delivery, improve coordination across County departments, and promote timely and effective responses to residents, with particular attention to the needs of unincorporated communities, where the County serves as both the provider of regional safety-net services and the primary local government.

6b. The elected County Executive's constituent services function should be designed to complement the constituent service role of the Board of Supervisors. Board Offices shall continue to advocate on behalf of their constituents, while the elected County Executive should focus on coordinating executive-branch action, resolving cross-departmental service issues, tracking implementation and follow-through, and improving the overall

responsiveness and accountability of County government. Consistent with the November 26, 2024, Board directive, specifically Directives 1(i) and 1(ii)[4], the elected County Executive should establish quantitative and qualitative performance metrics and accountability mechanisms to regularly evaluate the effectiveness and responsiveness of the constituent services function. Such measures should include, as appropriate, the accessibility and timeliness of constituent services, resolution of service requests, effectiveness of cross-departmental coordination, follow-through on identified issues, and resident experience. The elected County Executive should use these measures to regularly assess performance, identify opportunities for improvement, and strengthen accountability for the delivery of constituent services across the executive branch.

6c. To support the transition of these responsibilities and further inform the development of the future constituent services function, the Board of Supervisors shall direct the current Chief Executive Officer to prepare and make publicly available, within 120 days, a transition report on the County's Office of Unincorporated Area Services and the County's existing and prior approaches to constituent services. Consistent with the Board of Supervisors' November 26, 2024 directives, specifically Directives 1(j)(i) and 1(j)(iii), the report shall provide the Ad Hoc and the GRTF with the information and analysis necessary to evaluate the County's approach to constituent services for residents of both incorporated and unincorporated communities, the future direction of and oversight of municipal services in unincorporated areas under the new county governance structure and opportunities to improve quality, responsiveness, coordination, and accountability of County services.

- The report shall describe the Office's current organizational structure, staffing, resources, responsibilities, and services; assess how the Office currently coordinates with County departments and Board Offices to address the needs of unincorporated communities; and identify existing gaps or challenges in service delivery and cross-departmental coordination. The report shall also describe existing mechanisms for coordinating constituent services and addressing service issues affecting county residents within incorporated cities.
- The report shall also include a summary and assessment of constituent service systems, platforms, and coordination models that have been implemented by the County in the past, including lessons learned regarding their effectiveness, limitations, utilization, and opportunities for improvement. Where available, the assessment shall include relevant performance data and information regarding the resident experience with these systems, including the experience of residents in both incorporated cities and unincorporated communities.
- The report shall provide recommendations regarding how the County can strengthen constituent services to incorporated and unincorporated communities,

[4] November 26, 2024 Board Directive, Directives 1 (j)(i) and 1 (j)(ii)

improve coordination and accountability across departments, clarify responsibility for resolving cross-departmental service issues, establish effective mechanisms for residents to access and track services, improve coordination with incorporated cities where County and municipal responsibilities intersect, and strengthen the County's overall approach to constituent services. The report shall be presented to the Ad Hoc and the GRTF to further inform their deliberations and allow for continued refinement of recommendations regarding the structure, responsibilities, and transition of the future County Executive's constituent services function.

II. Director of Budget & Management

Under Measure G, the Director of Budget and Management will serve as the County's principal official responsible for budget development, fiscal stewardship, and countywide financial management, as directed by the elected County Executive. The Director will lead preparation and administration of the County budget, oversee key financial and administrative functions, and help ensure that resources are aligned with County priorities and long-term fiscal sustainability.

Recommendation #1: Upon the installation of the inaugural elected County Executive in 2028, the County's core budget and fiscal stewardship functions currently housed within the Chief Executive Office shall transition to the Office of the Director of Budget and Management, consistent with the responsibilities and authorities established by Measure G. The Director of Budget and Management shall report to the County Executive and, under the County Executive's direction, shall be responsible for providing the professional budget, financial, and administrative infrastructure necessary to develop and manage the County budget, promote long-term fiscal stability, and support effective stewardship of County resources.

1a. As part of the transition planning process, the office of the current Chief Executive Officer has identified a set of functions it considers to be core budget and finance operations that shall transition to the Office of the Director of Budget and Management. These include budget development and operations; budget policy and revenue alignment; finance, accounting, and financing districts; capital programs; classification and compensation; employee relations and benefits; risk management; administrative services; and asset management.

1b. The remaining functions currently housed within the Chief Executive Office that are principally executive in nature, including executive leadership, strategic initiatives, policy implementation and alignment, legislative and intergovernmental affairs, countywide communications, emergency management, and other executive management functions,

shall transition to the office of the elected County Executive or otherwise be appropriately aligned within the executive branch.

Recommendation #2: The Board of Supervisors shall direct the current Chief Executive Officer to continue working with the Ad Hoc to prepare, within 120 days, a detailed transition plan identifying the positions, personnel, resources, programs, and responsibilities associated with the functions proposed to transition to the Office of the Director of Budget and Management. This recommendation builds on work already underway between the Ad Hoc and the current Chief Executive Officer to evaluate the allocation of existing Chief Executive Office functions, resources, and responsibilities under the future governance structure. Consistent with Directive 1(j)(i)[5] in the Board of Supervisors' November 26, 2024, directive, implementation of this recommendation shall prioritize the use and realignment of existing County resources and identify funding sources for any additional resources necessary to support the transition to the new governance structure. The transition plan shall also identify any functions that require further evaluation because they include both budget and fiscal responsibilities and broader executive or policy responsibilities and provide recommendations regarding their appropriate placement under the new governance structure. The transition plan shall be made publicly available upon completion and presented to the GRTF for its review, providing the GRTF an opportunity to assess the proposed allocation of functions and make additional recommendations, if appropriate, before the new governance structure takes effect.

III. County Legislative Analyst

In the forthcoming Measure G Separation of Powers, the future County Legislative Analyst (CLA) and the existing, but eventually revised County Legislative Affairs and Intergovernmental Relations (LAIR) function, will serve different purposes. The CLA is an independent, nonpartisan office of the Board of Supervisors that analyzes legislation, policy, and fiscal matters for the Board, consistent with the County Charter. LAIR conducts intergovernmental relations and external legislative advocacy on the County's adopted positions and, consistent with the recommendations related to the elected County Executive, is an executive-branch function that will reside with the elected County Executive and is not part of the CLA's Office.

Recommendation #1: The CLA serves as an independent, nonpartisan office of the Board of Supervisors, separate from the executive branch and reporting directly to the Board, providing objective policy, fiscal, operational, and

[5] November 26, 2024 Board Directive, Directive 1(j)(i)

legislative analysis to support the Board's legislative, budgetary, and oversight responsibilities.

1a. As used in this report, 'independent' and 'administratively independent' mean that the CLA's Office is a standalone office of the Board of Supervisors, established as its own budget unit and headed by the Board-Appointed County Legislative Analyst; that it reports directly to the Board and not through any other officer or office; that it is separate from the executive branch and is not embedded within, administered by, or subordinate to the Chief Executive Office, the future Office of the County Executive, the Executive Office of the Board of Supervisors, or any other County department, except for the transitional administrative support described in Recommendation 2d. These terms do not mean independence from the Board of Supervisors. The CLA's Office is a resource of the Board, and nothing in this report limits the Board's authority to organize, manage, direct, and set priorities for the office.

Recommendation #2: The Board of Supervisors shall establish and fund a nonpartisan CLA's Office an administratively independent, nonpartisan CLA's Office providing the staffing, resources, and expertise necessary to support the Board of Supervisors and the legislative process, in three phases: preparatory work funded from one-time resources identified by the Chief Executive Officer, an initial cohort of positions in the FY 2027-28 budget, and the build to full operating capacity in the FY 2028-29 budget, so that the office is fully operational when the inaugural elected County Executive takes office in December 2028 and separation of powers goes into effect, including the shift of legislative analysis as a supportive function to the Board of Supervisors. and additional capacity in the FY 2028-29 budget as the Board determines, so that the office is fully operational no later than October 1, 2027, more than a year before the inaugural elected County Executive takes office and separation of powers goes into effect. Funding shall support the phased recruitment of expertise in budget and fiscal analysis, public policy, legislative analysis, and program evaluation. Consistent with Recommendation #5, each phase shall prioritize the redeployment of existing County positions and vacant budgeted items before the creation of new positions. It is the GRTF's recommendation that the office be formally operative no later than the seating of the inaugural elected County Executive, and earlier in 2028 if County Counsel confirms the Board's authority under Recommendation #6; the Board shall set the effective date of the enabling ordinance when it adopts the ordinance, informed by County Counsel's report. It is the GRTF's recommendation that the Board of Supervisors appoint the inaugural County Legislative Analyst and that the CLA's Office be formally established and fully operational no later than October 1, 2027. Fully operational means that by that date: (1) the County Legislative Analyst has been

appointed by the Board; (2) the office is staffed with the deputy leadership for fiscal and budget analysis and for legislative and policy analysis, an analyst team in each, and the administrative support described in Recommendation 2b, including every position identified for FY 2027-28 redeployment under Recommendation #5; and (3) the office is delivering analysis to the Board under a first-year work plan, developed under Recommendation #4 and adopted by the Board with the appointment of the CLA, that prioritizes as a first step independent analysis of the FY 2028-29 County budget, including the Recommended Budget and the public budget hearings; analysis of motions and ordinances posted for Board action; and analysis of the Measure G transition actions coming before the Board in 2027 and 2028, including the executive-branch transition plans and reports directed by this report. To meet that date, the Board shall direct the Chief Executive Officer, the Executive Office, the Department of Human Resources, and County Counsel to complete the funding, classification, recruitment, transfer, and ordinance actions described in Recommendations #2 through #6 in time to meet it, using the mechanism identified under Recommendation #6 for establishing the office and its positions in advance of the effective date of Charter Section 10.28, and shall set the effective date of the enabling ordinance accordingly. This schedule relies on the funding sources and the redeployment of existing County resources already identified in Recommendations #2 and #5.

2a. The Board shall direct the Chief Executive Officer to identify one-time funding, to fund the preparatory work of establishing the office, beginning with the consultant engagement under Recommendation #4, and to report to the Board on the amount, source, and phasing. The Board shall further direct the Executive Office to initiate the consultant solicitation, through a Request for Information, Request for Statement of Qualifications, or master-agreement work order as appropriate, in advance of final funding identification, so the engagement can begin as soon as funding is available, with any award contingent on identified funding.

2b. In the FY 2027-28 budget, the Board shall fund an initial cohort of CLA positions, including the CLA, deputy CLA leadership for fiscal and budget analysis and for legislative and policy analysis, initial analyst teams in each, and administrative support, carried in the Executive Office's FY 2027-28 budget request and developed with the Chief Executive Office through the FY 2027-28 Recommended Budget process. Funding may be appropriated to the office's own budget unit or set aside in Provisional Financing Uses with release conditions established by the Board hiring and transfers shall be completed no later than October 1, 2027; and positions could be drawn from existing County resources to the extent the inventory under Recommendation #5 allows.

2c. In the FY 2028-29 budget, the Board shall fund any additional positions necessary to expand the office's capacity, informed by the County Legislative Analyst's first year of operation. In subsequent budgets, the Board shall review the office's size and structure as the Board expands to nine members and adopts any potential new committee structure.

2d. Until the office is established as its own budget unit, the Executive Office of the Board of Supervisors shall serve as the office's administrative home for payroll, human resources, procurement, and information technology support, as the Board has done in establishing other Board-reporting offices, with no role in the office's analytical work or products.

2e. For any period in which the office's staff are recruited or employed in advance of the office's formal commencement, the Board shall specify, in the enabling ordinance or by Board order, to whom such staff report; the preparatory work they may perform, including organizational design, analytical methods, data-access and budget-calendar protocols with the Chief Executive Office, and recruitment; and the conditions and schedule for release of any funds set aside for the office.

2f. Each phase shall include sufficient services-and-supplies funding for the office and contracting authority shall be delegated to the CLA to contract for the professional services and legal expertise required to carry out the office's legislative and analytical mission. This gives the office a mechanism to become operational quickly shall the transfer or hiring of legislative staff be delayed for any reason.

Recommendation #3: The Board of Supervisors shall direct the Department of Human Resources, in coordination with the Executive Office, to procure an executive search firm to conduct a national search for the inaugural CLA and other key senior leadership positions in the future office of the CLA, commencing as soon as funding is identified under Recommendation 2a and informed by the initial scoping under Recommendation #4. The search shall be scheduled so that the Board of Supervisors can appoint the inaugural CLA in time to meet the October 1, 2027, date in Recommendation #2. Establishing a new independent, nonpartisan office that is **fully operational** by October 1, 2027 will require a significant ramp-up period. The recruitment process shall be coordinated so that, once selected by the Board of Supervisors, the CLA can be engaged to lead the establishment of the office in advance of its formal commencement and can participate in the selection of the office's senior leadership team.

Recommendation #4: The Board of Supervisors shall direct the Executive Office to procure, through the County's master agreement process, a legislative analyst subject-matter expert to serve as the office's scoping and implementation consultant until the inaugural CLA is seated. The Board of Supervisors shall direct the Executive Office to procure, through the County's master agreement process, a legislative analyst subject-matter expert to serve as the office's scoping and implementation consultant until the inaugural CLA is seated. Deliverables shall include the office's functional scope, roles and responsibilities, and organizational framework; staffing profiles by classification level and division sufficient to identify the positions required and those that could transfer from existing County operations; classification specifications for the CLA and the office's analyst series, developed with the Chief Executive Office's Classification and Compensation Division; the office's FY 2027-28 budget request; information-sharing and budget-calendar protocols with the Chief Executive Office and the future Office of Budget and Management; the office's interface with the Board under the current cluster structure, adaptable to a future committee structure; a first-year work plan; and support for the executive search. The consultant shall not exercise the authority of the CLA.

Recommendation #5: The Board of Supervisors shall direct the Chief Executive Officer, within 90 days, to inventory where legislative, policy, and fiscal analysis work already sits across County government, including departmental legislative units, analytical functions within the Chief Executive Office and the Office of County Counsel, and vacant budgeted analyst items, and to recommend which positions could be redeployed to the CLA's Office in FY 2027-28 and FY 2028-29, so that the office is built, to the extent feasible, from existing budgeted resources rather than new ongoing net County cost. The inventory shall distinguish analytical functions from external legislative advocacy. The inventory shall also describe how positions would move, including the use of transfers and existing vacant, budgeted or ordinance-created items, and the anticipated effect on departments and service levels. The positions and work functions identified in the inventory for redeployment in FY 2027-28 shall be transferred into the CLA's Office no later than October 1, 2027, consistent with applicable Civil Service Rules and memoranda of understanding, so that the analytical work the County already performs moves with the office.

Recommendation #6: The Board of Supervisors should direct the Chief Executive Office’s Classification and Compensation Division, in coordination with County Counsel, to report within 120 days on (a) the mechanism for establishing the office and its positions in advance of the effective date of Charter Section 10.28; (b) whether the office's positions shall be classified or unclassified, and the implications of each for

the office's independence, recruitment, and transfer of existing County employees; (c) the enabling ordinance prescribing the CLA's duties, as Section 10.28 requires; and (d) the permissible and recommended effective date of that ordinance, including what the Charter's provision that the office begins in 2028 permits and requires, and the actions required to establish the office and commence formal operations no later than October 1, 2027, in advance of the effective date of Charter Section 10.28, and to conform the office to Section 10.28 when that section takes effect; and (e) how the enabling ordinance can establish and protect the office's staffing structure and resources over time, including the security of future budget allocations, recognizing that Charter Section 10.28 names only the CLA, while preserving the Board's authority to organize and manage the office.

C. Next Steps

The recommendations in this report establish an initial framework for implementing the governance changes approved by voters through Measure G. They are not the end of the GRTF's work on the elected County Executive. Over the next two years, the Task Force, will continue to develop the recommendations, operating frameworks, transition plans, and implementation actions necessary to prepare for the new governance structure.

The Elected Executive Ad Hoc Subcommittee recommends this work be guided by a clear goal: The County should be prepared for the transition by December 2028, and the inaugural elected County Executive should have the information, analysis, and options needed to make informed decisions about how to organize and lead the new executive branch.

Building on the foundational recommendations in this report, the 2027 phase of work should focus on developing the operating frameworks, resolving outstanding governance questions, and conducting the analysis necessary to prepare for implementation. Priorities should include:

1. **Supporting public understanding of the new governance structure**, including the respective roles and responsibilities of the elected County Executive and the Board of Supervisors.
2. **Developing organizational chart options and operating frameworks for key executive functions**, including Constituent Services, services to unincorporated communities, Emergency Management, Intergovernmental Relations, and Labor Relations.

3. **Clarifying areas of shared or intersecting executive and legislative authority**, including contracting, constituent services, land use, and other functions where clear roles, protocols, and working relationships will be important under the new separation-of-powers structure.

4. **Continued reviewing County departments, strategic initiatives, and other functions requiring alignment** within the future governance structure, including functions that may warrant transfer, consolidation, or further evaluation.

5. **Continued engagement with internal and external stakeholders** to gather input on the future operation of the executive branch and identify transition issues that require additional analysis or resolution.

6. **Working with County staff and the Board of Supervisors to finalize the transitional budget framework** for the inaugural elected County Executive, including the resources and flexibility necessary to establish the new office.

In 2028, the work should shift from policy development and organizational analysis toward transition readiness. Priorities for the GRTF could include:

1. **Finalizing transition plans for December 2028**, including the transfer of functions, personnel, resources, authorities, and responsibilities to the elected County Executive and Director of Budget and Management.

2. **Continuing and expanding public education and engagement** so that residents, stakeholders, County employees, candidates, and other partners understand the new governance structure and the respective responsibilities of the elected County Executive and Board of Supervisors.

3. **Preparing information, analysis, and organizational options for the incoming elected County Executive** to inform decisions about executive-branch organization, staffing, management systems, and priorities while preserving the incoming County Executive's ability to shape the administration consistent with the voter-approved Charter.

4. **Assessing longer term governance reform considerations**, such as ranked-choice voting, term limits for the elected County Executive, and other potential structural or electoral reforms that could strengthen County governance, accountability, representation, and public participation, and identifying those matters that may warrant additional study or future action beyond the initial implementation of Measure G.

By December 2028, this work should position Los Angeles County for an orderly transition and establish a strong foundation for the new governance structure. The GRTF's role is to ensure that the authorities, responsibilities, operating frameworks, and transition plans necessary to implement Measure G are clearly established, while preserving appropriate flexibility for the inaugural elected County Executive to organize and manage the executive branch within the parameters established by the County Charter, the Board of Supervisors, and the mandate approved by the voters of Los Angeles County.

OFFICE OF THE COUNTY COUNSEL

GRTF Recommendations Related to the Elected County Executive, Director of Budget and Management, and the County Legislative Analyst
October 6, 2026 Board Agenda; Item TBD

BOARD LIAISON DIVISION

SUMMARY

On October 6, 2026, the Board of Supervisors (Board) will consider a Board letter from the Executive Office of the Board of Supervisors recommending the Board receive and file specified recommendations from the Governance Reform Task Force (GRTF) concerning the County Executive, Director of Budget and Management, and the County Legislative Analyst. The letter will also request the Board take specified actions recommended by the GRTF.

The chart below identifies the recommendations that involve Board action, the action(s) to be taken by departments if the recommendation is adopted by the Board, and any deadline specified in the recommendation.

Recommendation	Department Action Implicated	Deadline
COUNTY EXECUTIVE		
1a: Eliminate references to the Board Chair as "Mayor" or "Mayor/Chair"	County Counsel Rules of the Board – Amend Ordinances – Amend or Repeal • Repeal Los Angeles County Code (LACC) Section 2.36.090 • Amend LACC Section 2.56.020, qualification of members for the solid waste facilities hearing board	None specified
1b: Public education and outreach campaign regarding County Executive	Chief Executive Office Develop and implement public education and outreach campaign about the County Executive	None specified
4b: Give County Executive authority over Department head performance management	County Counsel Ordinance(s) – Amend • LACC Chapter 6.08 Chief Executive Office Report Back – Assess existing systems and address transition to County Executive	None specified

Recommendation	Department Action Implicated	Deadline
5b: Legislative Affairs and Intergovernmental Relations (LAIR)	Chief Executive Office Report Back – Assess existing structure, staffing, resources, responsibilities, and operations of LAIR	120 days
6c: Office of Unincorporated Area Services	Chief Executive Office Report Back – Transition report for the Office of Unincorporated Area Services	120 days
DIRECTOR OF BUDGET AND MANAGEMENT		
2: Transition plan	Chief Executive Office Report Back – Transition plan for staff, resources and duties to Office of Director of Budget and Management	120 days
COUNTY LEGISLATIVE ANALYST		
2: Establish and fund the County Legislative Analyst's (CLA) Office	County Counsel Ordinance(s) – Draft and submit to Board Chief Executive Office Prepare budget and class specifications	No later than October 1, 2027
2a: Preparatory work of establishing the CLA's Office	Chief Executive Office Identify one-time funding for preparatory work Submit a report to the Board on funding amount, source and phasing Executive Office Issue a solicitation for a consultant to assist with establishing the CLA's Office Return to Board for contract approval once funding is identified	None specified
3: Recruitment of CLA and other key senior leadership positions	Department of Human Resources *(In coordination with Executive Office)* Contract with executive search firm to search for inaugural CLA and senior leadership	None specified
4: Implementation consultant for CLA	Executive Office Contract through a master agreement process a legislative analyst subject-matter expert	None specified

Recommendation	Department Action Implicated	Deadline
5: Inventory current legislative, policy, and fiscal analysis work in the County	Chief Executive Office Inventory within 90 days and recommend positions that could be redeployed in CLA's Office	90 days
6: Establishing office and positions	Chief Executive Office *(In consultation with County Counsel)* Report Back – Mechanism for establishing office, positions, and classifications, enabling ordinance	120 days

Recommended Roadmap to 2028

Elected Executive Ad Hoc
Governance Reform Task Force
September 9, 2026

RECOMMENDED GOAL: By December 2028, the County should be prepared for the transition and the inaugural Elected County Executive should have the information, analysis, and options needed to make informed decisions about how to organize and lead the new executive branch. Achieving this goal could include:

2026: Design

A. Establish foundational structure and transitional budget for the Elected Executive
B. Establish framework for Director of Budget & Management and County Legislative Analyst (CLA)
C. Determine initial placement of major executive functions and departments
D. Launch specialized work on Commissions and Labor Relations
E. Transition legislative/CLA matters to Board Expansion Ad Hoc

2027: Develop

A. Support public understanding of the new governance structure
B. Develop organizational chart options for the office of the County Executive and operating frameworks for key executive functions, such as Constituent Services, Unincorporated Community Services, Emergency Management, Intergovernmental Relations, and Labor Relations
C. Clarify shared executive/legislative authorities, such as contracting, constituent services, and land use
D. Continue review of departments, strategic initiatives, performance management practices and other functions requiring alignment with Measure G
E. Further engagement with internal and external stakeholders to gather input on Executive Branch operations
F. Work with county staff and Board of Supervisors to finalize transitional budget for inaugural Elected County Executive

2028: Prepare & Hand Off

A. Finalize transition plans for December 2028
B. Support public understanding of the new governance structure
C. Prepare information and options for the incoming Executive to make organizational and staffing decisions
D. Assemble briefing documents regarding functions, staffing, budgets, authorities, operations, key decisions, and outstanding choices
E. Identify and report on longer-term governance reforms for future consideration, including ranked-choice voting, County Executive term limits, and other potential structural reforms.

Attachment 4

MEASURE G · COUNTY CHARTER REFORM

Separation of Powers

A Legal & Governance Framework for Los Angeles County's New Charter Structure

Shadi Kardan, Assistant Executive Officer
Governance Reform Task Force
May 13, 2026

BOARD OF SUPERVISORS

Legislative Authority

ELECTED EXECUTIVE

Executive Authority

CHECKS & BALANCES

Mutual Accountability

Art. III-A · Art. III-B · Art. III-C

What We'll Cover Today

01

Why Measure G?

The reform that created this structure

02

Before & After

What changed under the new Charter

03

Board of Supervisors

Legislative authority & powers (Art. III-A)

04

Elected Executive

Executive authority & powers (Art. III-B)

05

Checks & Balances

How each branch oversees the other (Art. III-C)

06

Legislative Process

From proposal to law - the veto framework

Why Measure G? The Case for Reform

> *For decades, L.A. County lacked a separately elected executive. Legislative and executive functions were blended under a single Board.*

Measure G creates a separation of powers establishing an independently Elected Executive for the first time.

📋 Charter-Level Change

Measure G amends the County Charter which is the foundational governing document.

🗳️ Voter-Approved Reform

Passed by voters in November 2024 to restructure County government.

⚖️ Two-Branch Government

Creates a legislative branch (Board) and an executive branch (Elected Executive) with distinct, defined powers.

🗓️ Elected Executive Takes Office in 2028

The first independently Elected Executive takes office following the 2028 presidential election cycle.

Key County Governance Changes Under Measure G - 2028

BEFORE MEASURE G	AFTER MEASURE G
Board of Supervisors held BOTH legislative AND executive functions.	Board = Primarily Legislative, Quasi-Judicial functions; Executive = Primarily Executive and Administrative Functions.
No independently Elected Executive.	Elected Executive independently selected by voters (starting 2028).
Department Heads appointed by and answered to the Board (except elective offices).	Elected Executive appoints Department Heads (except elective offices, County Legislative Analyst, Clerk of the Board); Board confirms (§11.18).
No formal veto power over Board legislation.	Elected Executive has formal veto power; Board can override with ⅔ vote.
Budget authority was concentrated in the Board alone.	Elected Executive prepares budget; Board approves — shared authority.
No fixed executive chain of command during a crisis.	Elected Executive initiates, coordinates, and directs all emergency/disaster response; serves as designated operational area coordinator and chairs the Emergency Management Council (§11.36).
Labor negotiations conducted by Board-appointed staff.	Elected Executive is sole labor negotiator (§11.16); Board retains appropriation authority and must adopt appropriations to fund any negotiated MOU (§10.16).

Board of Supervisors

Article III-A · Legislative Authority · §§10.2 – 10.28

The County's Lawmaking Branch

Core Legislative Authority

Lawmaking Power

§10.2 · §10.4

- Legislative & quasi-judicial authority vested in Board
- Acts through Ordinances, Resolutions, or Board Orders
- Any Board member can introduce an ordinance, a resolution, or Board order (§11.50)

Power of the Purse

§10.16 · §10.18

- Shall appropriate and authorize ALL County expenditures by resolution
- Sets property tax rates and imposes fees & charges
- Tax authority is explicitly exempt from Elected Executive veto

Structural Authority

§10.14

- Create, consolidate, or separate County offices (other than those required by the constitution and law of the State), by ordinance
- Provide the functions, services, and policies to be followed by County offices, departments, and agencies, by ordinance.
- Sets compensation for ALL County officers & employees (elected and appointed officers and employees).

Organizational Authority: Shaping County Government

Section 10.14 grants the Board sweeping authority to define the structure, function, and staffing of the entire County government.

§10.14(A)

Functions, Services & Policies

The Board defines, by ordinance, what every department does, what services it provides to the public, and the policies it must follow. This is the core authority to set the mission and direction of County government.

§10.14(B)

Compensation Authority

The Board sets salaries and compensation structures for all County officers and employees, unless state law provides otherwise. This gives the Board direct control over public expenditure on personnel.

§10.14(C)

Staffing Levels

The Board determines by ordinance how many deputies, assistants, and staff are authorized across all County departments giving it direct workforce sizing authority.

§10.14(D)

Create New Offices

The Board may establish new County offices beyond those required by state law, allowing it to expand government functions where public need demands.

§10.14(E)

Consolidation & Restructuring

The Board can merge, reorganize, or split existing departments.

§10.14(F)

Bonding Requirements

The Board may require (if deemed expedient) officials or employees, before or after entering the duties of their office, to post a financial bond to ensure faithful performance of duties.

Oversight, Independence & Accountability

Oversight & Accountability Mechanisms

§10.12

Public Hearings

Board may hold public hearings on any matter within its authority.

§10.22

Oversight Reports

Board may request regular reports from the Elected Executive on operations, programs, and productivity. Executive must respond.

§10.24

Board Expenditures

Authorize and regulate expenditures from funds appropriated to the Board for its own operations – subject to audit procedures applicable to all County departments and operations.

§10.26

Clerk of the Board

Board establishes and controls the Clerk of the Board by ordinance. Not subject to Executive veto.

Board Powers Exempt from Veto

- §10.6: Charter amendments proposed to voters
- §10.18: Property tax rates & fee authority
- §10.26: Clerk of the Board establishment
- §10.28: Appointment of a County Legislative Analyst
- §11.56: Board orders unrelated to contracting authority

County Legislative Analyst (§10.10 · §10.28)

The Board shall receive nonpartisan legislative support and analysis on County policy issues through its County Legislative Analyst.

The Analyst can only be removed by a two-thirds vote of the Board.

Special duties of the Analyst shall be prescribed by ordinance. Not subject to Executive Veto.

Elected Executive

Article III-B · Executive Authority · §§11.2 – 11.40

The County's First Independently Elected Executive

Establishing the Office: Qualifications & Structure

The Elected Executive is independently elected by voters of Los Angeles County, beginning with the 2028 election.

Election §11.2

Independently elected by LA County voters. Four-year terms aligned with presidential election.

Residency §11.4

Must have been an elector of the County for at least 30 days before filing nomination papers and must reside in the County throughout their incumbency.

Compensation §11.6

Salary set by the Board but must be at least $1.00 more than any other County elective officer. Full-time service required.

Disability §11.32

If the Board determines by a two-thirds vote that the Executive is temporarily disabled, the Chair of the Board shall become the Acting Elected Executive.

Vacancy & Succession §11.34

Upon death, resignation, or removal, the Board Chair serves as Acting Elected Executive. The vacancy is filled by special election (if called by the Board within 30 days) or Governor appointment (within 90 days); if neither occurs, the Board Chair becomes Elected Executive. Vacancy also means disability of 180 days or more.

Expansion §11.40

Additional duties and powers may be prescribed to the Executive through future laws or ordinances.

Elected Executive Authority & the Director of Budget & Management

§11.8 All executive and administrative authority of the County is vested in the Elected Executive (except County Legislative Analyst & Clerk of the Board)

§11.10 Department Control

All County departments and agencies report directly to the Executive. Sole supervisory authority over county operations (except elected officials & Board-controlled entities).

§11.18 · §11.20 Appointments & Removal

Appoints department heads (Board confirmation required). May remove appointed officials at any time; Board may reinstate with ⅔ vote.

§11.16 Labor Negotiations

Sole county representative in ALL labor negotiations.

§11.12 · §11.22 Policies & Delegation

Sets administrative priorities, policies & procedures. May delegate powers to subordinates (except veto authority and appointments).

§11.36 Emergency Powers

Leads all emergency preparedness, response, and recovery. Single point of accountability during crises.

DIRECTOR OF BUDGET & MANAGEMENT · §11.26

Appointed by the Elected Executive ·

Budget Preparation

Prepares and administers the County's annual budget under the Elected Executive's direction (§11.26). Submits proposed budget within legally required timelines (§11.30).

Charter: §11.24 · §11.26 · §11.30

Fiscal Oversight

Advise and provide recommendations to the Elected Executive on the fiscal condition, financial status, and future needs of the County to prepare the County's annual budget.

Charter: §11.26

Public Transparency

Make in person reports to the Board concerning the state of the County and make recommendations for its consideration, such as measures the Elected Executive deems necessary and expedient.

Charter: §11.28

Efficiency & Reform

Identifies operational savings to offset implementation costs. Must be cost-neutral; no new taxes or levies to fund Measure G reforms (§10.14G · §11.38).

Charter: §10.14G · §11.38

Budget Authority: How the County's Money Is Managed

1

Executive Prepares

Elected Executive develops the proposed budget with the Director of Budget & Management (§11.26)

2

Submitted to Board

Budget submitted within legally required timelines (§11.30). Board reviews through public hearings.

3

Board Adopts / Amends

Board may adopt as-is or amend the budget. Board holds power of appropriation (§10.16).

4

Executive Line-Item Veto

Executive may veto or reduce specific budget line items adopted by the Board (§11.62).

5

Board Override or Accept

Board may override budget amendment vetoes with ⅔ vote within 7 business days (§11.24) or accept the Executive's reductions.

Key principle: The Executive formulates; the Board appropriates. Both must agree — or use their respective override mechanisms.

Checks & Balances

Article III-C · The Veto Framework · §§11.50 – 11.66

How Each Branch Oversees the Other

How the Board Checks the Elected Executive

§11.64

Veto Override

The Board may override any Executive veto including budget reductions with a two-thirds vote. Override must occur within 30 days after the measure is returned to the Clerk of the Board. If a higher threshold is required by law, that applies instead.

§11.20

Reinstatement of Officials

If the Executive removes an appointed official, the Board may reinstate that person with a two-thirds vote. This creates a critical check on the Executive's removal power.

§10.22

Demand for Reports

The Board may require the Elected Executive to submit reports on County operations, programs, and performance at any time. The Executive is legally obligated to respond.

§11.18

Confirmation Authority

Department heads and agency leaders appointed by the Executive are subject to Board confirmation (except those within the Executive's own office).

§11.32

Disability Declaration

The Board may declare the Executive temporarily unable to serve and appoint an Acting Executive (the Board Chair).

§10.6 · §10.18

Veto-Exempt Zones

Charter amendments sent to voters, property tax rate decisions, and Board orders are outside the Executive's veto authority preserving the Board's legislative domains.

How the Executive Checks the Board

§11.14 · §11.52–54

Veto Power over Legislation

The Executive may approve or veto any ordinance or resolution adopted by the Board, unless the Charter explicitly exempts it.

§11.60

Review Timeline & Default

Executive has 5 business days (urgency) or 12 business days (non-urgency) to act on ordinances or resolutions. If no action is taken, the ordinance or resolution is automatically approved.

§11.24

Budget Veto Authority

The Executive may veto Board amendments to the Executive's proposed budget, and the Board must override within a limited timeframe or the Executive's version stands.

§11.62

Line-Item Veto

The Executive may veto or reduce specific appropriation items within a budget measure while approving the remainder allowing targeted fiscal discipline without rejecting an entire budget.

§11.56

Board Orders Exception

Board orders do not require Executive approval and are not subject to veto unless the Charter specifically provides otherwise.

§11.65

Shared Contracting Authority

The Board exercises contracting authority through Board orders, requiring concurrence of the County Executive.

The Complete Legislative & Veto Process

1	2	3	4	5	6a	6b	7
§11.50	§11.66	§11.52–54	§11.58	§11.60	§11.14	§11.62	§11.64
Proposal	**120-Hr Post**	**Board Vote**	**Clerk Transmits**	**Exec Review**	**Approved ✓**	**Vetoed ✗**	**Override Vote**
Any Board member introduces an ordinance, resolution, or Board order.*	Item posted publicly 5 days before Board meeting. Public can review.	Board votes. Adopted Ordinances & resolutions pass to Elected Executive	Clerk formally delivers the adopted ordinance or resolution to the Elected Executive.	5 days (urgency) or 12 days (non-urgency). Approve/Veto/ Reduce Inaction = auto approval.	Measure becomes law. Executive may sign with or without comment	Returned to Board with written objections/ Line-item reductions	Board may override with ⅔ vote within 30 days. If no override: veto stands.

*Departments can also submit Board letters

Labor Negotiations: Who Sits Across the Table?

BEFORE MEASURE G

Labor negotiations were conducted by Board-appointed staff (CEO or designee).

Negotiating Authority · §11.16

The Elected Executive, or their designee, is the sole representative of the public employer and shall have the duty to negotiate as required by Federal or State law or County ordinance.

MOU Ratification & Appropriations · §10.16

The Board of Supervisors retains exclusive appropriation authority and must adopt appropriations to fund any economic commitments in a negotiated MOU. The Executive negotiates independently; the Board then ratifies and funds - two distinct steps.

Dispute Resolution · §11.16 + ERCOM (§5.04)

The ERCOM framework continues to govern impasse procedures, unfair practice charges, mediation, and fact-finding. Under Measure G, the Elected Executive or their designee handles County-side proceedings, replacing the former CEO-staff role, with charter-level accountability.

Emergency Management: Who Commands the Crisis?

BEFORE MEASURE G

No fixed executive chain of command during a crisis.

Emergency Authority · §11.36

Subject to State law, the Elected Executive is responsible for initiating, coordinating, and directing all County activities related to emergency and disaster preparedness, response, and recovery. The Executive is designated as the operational area coordinator and Chair of the Emergency Management Council.

Operational Command · §11.8 + §11.10

All executive authority and department supervision vests in the Elected Executive. All officers, departments, and agencies report exclusively to the Executive and are bound by their directives. Note: The Sheriff draws authority from the California Constitution (Art. XI, §1), which limits the charter's ability to subordinate the Sheriff to the Elected Executive during emergencies.

MEASURE G · COUNTY CHARTER REFORM · SEPARATION OF POWERS

Thank You

Shadi Kardan, Assistant Executive Officer

Governance Reform Task Force · May 13, 2026

Questions & Discussion