



QUALITY MATTERS

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

2026 Spring Newsletter. A newsletter supporting managers and employees in promoting the effectiveness, efficiency, and quality of County public service.

COMMISSION NEWS

MESSAGE FROM THE 2026 CHAIR William B. Parent



At a January virtual Quality and Productivity Commission (QPC) Leadership Conference ad hoc Committee meeting, the question was: What in this awful time of budget and program cuts should the highest concern be in terms of County government quality and productivity?

There was a bit of the usual throwing ideas and phrases out, trying to see what might stick. Then one Commissioner said, "Care."

It took us a bit, but we came back to it. Care. What emerged in the discussion was the importance of assuring that across County departments, maintaining and improving the *quality of caring services* to those in need, and that *all those in need of care are served*, belong as core values and measures at the center of budget and program planning and decision-making in these challenging times.

Then we added to it. What about the care for County employees? Those who find themselves reorganized into stressful and uncertain situations, or feel burned-out from expanded responsibilities, or higher caseloads, or face uncertain employment, cuts and lay-offs?

We even asked how can we assure that emerging County AI systems, when pursuing optimal policy options, know to give fair weight to the quality and productivity of care?

And with that, the 2026 Leadership Conference agenda began to take shape.

To continue reading this article, [click here](#).

DATES TO REMEMBER

PMN General Meeting and Training - Zev Yaroslavsky Family Support Center (Van Nuys) - May 6, 2026

23rd Annual Leadership Conference - Music Center (Dorothy Chandler Pavilion, Grand Hall) - June 10, 2026

PQA Proposals due by 5:00 p.m. - June 18, 2026

FY 2026-27 (1st Quarter) PIF Proposals due by 5:00 p.m. - July 6, 2026

PMN Evaluations - Public Works Headquarters (Alhambra) - August 6, 2026

FY 2026-27 (2nd Quarter) PIF Proposals due by 5:00 p.m. - October 2, 2026

39th Annual PQA - Music Center (Dorothy Chandler Pavilion, Grand Hall) - October 7, 2026

PMN General Meeting and Training - Los Angeles County Development Authority Headquarters (Alhambra) - November 4, 2026

PMN Holiday Reception - Location TBA - December 2, 2026

COMMISSIONER "SPOTLIGHT"



The County Quality and Productivity Commission (QPC) is a diverse bunch. Around the table, there are entrepreneurs, community nonprofit leaders, and women and men accomplished in law, local government, real estate, law enforcement, and urban design.

Our longest-serving commissioner is **Viggo Butler**, a former aviation executive, who was first appointed in 1998. Commissioner Butler is a mainstay of the QPC, a link to its roots after it was established in 1981 to infuse a private-sector sense of urgency, innovation, customer service, and efficiency into the County's sprawling and cautious public-sector bureaucracies.

At the time of his appointment to the Commission, Commissioner Butler was the recently retired president of Lockheed Air Terminal, where he oversaw the transition of the Burbank Airport to the Burbank-Glendale-Pasadena Airport Authority and became recognized as an international pioneer and advocate for privatizing airport services. "In Toronto, we built a 14-gate terminal, a parking garage and a freeway on- and off-ramp in 18 months," he said proudly.

"I had a remarkable time in my career. Along the way, I met seven U.S. Presidents and 10 prime ministers. I've testified before Congress and parliaments. I've lost count of my flights on the Concord and visits to the White House," Commissioner Butler said.

He once had a whirlwind business trip that took him to meetings in Tokyo, Beijing, Ankara, Istanbul, London, and back to LA – all in five days. He recalled a conversation he had with then-former Vice President Richard Nixon, when Ronald Reagan was first testing the political waters in California. "Reagan, though he'd been a Democrat, 'has all the right instincts,' Nixon told me."

To continue reading about Commissioner Butler [click here](#).

COMMISSIONER RETROSPECTIVE

There is no other way to put it: outgoing QPC Commissioner **Jacki Bacharach** lives in a life-long love affair with politics and public service.

Seeded from her parents' Chicago roots, it blossomed at UCLA, came into full flower in Rancho Palos Verdes, and she continues to spread ideas and collaborations across winds of the South Bay and LA County.



Over the years, Jacki has been at the center on a wide range of commission, board, council, and committee bouquets including the UCLA Young Democrats, the Clinton-Gore transition team, the Rancho Palos Verdes League of Women Voters, Friends of the Library, the Planning Commission, the Coordinating Council, and the City Council—including (3) terms as Mayor—as well as the Southern California Association of Governments Transportation and Port Access Committees, the Palos Verdes Transit Committee, the Transportation Committee for the California League of Cities, the LA County Transportation Commission and, last but not least, the LA County Quality and Productivity Commission. At present, Jacki's day job is at the South Bay Cities Council of Governments, leading a staff of 25 serving 16 cities and unincorporated areas, focused on transportation, the environment, social services, and economic development.

"I haven't planned anything that has happened," she told the San Pedro News-Pilot for a 1984 profile, "All the doors I've walked through are so exciting."

On the QPC almost 20 years, Jacki has served as Commission Chair, and chaired the Productivity Investment Board (twice), the Leadership Conference (three times), the Productivity and Quality Awards, and the Nominating Committee (twice), not to mention myriad ad hoc committees.

Asked for a few of her favorite examples of QPC-funded investments, Jacki cited a range of initiatives: a cost-saving clean energy water pressure turbine system for the Department of Public Works; a Human Resources "plain language" initiative for County publications and directions, which led to a 30 percent decrease in help line inquiries; equipping Sheriff's patrol cars with defibrillators; and the overall support to numerous innovations and pilot programs by the Departments of Public Health and Health Services.

"It has been such a privilege and opportunity to learn from County department directors and managers over the years. People don't realize the level of national expertise and leadership we have at the top across the County," Jacki said.

"I have had the pleasure of working closely with Jacki since I joined the Commission in 2011," said Commissioner Rodney Gibson. "Her reliability, honesty, and respectfulness, especially in tough situations, highlight her strong sense of integrity. We were very fortunate to carpool often, so I know what a truly lovely person she is. I will miss our rides and conversations and wish her the very best."

Asked what advice she would offer to current and future County Commissioners, Jacki's answers were characteristically direct: "Listen closely, establish grounding in the departmental data, look for sharable cross-pollinating opportunities, and do your homework. Read everything."

On a personal note, as QPC Chair, I will miss Jacki every time I ask: "Are there any corrections, omissions, or additions to the minutes of the last meeting"? It's the moment when all eyes turn her way, and Jacki smiles, looks over her glasses, then down at her notes, and says, "A couple of things..."

We're all going to have to up our smart and thorough game without Jacki Bacharach at the table.

--Bill Parent



PRODUCTIVITY MANAGERS' NETWORK

General Meeting and Training February 11, 2026

The PMN held its first meeting of the year on Wednesday, February 11, 2026, at the Registrar-Recorder/County Clerk's Ballot Processing Center in the City of Industry. Approximately 29 Productivity Managers, 3 Commissioners, and Commission staff attended the in-person meeting.



Jackie Guevarra, Executive Director of the Quality and Productivity Commission (QPC), on behalf of Keisha Belmaster, PMN Chair, welcomed Productivity Managers to the meeting and made administrative announcements. Commissioners Scott Palmer and Joe Waz, PMN Liaisons, also made announcements regarding this year's Leadership Conference and Productivity and Quality Awards, respectively.

To read more about the PMN meeting [click here](#).

"SPOTLIGHT" ON PRODUCTIVITY MANAGERS!



Violeta Kim
Health Program Analyst III
Department of Mental Health

Violeta Kim is a Licensed Clinical Social Worker who currently serves as a Health Analyst III with the Los Angeles County Department of Mental Health's (DMH) Quality Assurance Policy and Technical Development Team. She received a Bachelor of Arts Degree in Psychology from the University of California Riverside, and a Master's Degree in Social Work from California State University, Los Angeles.

Violeta began her County career working for the Department of Children and Family Services (DCFS) as a Children's Social Worker and Dependency Investigator. She later joined DMH, where she provided direct clinical services and conducted assessments at both the Edelman Adult Mental Health Clinic and Specialized Foster Care, serving clients with chronic mental illness, and supporting children and families involved with the mental health system. She subsequently served as a Clinical Supervisor with the American Indian Counseling Center, overseeing clinical staff and supporting program operations.

In her current role as a Health Program Analyst III with DMH, Violeta supervises a team of analysts and partners closely with program leadership and mental health providers across the county, offering guidance, technical assistance, training, and clinical expertise to help ensure services are effective and accessible to all communities. Her work bridges clinical practice and administrative oversight to strengthen services across the mental health system.

Violeta is proud to serve as the Alternate Productivity Manager and remains committed to DMH and to supporting the communities the County serves.

Jeff Klein

Division Manager, Management Support Division
Registrar-Recorder/County Clerk



Jeff Klein is the Division Manager of the Management Support Division at the LA County Registrar-Recorder/County Clerk. The Management Support Division provides logistical, facilities/property management, procurement, security, and other administrative support for one of the largest records repositories and the largest local elections jurisdiction in the nation.

Since 2005, and prior to his current role, Mr. Klein has served in a variety of Departmental capacities, including an integral part of Election Training and the Executive Office, where his oversight expanded to legislative services, civic engagement, stakeholder/partnership building, and intergovernmental affairs. Notable accomplishments include redevelopment of the Department's training materials and curriculum, creation of the Board of Supervisors mandated LA Free the Vote Taskforce, leading the civic engagement component for the County's current voting system, Voting Solutions for All People (VSAP), and the community outreach and application process for the Citizens Redistricting Commission (CRC) that was established as by the California Legislature passing Senate Bill 958.

To continue reading this article [click here](#).

WELCOME NEW PRODUCTIVITY MANAGERS!



The Commission welcomes the following Productivity Managers who have been appointed to represent their respective departments:

Vanessa Esparza - Internal Services Department
Jocelyn Estiandan - Public Health
Janet Garcia - LA Superior Court
Alexandra Nguyen-Rivera - Chief Executive Office
Francy Perez - Human Resources
Juliana Sinh - Public Health

PRODUCTIVITY INVESTMENT FUND

Loans and Grants Awarded to Departments

Established by the Board of Supervisors in 1984 as a function of the Quality and Productivity Commission, the Productivity Investment Fund (PIF) program is used to help departments jump-start pilot projects, develop creative strategies to enhance delivery of services, improve the effectiveness and efficiency of operations, and produce cost savings and/or generate revenue.

The Commission solicits proposals each quarter and carefully reviews project merits in a three-step vetting process before approval.

To view projects approved for loans, grants, or a combination of both [click here](#).

Please contact the Commission office at jalam@bos.lacounty.gov for additional information.



DEPARTMENT VISITS



The Commission visits all County Departments on a two-year cycle, where Commissioners meet with the Department Head and their Executive Team. The purpose is to gain insight into departmental operations and priorities, and to provide support for efforts to enhance quality and productivity.

2026 Department Visits will be held virtually or in-person as determined by the department being visited. Click on the departments highlighted below to view the results of their visit this year.

The following departments are scheduled for a visit in 2026:

[Child Support Services](#)

Children and Family Services
Consumer and Business Affairs
County Counsel
Los Angeles County Development Authority
District Attorney
Economic Opportunity
Fire
Medical Examiner
Mental Health
Military and Veterans Affairs
Public Defender
Public Health
Public Social Services
Regional Planning
Sheriff

To view the results of the 2025 visits, please [click here](#).

QUICK LINKS

[QPC Website](#)

[Annual Report w/ Operational Trends Report](#)

[Shared Practices Report](#)

[Leadership Conference](#)

[Productivity Investment Fund](#)

[Productivity and Quality Awards](#)

[Productivity Managers' Network](#)

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