

**ANNUAL REPORT  
TO THE  
BOARD OF SUPERVISORS**



**LOS ANGELES COUNTY  
COMMISSION ON  
LOCAL GOVERNMENTAL SERVICES  
2024 - 2025**

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**APPOINTED MEMBERS**

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First District Appointees

**ROBERT GIN**  
**EMMANUEL ESTRADA**

Second District Appointees

**MARK BURMAN**  
**BUFFANY N HUNTER - 2<sup>ND</sup> VICE CHAIR 2025**

Third District Appointees

**THUY T. HUYNH**  
**ARTIN SODAIFY**

Fourth District Appointees

**JOHNCITO PERAZA - CHAIR 2025**  
**(VICE CHAIR 2024)**  
**BARRY WAITE**

Fifth District Appointees

**CHARLES TREVINO**  
**TONY CHOU**

Mayor, City of Los Angeles Appointees

**ANTHONY BRASWELL**  
**ANA PONCE**

CA Contract Cities Association Appointee

**BRENDA OLMOS – 1<sup>ST</sup> VICE CHAIR 2025**  
**(CHAIR 2024)**

L.A. County Div. League of CA Cities Appointee

**LINDA FREEDMAN**

Independent Cities Association Appointee

**HECTOR SOSA**

President, Los Angeles City Council Appointees

**JULES S. BAGNERIS, III, PH.D.**  
**TAMAR POLADIAN PERRON, ESQ.**  
**VACANT**



### **MESSAGE FROM THE CHAIR**

The Commission on Local Governmental Services proudly presents its 2024–2025 Annual Report to the Los Angeles County Board of Supervisors and the public we serve. This report represents a year of collaboration, innovation, and dedication to advancing efficient and equitable government across all 88 cities in Los Angeles County.

Throughout this reporting period, the Commission has remained steadfast in its mission to identify and recommend cost-effective strategies that enhance local government operations and strengthen partnerships between jurisdictions. From supporting initiatives that connect veterans to essential services, to addressing systemic challenges in animal care and control, to supporting childhood literacy and educational equity, to identifying emerging opportunities in support for immigrant residents, and preparing for the 2028 Olympic Games, the Commission’s work continues to demonstrate a deep commitment to responsive, transparent, and data-driven governance.

The Commission extends its sincere appreciation to every Commissioner and partner agency for their expertise, time, and thoughtful engagement. The success of this body is rooted in the diverse perspectives and shared vision of its members/individuals united by a common goal to serve the residents of Los Angeles County through collaboration and integrity.

Looking ahead, the Commission remains focused on fostering innovation in service delivery, expanding public engagement, and ensuring that County and city governments are well-positioned to meet the evolving needs of our communities. Together, we continue to uphold the principles of good governance, equity, and accountability that define Los Angeles County’s commitment to its people.

Respectfully,

Johncito “John” Peraza  
Chair, Local Governmental Services Commission

## **MISSION STATEMENT**

To identify and recommend cost-effective and efficient alternatives for the delivery of multi-jurisdictional services within the County of Los Angeles.

## **VISION**

A value-driven culture, characterized by extraordinary employee commitment to enrich lives through effective and caring service, and empower people through knowledge and information.

## **VALUES**

- Integrity: We do the right thing: by being honest, transparent, and accountable.
- Inclusivity: We embrace the need for multiple perspectives where individual and community differences are seen as strengths.
- Compassion: We treat those we serve, and each other, the way we want to be treated.
- Customer Orientation: We place our highest priority on meeting the needs of our customers.

## **ROLES AND RESPONSIBILITIES:**

The Commission on Local Governmental Services (Commission) seeks to find means to improve services, eliminate redundancies among public service providers, and identify areas where economies of scale can be achieved while providing better responsiveness to citizen needs. The Commission examines services at the County level and within the County's 88 incorporated cities. The Commission advises the Board of Supervisors and other government leaders in the County on its findings and recommendations by issuing reports and monitoring the implementation of its recommendations.

## **HISTORIC BACKGROUND:**

The Board of Supervisors formed the Commission in 1977 to identify and recommend cost-effective and efficient ideas for the delivery of multi-jurisdictional services within the County. On the second Friday of each month, the Commission holds its meeting at 9:30 a.m. for presentations and discussions of various issues that may affect the County.

## **FOCUS**

### **Department of Military and Veterans Affairs**

The Commission has researched the viability of connecting more veterans to the resources and services needed for their health and well-being. The Department of Military and Veterans Affairs (MVA) has made substantial strides to establish resources centers and organized town hall meetings across each Supervisorial District. While they reduced costs, the Department also provided vital resources and connected veterans to extended services.

The Commission has also collaborated with MVA, and City Managers, and have identified the best locations for new resource centers, to ensure veterans throughout Los Angeles County can access the help they need. MVA utilized social media and print campaigns to raise awareness and promote the availability of these services to all veterans, particularly in underserved communities.

In his report, Director James Zenner addressed the redundancy of services available to veterans through both the County and the Federal Government. The Department's new strategy seeks to partner with existing systems to optimize savings and increase accessibility for veterans across the County. This approach aims to provide extended services to more veterans while reducing costs. These savings can then be reinvested into providing additional support for populations outside of the veteran community who may also benefit from County services.

### **COMMISSION RECOMMENDATION / LONG-TERM GOAL:**

The Commission wrote a letter to the Board of Supervisors that recommended the establishment of a dedicated Veterans Resource Center within the existing Los Angeles County facilities in Southeast Los Angeles (SELA) and included recommendations that utilized the existing infrastructure for SELA, a comprehensive and extended outreach program to reach more veterans, the Veteran Peer Access Network (VPAN), suggestions for a strategic partnership and fund to ensure veterans are not left without housing while waiting for federal funding, and recommendations for the use of Measure A funds to ensure veterans receive the care they deserve.

### **Department of Animal Care and Control**

The Commission researched the ongoing challenges faced by the Los Angeles County Department of Animal Care and Control (DACC). Through their presentation on the June 11, 2024, meeting, data received and follow-up discussions with the Department, Commission identified key challenges: the overcrowding and increased pet surrenders during peak seasons; veterinary shortages; rising medical supply costs for adequate medical care for animals; budget and staffing constraints; and gaps in community outreach and pet retention services.

## **COMMISSION RECOMMENDATION / LONG-TERM GOAL:**

The Commission wrote a letter to the Board of Supervisors that recommended five initiative actions that would include the work of the Commission with DACC to develop a comprehensive action plan to expand shelter facilities and resources, increase veterinary staffing and support, enhance community engagement and pet retention programs, streamline services through technology and data transparency, and strengthen collaboration with the Commission.

### **Dolly Parton's Imagination Library**

Following the presentation delivered on November 14, 2025, regarding Dolly Parton's Imagination Library (Imagination Library), the Commission commended the Imagination Library and its local partners for their longstanding commitment to promoting early childhood literacy and educational equity.

## **COMMISSION RECOMMENDATION / LONG-TERM GOAL:**

Based on the presentation and subsequent Commission discussion, the Commission wrote a letter to the Board of Supervisors that outlined four recommendations that consisted of supporting Countywide expansion of the program, establishing a memorandum of understanding with the Imagination Library, exploring partial County funding to support expansion across all five Supervisorial Districts, and integrating program implementation with existing County and Municipal library systems.

### **Office of Immigrant Affairs**

The Commission held extensive discussions regarding existing service gaps, resource constraints, and emerging opportunities to strengthen Countywide support for immigrant residents, especially during a time of heightened national uncertainty and increased community needs after the presentation provided by The Office of Immigrant Affairs (OIA) at the November 14, 2025, meeting.

## **COMMISSION RECOMMENDATION / LONG-TERM GOAL:**

The Commission wrote a letter to the Board of Supervisors that recommended five proposals that included expanding communication and public outreach capacity for the OIA, increasing support for organizations assisting veterans facing deportation, developing a County position on Federal immigration reform, expanding OIA's service capacity using the bar panel model, and commissioning a comprehensive operational review of the OIA. The Commission also affirmed its strong support for County efforts that protect immigrant families, strengthen public trust, and ensure equitable access to essential services.

## **Standardized Appointment Terms and Attendance Accountability Provisions for County Commissions**

The Los Angeles County Commission on Local Governmental Services appreciates the ongoing efforts of the Executive Office in reviewing the structure, governance, and overall effectiveness of County commissions. In support of this process, the Commission respectfully submitted several recommendations aimed at strengthening participation, accountability, and operational consistency across all advisory bodies.

### **COMMISSION RECOMMENDATION / LONG-TERM GOAL:**

The Commission that all County commissions adopt a uniform four-year appointment cycle for members, or alternatively, that each appointment coincides with the term of the appointing Supervisor or entity. The Commission further recommended that each commission's governing framework include a provision stating that any member who fails to attend more than half of the regularly scheduled meetings within a calendar year—resetting each January—shall have their seat automatically declared vacant. This standard would enhance engagement, promote active participation, and enable appointing entities to fill vacancies promptly, ensuring that commissions can maintain quorum and continue their work effectively. These proposed measures are intended to address a recurring operational challenge: many commissions across the County struggle to achieve quorum due to indefinite appointments and a lack of attendance accountability. By establishing a clear appointment cycle and attendance threshold, the County would promote a culture of responsibility and ensure that advisory bodies remain active and representative.

Looking ahead to the expansion of the Board of Supervisors from five to nine seats in 2032, these recommendations also serve as a proactive step to preserve efficiency and manageability across a broader governance framework.

## **Focus in 2026 and Beyond: Advancing Cost-Effective and Efficient Multi-Jurisdictional Service Delivery**

As the Commission enters 2026, its work is increasingly defined by a systems-oriented approach to public service delivery across Los Angeles County. Consistent with its mission to identify and recommend cost-effective and efficient alternatives for the delivery of multi-jurisdictional services, the Commission's focus in 2026 and beyond emphasizes structural alignment, intergovernmental coordination, and long-term operational sustainability rather than isolated programmatic review.

The Commission recognizes that the complexity of service delivery within a county comprised of 88 incorporated cities, multiple special districts, and a large unincorporated population requires governance models that reduce fragmentation, eliminate duplication, and leverage economies of scale. Accordingly, the Commission's forward work is centered on identifying opportunities where shared services, coordinated planning, and standardized practices can improve outcomes while responsibly stewarding public resources.

### **INTERGOVERNMENTAL COORDINATION AND REGIONAL SERVICE INTEGRATION**

A principal focus for 2026 is strengthening coordination among County departments, municipal governments, and regional agencies to improve the delivery of services that inherently cross jurisdictional boundaries. The Commission continues to evaluate how multi-jurisdictional collaboration can reduce redundancies, align service standards, and enhance responsiveness to resident needs.

This includes examining:

- Opportunities for shared infrastructure planning and service delivery models;
- The alignment of County and city responsibilities in areas such as transportation, public safety, emergency preparedness, and social services;
- The administrative and fiscal implications of decentralized versus consolidated service approaches; and
- Governance frameworks that support collaboration while respecting local authority.

By convening presentations and reports from County departments, cities, and regional partners, the Commission facilitates informed discussion focused on system-level efficiency rather than jurisdiction-specific interests.

## **LARGE-SCALE EVENT READINESS AS A CATALYST FOR SERVICE INNOVATION**

Preparations for the 2026 FIFA World Cup and the 2028 Olympic and Paralympic Games present both logistical challenges and opportunities to advance long-term service delivery improvements. The Commission views these events not solely as time-limited operational demands, but as catalysts to assess and improve Countywide coordination in transportation, public safety, infrastructure management, and interagency communication.

The Commission's role is to evaluate how temporary event-driven investments and coordination structures can inform permanent improvements in:

- Multi-agency operational readiness;
- Cross-jurisdictional transportation planning;
- Emergency response coordination and mutual aid frameworks; and
- Long-term infrastructure utilization and legacy planning.

By maintaining oversight through structured reporting and targeted discussions, the Commission supports the identification of cost-effective approaches that can be institutionalized beyond the conclusion of these events.

## **EQUITY, ACCESS, AND SERVICE EFFECTIVENESS**

The Commission's focus in 2026 also reflects a continued commitment to ensuring that efficiency gains do not come at the expense of equity or access. The Commission evaluates service delivery models through the lens of inclusivity, with particular attention to populations that rely heavily on County and municipal services.

In this context, the Commission's work includes:

- Assessing service delivery gaps affecting immigrant communities, families, veterans, and other underserved populations;
- Identifying opportunities to expand access through coordinated outreach, shared service locations, and streamlined administrative processes; and
- Evaluating whether existing service models maximize impact relative to cost.

The Commission's recommendations in this area emphasize approaches that improve reach and effectiveness while minimizing administrative overhead and duplicative effort.

## **GOVERNANCE, ACCOUNTABILITY, AND INSTITUTIONAL CAPACITY**

A foundational element of efficient service delivery is effective governance. As part of its forward focus, the Commission continues to evaluate governance structures that support accountability, sustained participation, and informed decision-making across County advisory bodies.

The Commission's work in this area includes consideration of:

- Appointment structures and term consistency to promote continuity and institutional knowledge;
- Attendance and participation standards to ensure advisory bodies can meet quorum and fulfill their mandates;
- Governance practices that align advisory capacity with Countywide policy and operational needs; and
- Preparations for future structural changes within County government, including expanded representation.

These governance considerations are viewed as integral to maintaining an advisory ecosystem capable of supporting complex, multi-jurisdictional service delivery.

## **STRATEGIC CONTINUITY AND LONG-TERM ORIENTATION**

Looking beyond 2026, the Commission remains focused on sustaining a disciplined, outcomes-driven approach to its work. Agenda planning, committee structures, and reporting practices are intentionally designed to support continuity, minimize redundancy, and prioritize topics with Countywide relevance and long-term implications.

Through this approach, the Commission seeks to:

- Provide the Board of Supervisors with actionable, evidence-informed recommendations;
- Promote efficient use of public funds through coordinated service delivery models;
- Strengthen partnerships among County departments and municipal governments; and
- Ensure that Los Angeles County remains well-positioned to meet evolving service demands in a fiscally responsible and equitable manner.

In fulfilling its mission, the Commission continues to serve as a strategic forum for examining how government can work better across jurisdictions, delivering services that are not only effective, but also sustainable, accountable, and responsive to the residents of Los Angeles County.

## **PROJECT MONITORING AND INTERGOVERNMENTAL ENGAGEMENT**

In support of its mission to identify and recommend cost-effective and efficient alternatives for the delivery of multi-jurisdictional services, the Commission will continue to undertake structured project monitoring focused on initiatives with Countywide and regional significance. This monitoring function is intended to ensure that complex, multi-agency efforts are implemented in a manner that maximizes operational efficiency, fiscal responsibility, and intergovernmental coordination.

### **Conclusion**

The Commission on Local Governmental Services remains committed to fulfilling its statutory responsibility to advise the Board of Supervisors on matters affecting the efficient and cost-effective delivery of services across Los Angeles County. As the County continues to confront increasing service demands, fiscal constraints, and complex intergovernmental relationships, the Commission's role as a forum for objective analysis and cross-jurisdictional dialogue is more critical than ever.

Looking ahead, the Commission will continue to engage in rigorous evaluation of current and emerging initiatives, with a focus on identifying opportunities to streamline service delivery, eliminate redundancies, and leverage economies of scale across County departments and the County's 88 incorporated cities. The Commission will prioritize recommendations that are data-informed, operationally feasible, and responsive to the diverse needs of County residents.

Through sustained collaboration with County leadership, municipal partners, and regional stakeholders, the Commission will continue to advance governance practices and service delivery models that enhance accountability, improve outcomes, and ensure responsible stewardship of public resources. In doing so, the Commission reaffirms its commitment to identifying and recommending multi-jurisdictional solutions that strengthen the effectiveness, resilience, and long-term sustainability of government services throughout Los Angeles County.

- c: Board of Supervisors
- Mayor, City of Los Angeles
- President, Los Angeles City Council
- California Contract Cities Association
- Independent Cities Association
- League of California Cities