



Los Angeles County
QUALITY AND PRODUCTIVITY COMMISSION

MINUTES OF THE MEETING OF (REVISED)

January 26, 2026, at 10:00 a.m.

Kenneth Hahn Hall of Administration, Room 140
500 West Temple Street, Los Angeles, CA 90012

County of Los Angeles
Quality and Productivity
Commission

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Members of the public may participate remotely or listen to the meeting via
telephone at:

Virtual Meeting
Call in Number: (669) 444-9171
Meeting ID: 869 0135 0022
Passcode: 271128

https://bos.lacounty-
gov.zoom.us/meetings/86901350022/invitations?signature=Y2PHSeutLO9AGiYP2
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- Chair
William B. Parent
First Vice Chair
Will Wright
Second Vice Chair
Joe Waz
Immediate Past Chair
Nichelle M. Henderson

- Jacki Bacharach*
Viggo Butler
Barry Donelan
Rodney C. Gibson, Ph.D.*
Nancy G. Harris
J. Shawn Landres, Ph.D.*
Huasha Liu
Edward T. McIntyre*
Marsha D. Mitchell
E. Scott Palmer
Jeffrey Jorge Penichet
Dion Rambo
Mark A. Waronek

Executive Director
Jackie T. Guevarra, CPA

Program Manager
Jane Lam

Program Coordinator
Betty Belavek

*Chair Emeritus

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

"To enrich lives through
effective and caring service"

CALL TO ORDER

Commissioner Parent, Chair, called the meeting of the Quality and
Productivity Commission to order at 10:00 a.m.

THE FOLLOWING COMMISSIONERS WERE PRESENT (TAKEN BY
ROLL CALL):

- Jacki Bacharach
Viggo Butler
Barry Donelan
Rodney C. Gibson
J. Shawn Landres
Huasha Liu
Edward T. McIntyre
Marsha D. Mitchell
William B. Parent
Jeffrey Jorge Penichet
Mark A. Waronek
Joe Waz
William Wright

ABSENT

- Nancy G. Harris
Nichelle M. Henderson
E. Scott Palmer
Dion Rambo

PRODUCTIVITY MANAGERS' NETWORK (PMN)

Keisha Belmaster, PMN Chair
Patricia Soltero Sanchez, Productivity and Quality Awards (PQA) Chair

CALL TO ORDER/OPENING REMARKS (AGENDA #1)

Commissioner Parent welcomed everyone and noted the meeting was
being recorded. He announced that members of the public could send their
questions or comments to Jackie Guevarra during the meeting via email at
jguevarra@bos.lacounty.gov or via the chat feature and indicate which
item(s) they would like to speak on. Any information received will become
part of the official meeting record.

Members of the public were also given the opportunity to send their comments and questions to Jackie Guevarra by January 25, 2026, at 4:00 p.m. No written comments were received.

He also announced that each Commissioner would have the opportunity to speak on any agenda item, and a vote on the items would be taken by roll call.

LAND ACKNOWLEDGEMENT (AGENDA #2)

On November 1, 2022, the Board of Supervisors adopted a formal Land Acknowledgement for the County. Commissioner Parent opened the Commission's public meeting with a verbal delivery of the Land Acknowledgement, which can be read here: <https://lacounty.gov/government/about-la-county/land-acknowledgment/>.

ROLL CALL/ASSEMBLY BILL 2449 (AGENDA #3)

Jackie Guevarra took roll call.

Commissioner Parent announced that AB 2449 became effective on January 1, 2023. Provisions of this bill permitted members of a legislative body of a local agency to participate remotely and to not identify their location. AB 2449 ended on January 1, 2026. In its place is Senate Bill (SB) 707, effective January 1, 2026. SB 707 continues to allow for remote participation. However, there are additional requirements. Commissioner Parent noted he would elaborate during the Chair's Report. No Commissioners attended the meeting remotely.

APPROVAL OF THE DECEMBER 15, 2025, MINUTES (AGENDA #4)

Commissioner Mitchell moved to approve the minutes of December 15, 2025, seconded by Commissioner Gibson, with the following amendments:

- Page 3 – Commissioner Bacharach moved to revise the minutes under Productivity Managers in attendance made..., third bullet, changed from “at the intersection of QPC is improvement” to “*at the core of QPC is innovation*”
- Page 6 – Commissioner Bacharach moved to revise the minutes under the Nominating Committee ad hoc Report, bullet 1, changed from “Commissioners acknowledged” to “*Commissioner Bacharach acknowledged*”
- Page 7 – Commissioner Landres moved to revise the bullet point at the top of the page to read: “After discussion, Commissioner Landres made a motion to approve the recommended slate of officers by *acclamation*, seconded by Commissioner Gibson. *The motion, having received a three-fifths (60%) majority vote of voting Commissioners, as required by Commission Policy 5.0 Nominations and Appointments, was unanimously approved by voice vote.*”

The minutes, as amended, were unanimously approved by voice vote.

PRESENTATION AND UPDATE ON THE E-PROCUREMENT IMPLEMENTATION TO STREAMLINE AND MODERNIZE THE COUNTY'S PURCHASING AND CONTRACTING SYSTEMS (AGENDA #5)

Lawrence Gann, General Manager, Purchasing and Contract Services, Internal Services Department, provided an update on the Countywide e-Procurement Transformation. The Board approved the Ivalua Consultants to Government and Industry (CGI) contract, with Ivalua serving as the prime SaaS e-Procurement platform provider and CGI acting as the implementation partner, integrating Ivalua into the County's existing CGI financial Enterprise Resource Planning (ERP) system.

The implementation plan was reviewed, outlining a three-phase rollout: Phase I will deliver Vendor Management and a Contract Repository; Phase II will implement Source-to-Pay functionality, including purchasing and procurement, with a pilot rollout to the top six contracting departments, which represent approximately 75% of County contract services spending; and Phase III will expand the system to the remaining 34+ contract services departments.

Countywide design sessions were discussed, noting that Phase I sessions are currently in progress with County departments. Mr. Gann addressed items identified in the QPC report of May 15, 2024, and answered questions posed by the Commissioners.

Commissioners asked Mr. Gann to return in six months to provide an update on the milestones.

CHAIR'S REPORT: ADMINISTRATIVE ITEMS, AD HOC COMMITTEE STATUS (AGENDA #6)

Commissioner Parent, Chair, reported the following:

- The next QPC meeting is scheduled for Monday, March 23, 2026
- The next Productivity Investment Board (PIB) meeting is scheduled for February 23, 2026
- The biannual meeting with Joe Nicchitta, Acting Chief Executive Officer, is scheduled for Wednesday, February 25, 2026
- Commissioner Reappointments: There are 6 Commissioners with terms that expired on January 1, 2026. All 6 have confirmed their interest in reappointment. The status of these reappointments is as follows:
 - Jeffrey Jorge Penichet, First District (re-appointed on January 6, 2026)
 - Nancy G. Harris, Second District (pending)
 - Marsha D. Mitchell, Second District (pending)
 - Rodney C. Gibson, CEO/QPC (pending)
 - Edward T. McIntyre, CEO/QPC (pending)
 - Will Wright, CEO/QPC (pending)
- Senate Bill (SB) 707 open meetings: meeting and teleconference requirements
 - Signed by the Governor on October 3, 2025, and effective this year, SB 707, which amends the Ralph M. Brown Act, will have significant impacts on counties, particularly on Board of Supervisors meetings and meetings of subsidiary bodies
 - SB 707 introduces significant changes to the Brown Act, enhancing public participation and teleconferencing requirements for legislative bodies.
 - Overview of SB 707
 - SB 707 aims to modernize the Brown Act, which governs open meetings for local agencies in California. The bill emphasizes transparency and public

engagement by mandating that all open meetings provide opportunities for public participation through two-way telephonic services or audiovisual platforms.

- Key Requirements
 - Public Access: All open and public meetings must allow members of the public to attend via a two-way telephonic service or a two-way audiovisual platform, ensuring that adequate service is operational during the meeting.
 - Remote Participation: Members of legislative bodies may participate in meetings via teleconference, especially as an accommodation for disabilities. They must disclose if another adult is present with them during the teleconference.
 - Public Comment: Legislative bodies are required to provide opportunities for public comment through the same telephonic or audiovisual means as in-person attendees, ensuring equal participation.
 - Disruption Protocols: If disruptions occur that affect telephonic or internet services during a meeting, the legislative body must attempt to restore services and may need to recess the meeting for at least one hour.
 - Implementation Timeline: The new requirements will take effect on January 1, 2026, with specific provisions for eligible legislative bodies beginning on July 1, 2026.
- Implications for Local Agencies
 - Local public agencies must familiarize themselves with these changes and consider updating their meeting procedures to comply with the new requirements. This includes ensuring that they have the necessary technology and protocols in place to facilitate remote participation and public engagement effectively.
- In summary, SB 707 represents a significant shift in how public meetings are conducted in California, focusing on enhancing accessibility and participation for all community members
- Strategic Plan 2027-2032 Update
 - At the Commission meeting on December 15, 2025, the Commission agreed to proceed with hiring a consultant for the next Strategic Plan
 - Commission staff will begin working to the contract process to hire a consultant
 - The first step is to develop the Statement of Work, which sets the parameters of what the Commission wants the consultant to deliver during the strategic planning process
 - This includes strategies on how to successfully absorb potential changes to the Commission (e.g., commission mergers, etc.) and how best to prepare for Measure G changes (e.g., 9 Supervisors, elected CEO, etc.)
 - A Strategic Plan ad hoc Committee will help lead the process
- Commissioner Resignation:
 - Commissioner Bacharach announced her resignation from the Commission effective January 31, 2026
 - Commissioner Parent gave remarks on Commissioner Bacharach's respected tenure with the Commission and expressed the Commission's great appreciation for her many years of service and presented Commissioner Bacharach with a Certificate of Commendation for her service from January 2006 – 2026

- Commissioner Bacharach gave outgoing remarks expressing her gratitude for having served on the Commission

PRODUCTIVITY MANAGERS NETWORK (PMN) CHAIR'S REPORT: GENERAL MEETING AND TRAINING (AGENDA #7)

Keisha Belmaster, PMN Chair, reported the following:

- She acknowledged and welcomed back the Commission's liaisons to the PMN, Commissioners Palmer and Waz
- The third quarter Productivity Investment Fund (PIF) proposals were due on January 2, 2026
 - Four proposals were received from the Departments of Human Resources, Military and Veterans Affairs, Public Health, and Public Social Services
 - The PIB Advisory Committee met on January 14, 2026, to hear the presentations and provide feedback to the departments. There was one project from Health Services last quarter that was asked by the PIB to return to a future PIB meeting, so the PIB may be hearing up to 5 projects at the upcoming meeting on February 23, 2026
- The PMN Executive Committee (Committee) held its first meeting of the year on January 7, 2026. The Committee discussed and planned the PMN General Meeting and Training scheduled for February 11, 2026, at 9:30 am. The meeting will be hosted by the Registrar-Recorder/County Clerk at the Ballot Processing Center. Training provided will cover the PIF process
- Every few years, the PMN Chair is asked to create a subcommittee to review the PMN Handbook and policies and make recommendations for changes and/or improvement
 - Recommendations were made for the PMN policies, Shared Practices Report, Operational Trends Report, and the Productivity and Quality Awards application review process. Recommendations will be relayed to the strategic plan consultant and any relevant ad hoc committees
- The next New Managers' Orientation meeting is scheduled virtually for February 4, 2026

EXECUTIVE DIRECTOR'S REPORT: COMMISSION EVENTS UPDATE, CALENDAR OF EVENTS, DEADLINES, ADMINISTRATIVE ITEMS (AGENDA #8)

Jackie Guevarra, Executive Director, reported the following:

Calendar of Events/Administrative:

- Staff have been working on the following:
 - Spring 2026 Quarterly Newsletter – due out by March 31, 2026
 - Will feature Commissioners (experiences, day jobs, former roles, etc.)
 - 2025 Annual Report
 - PIF 40th Anniversary Report
 - Six Department Heads were selected to provide quotes
 - Commission staff were asked to contact former Commissioner Jaclyn Tilley Hill for input
 - Use PIF projects **over time** (e.g., Medical Examiner) to tell a story
 - PIF Annual and Final Reports (due to the Commission by January 30, 2026)
 - Bi-monthly Progress Reports to the Executive Office
 - Possible speakers for future meetings

- Captain Sandra Lucio, Sheriff's Department, Public Safety Coordination for the LA 2028 Olympic Games

Announcements:

- Meeting format changes – roll call will be taken **up** along with AB 2449/SB 707 remote participation announcement after the Land Acknowledgment is read
- Department Head Updates:
 - Terrie Hardy, Director, Child Support Services Department, is retiring March 31, 2026
 - Maral Karaccusian, Director, Aging and Disabilities Department, was appointed January 6, 2026
- Land Acknowledgement – On November 1, 2022, the Board of Supervisors adopted the Countywide Land Acknowledgement. On November 4, 2025, the Board adopted an updated Land Acknowledgement. The Implementation Guide clarifies that we can no longer use a recording of the Land Acknowledgment, and includes key terminologies, instructions on how to use the guide, and other requirements
- Department Visit:
 - The Department Visit with the Sheriff is pending a date
 - The Department Visit ad hoc Committee requested the following data from the 2025 Department Visit:
 - 88% (15) met the minimum of 3 visits attended during the year
 - 12% (2) attended only 2 visits
 - 29% (5) of Commissioners attended 14 visits (67%) or more
 - 1 Commissioner attended 17 of the 21 visits
 - To ensure all Commissioners are signed up for at least three visits, the Executive Director asked a few Commissioners to give up seats to accommodate other Commissioners' schedules

DEPARTMENT VISIT AD HOC COMMITTEE REPORT (AGENDA #9)

Jackie Guevarra, Executive Director, on behalf of Nancy G. Harris, Chair, Department Visit ad hoc Committee, reported the following:

- Ad hoc Committee **members** are Nancy Harris, Ed McIntyre, Viggo Butler, Rod Gibson, Huasha Liu, Scott Palmer, Dion Rambo, and Mark Waronek
- There are 16 Department Visits scheduled this year
- Commissioners were reminded that QPC policy requires that Commissioners must sign up for at least 3 Department Visits per year
- The ad hoc Committee met on January 13, 2026, and discussed the following:
 - Lead Commissioner to contact the Productivity Manager before the Department Visit; additional instructions will be added to the Lead Commissioner Guidelines
 - Promote better/stronger submissions of PQA applications during the Department Visits, and communicate the importance of submitting awards-ready PQA and PIF applications
 - Highlighting the roles of Productivity Managers during the Department Visit. The ad hoc Committee became aware that not all Productivity Managers are deemed as important or adequately acknowledged in their roles as Productivity Managers within their departments. The Lead Commissioner's script will be revised to include

- a more robust acknowledgement of the Productivity Manager's role during the Department Visit
- Not all Commissioners ask questions at each Department Visit. The ad hoc Committee would like to encourage Commissioners to take notes during the department's presentation and ask questions during the Q&A portion of the visit
 - As a reminder, questions during the visits should be relevant to quality, productivity, efficiency and innovation. Questions should not be personal or overreaching. Questions and comments should always be professional
- As a follow-up question, there was a request to inquire where PIF projects fall organizationally; this has been added to the list of follow-up questions for the department. The ad hoc would also like to ask the PIB to include this inquiry during the PIF review process
- The Executive Office requested that the Executive Officer (Edward Yen) and Chief Deputy (Steven Hernandez) be listed first in the distribution list since the Commission falls under the EO. The CEO (Fesia Davenport) and Chief Deputy/Acting CEO (Joe Nicchitta) will be listed second
- There was a suggestion to create "how-to" videos targeted for Productivity Managers, Department Heads, and/or Commissioners – especially new Commissioners – on what to expect and how to prepare for Department Visits
- Increasing the requirement from three to five (or six) visits that Commissioners must attend. After discussion on whether there would be enough visits for all Commissioners to attend, the requirement remains at 3. However, Commission staff conducted an analysis on whether this was feasible
 - 5 visits for each of the 17 Commissioners total 85 and there are 120 spots on the 15 visits scheduled this year [*correction: there are 16 visits*]
 - Be mindful that there are Commissioners who still work a full-time job and additional visit requirements may result in conflicts
 - On the other hand, we have Commissioners who can attend all visits
 - If we are to increase the minimum requirement, the Commission must vote to change Policy 2.0 – Commissioner Participation Policy:
- Policy 2.0 Annual Responsibilities:
 - Participate in a minimum of 3 Departmental Visits or participate in other equivalent Commission activities, as assigned by the Chair

STRATEGIC LEARNING REPORT AD HOC COMMITTEE REPORT (AGENDA #10)

Rod C. Gibson, Chair (2026 Report Lead), reported the following:

- The ad hoc Committee members are Rod Gibson (Chair), Will Wright (2025 Report Lead), Nancy Harris, Huasha Liu, Ed McIntyre, and Bill Parent
- The ad hoc Committee met on January 6, 2026
- Developed preliminary themes for 2025 – Commission staff are compiling the information for the ad hoc Committee to review and provide feedback
 - Mature: Promoting use of technology (automation (2018), mobile/remote/virtual business process (2019) and digitization (2021) to Mature trend
 - Current: Artificial Intelligence as a Current trend – there are examples from the 2025 Department Visits (e.g., Arts and Culture and Assessor expanding

- use of AI, Auditor-Controller looking at generative AI, ISD leveraging AI/Copilot, Public Works **stating starting** to use AI)
- Emerging trend is under discussion and will be discussed at the next meeting
- Next meeting is scheduled for March 10, 2026

LEADERSHIP CONFERENCE AD HOC COMMITTEE REPORT (AGENDA #11)

Jackie Bacharach, Chair, reported the following:

- The ad hoc Committee members are Jacki Bacharach (Chair), Marsha Mitchell (Vice Chair), Shawn Landres, Bill Parent, Mark Waronek, Joe Waz, and Will Wright
- Ad hoc Committee met on January 15, 2026
- Preliminary discussion centered around the theme/topic:
 - Understanding artificial intelligence in government space
 - Be cautious about what we do in AI that will add value
 - Health and mental health; AI diagnosis and taking over work of therapists
 - Critical issues to consider in the County's expansion, need to add value to the work that's already been done.
 - "Who is Government" by Michael Lewis. People in public service are feeling under the gun. Helpful in a new era of real scarcity not only to provide a space that affirms and celebrates our County workforce, every innovation we funded from the PIF came from a County employee. Incredible creativity. AI is part of this. Love to find a way to celebrate the workforce and look at coming trends.
 - Government trust
 - Continuing to be a County of care in a time of cuts – Take a look at how the County will weather this storm where **everyday** people are considered
 - Conversation about care could have 3 components:
 - Caring for constituents at risk and how we maximize, empower, care for them; argue for universal household income
 - How do we care for the county employees who have to do this; what is the future of the workforce in times of scarcity
 - AI session about how AI can be a tool to maximize their effectiveness; just do the part of the AI conversation about 1 and 2.
 - Precision and Care - *Where compassion shapes decisions and people shape the future.*
 - Some AI ideas using precision and care:
 - Precision. Care. Impact.
 - Precision and Care: The New Standard for Public Service
 - *Where intention meets compassion.*
 - *Delivering care with purpose and precision.*
 - Precision and Care: The Road Ahead for County Service(s)
 - Whole-Person Care: County Community at its Best
- The next ad hoc Committee meeting is January 29, 2026

PRODUCTIVITY AND QUALITY AWARDS AD HOC COMMITTEE REPORT (AGENDA #12)

Joe Waz, Chair, reported the following:

- The ad hoc Committee members are Joe Waz (Chair), Dion Rambo (Vice Chair), Barry Donelan, Nancy Harris, Nichelle Henderson, Huasha Liu, Ed McIntyre, and Jeff Penichet
- The ad hoc Committee met on January 20, 2026
- The ad hoc Committee discussed and agreed to the following:
 - Date: October 7, 2026
 - Location: The Music Center, Dorothy Chandler Pavilion, Grand Hall
 - Emcee: Confirming with Lolita Lopez from NBC4 to return this year
 - Theme: Catalysts for Innovation
 - Colors/Graphics: Should capture energy, chain reaction, movement; Commission staff will work with Graphics Unit to prepare color and graphics for the ad hoc Committee's review
- Discussed application review process. Several ideas for making "judgment day" (8 hours, 100+ applications) less of a burden, potentially allowing more Commissioners to review and provide their scores
- Discussed ways to promote better applications and better-written applications
 - Need departments to coordinate better internally with their partner departments to avoid duplicate applications
- Discussions will resume at the next Committee meeting and will approve color and graphics
- Additional topics of discussion will include:
 - Program books, scrolls, plaques
 - April PQA announcement memo
 - Application form
 - Guidelines for application
 - Promotion of the PQA

COUNTYWIDE CRIMINAL JUSTICE COORDINATING COMMITTEE (CCJCC) UPDATE (AGENDA #13)

Ed McIntyre, Liaison, reported the following:

- The next General Committee Meeting is scheduled for February 18, 2026
 - Meetings will occur every other month
 - The meeting schedule follows the new format set in 2025 with Executive Committee meetings to set the agenda, followed by General Committee meetings
- Previously, the monthly meetings included members from top law enforcement agencies in the County; now the meetings are split into two (one that includes the Sheriff, Fire and District Attorney) and the other is more general
- The Executive Committee will meet on January 28, 2026

COMMISSIONERS ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA #14)

Commissioner Bacharach announced the South Bay Cities Council of Government's General Assembly "Let the Games Begin: How Sports and Entertainment are Shaping the South Bay" is set for March 26, 2026.

COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS AND/OR DIRECTION OF THE COMMISSION (AGENDA #15)

Commissioner Butler asked how the Strategic Plan process will help the more than 110,000 County employees avoid mediocrity. He encouraged the Commissioners to ask questions during the Department Visits and let them know that the Commission is ready to help.

MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACED ON A FUTURE AGENDA (AGENDA #16)

None

PUBLIC COMMENT (AGENDA #17)

None

ADJOURNMENT

Commissioner Landres moved to adjourn the meeting in recognition of Commissioner Bacharach, seconded by Commissioner Wright. The meeting adjourned at 12:25 p.m. The next full Commission meeting will be held on Monday, March 23, 2026, at 10:00 a.m.