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

---

[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).

continuing development and refinement of recommendations with the goal of 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 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 Elected County Executive as

---

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

part of the draft County budget submitted to the Board of Supervisors for its consideration and approval.

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 Elected 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

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

may serve as the basis for recommendations to the Board of Supervisors regarding the creation, consolidation, transfer, or elimination of departments or major functions.

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 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

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

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, 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 current Chief Executive Office 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.

---

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

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 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 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.