**To: Governance Reform Task Force**
**From: Elected Executive Ad Hoc Subcommittee**
**Date: August 20, 2026**
**Re: Recommendations related to the establishment of the Office of the Elected County Executive, the Director of Budget and Management, and the County Legislative Analyst**

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## INTRODUCTION

Over the past 120 days, the Elected Executive Ad Hoc Subcommittee has focused on its assignment to develop preliminary recommendations related to the offices of the Elected County Executive, the Director of Budget and Management, and the County Legislative Analyst as part of the implementation of Measure G. In carrying out this work, the Subcommittee has sought to identify best practices, review comparative governance models from peer jurisdictions, and consider how those lessons can be adapted to Los Angeles County's unique scale, complexity, and governance structure. The preliminary recommendations that follow build upon the foundational work of Los Angeles County staff, the Harvard Kennedy School graduate student report, the KH governance report, and comparative research conducted by Loyola Marymount University, while also reflecting the ongoing discussions and input of the Subcommittee and the Governance Reform Task Force.

## RECOMMENDATIONS

### County Executive

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

**2b.** The County Executive shall have the flexibility to organize and manage these functions in a manner that best supports the effective administration of the executive branch, consistent with the authorities provided by Measure G.

**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.**

**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 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 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: Beginning in 2029, 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, the Elected County Executive shall establish an annual organizational review process as part of the County’s budget development cycle. The review shall 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, and accountability. The results of the annual organizational review shall 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.

**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.

- 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, the Elected County Executive shall 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 90 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 Elected Executive Ad Hoc Subcommittee and the Governance Reform Task Force 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 shall 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 shall 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 shall 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 shall 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. The Elected County Executive shall establish clear performance metrics to assess the effectiveness and responsiveness of the constituent services function, including the timeliness and resolution of service requests, cross-departmental coordination, and resident experience.

**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 90 days, a transition report on the County's Office of Unincorporated Area Services and the County's existing and prior approaches to constituent 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 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.
- The report shall provide recommendations regarding how the County can strengthen services to 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, and strengthen the County's overall approach to constituent services. The report shall be presented to the Elected Executive Ad Hoc Subcommittee and the Governance Reform Task Force 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.

**Director of Budget & Management**

**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 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 prepare, within 90 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.** 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 Governance Reform Task Force for its review, providing the Task Force an opportunity to assess the proposed allocation of functions and make additional recommendations, if appropriate, before the new governance structure takes effect.

**County Legislative Analyst**

**Recommendation #1: The County Legislative Analyst (CLA) shall serve as an independent, nonpartisan officer of the Board of Supervisors, providing objective policy, fiscal, operational, and legislative analysis to support the Board's legislative, budgetary, and oversight responsibilities.** The CLA shall serve both as an institutional resource to the Board of Supervisors and as an advisor to individual Board members upon request. The CLA shall also provide policy and fiscal advice to individual Board members upon request; prepare analyses of proposed ballot measures, voter initiatives, and other measures referred to the voters that have fiscal, operational, or policy implications for the County; and perform other analytical functions assigned by the Board consistent with its legislative and oversight responsibilities.

**Recommendation #2: The Board of Supervisors shall establish and fund an administratively independent County Legislative Analyst's Office as part of the FY 2027–28 budget, providing the staffing, resources, and expertise necessary to support the Board of Supervisors and the legislative process.** Funding shall support the phased recruitment of expertise in budget and fiscal analysis, public policy, legislative analysis, and program evaluation, enabling the office to become operational upon the installation of the inaugural County Executive in 2028.

**Recommendation #3: The Board of Supervisors shall direct the Department of Human Resources to procure an executive search firm in early 2027 to conduct a national search for the inaugural County Legislative Analyst and other key senior leadership positions in the future office of the County Legislative Analyst.** Establishing a new independent office capable of supporting the Board beginning in 2028 will require a significant ramp-up period. The recruitment process for senior leadership positions shall be coordinated so that, once appointed by the Board of Supervisors, the County Legislative Analyst has the opportunity to participate in the selection of the office's senior leadership team. Appointment of the Legislative Analyst and recruitment of senior staff in 2027 shall provide sufficient time to establish office operations, recruit additional personnel, develop analytical and operational capacity, and prepare the office to effectively support the Board once the Elected County Executive is installed in 2028.

## NEXT STEPS

The recommendations contained in this memo represent a first draft for review and feedback by the full Governance Reform Task Force and the public. The Elected Executive Ad Hoc Subcommittee will use that feedback to refine the recommendations and prepare a final draft for consideration by the Governance Reform Task Force at its August 28, 2026 Special Meeting. Following additional public input and deliberation by the full Task Force, the Elected Executive Ad Hoc Subcommittee will prepare a final report and recommendations for transmittal to the Board of Supervisors in September 2026. This process is intended to provide multiple opportunities for public and Task Force input before recommendations are finalized, while maintaining sufficient time for the Board to consider and act on the recommendations and initiate the transition and implementation work necessary to prepare for the new governance structure.