



PRODUCTIVITY MANAGERS' NETWORK
HANDBOOK

TABLE OF CONTENTS

INTRODUCTION	2
BACKGROUND	3
ORGANIZATION	4
PRODUCTIVITY MANAGERS' NETWORK COMMITTEES/CHAIR(S)	5
QUALITY AND PRODUCTIVITY COMMISSION BACKGROUND	15
Mission.....	16
Goals	16
Membership	16
COMMISSION AD HOC COMMITTEES	18
Commission Officers.....	18
Productivity Investment Board.....	18
Department Visit ad hoc Committee	19
Strategic Learning Report ad hoc Committee	20
Productivity and Quality Awards ad hoc Committee.....	20
Leadership Conference ad hoc Committee	21
PRODUCTIVITY AND QUALITY AWARDS PROGRAM	22
Timeline and Events	22
Evaluation of Entries	22
PRODUCTIVITY INVESTMENT FUND PROGRAM	23
SHARED PRACTICES REPORT	24
QUALITY AND PRODUCTIVITY COMMISSION ROSTER	25
QUALITY AND PRODUCTIVITY COMMISSION COMMITTEES	26
PRODUCTIVITY MANAGER'S NETWORK EXECUTIVE COMMITTEE ROSTER.....	27
PRODUCTIVITY MANAGERS' NETWORK ROSTER	28

INTRODUCTION

Welcome to the Los Angeles County (County) Quality and Productivity Commission's Productivity Managers' Network (PMN or Network).

Over the years, the PMN has grown and strengthened as fiscal pressures and the increasing demand for public services have pointed to productivity and quality management as a vital solution to many of the issues facing local government. The County faces many challenges and has the opportunity to make a difference in each of our respective departments, unincorporated County communities and cities, and in the lives of the residents we serve.

This is an exciting time to be a member of the Network. The implementation of the Board of Supervisors (Board) six priorities: Child Protection, Health Integration, Homelessness, Justice Reform, Environmental Health and Monitoring, and Immigration, as well as the County's sustainability plan, have all created a major focus on the current activities of the Network.

The Network works closely with the Quality and Productivity Commission (QPC or Commission) in supporting the Countywide Strategic Plan, County initiatives, and Board priorities by identifying and sharing best practices and supportive activities. Each of us has an opportunity to influence the way the County conducts its business.

It is a pleasure to have you as a member of the Network. We value and encourage your participation, ideas and support!

BACKGROUND

Los Angeles County (County) is the most populous County in the United States, serving over 10 million residents – a population larger than 42 of the 50 states. Under State law, counties are responsible for providing various services including health, welfare, justice, and public safety to their residents. The County employs a workforce of more than 110,000 employees in 38 departments, numerous agencies, commissions, and special districts of the County which are mandated to render these services.

In 1981, responding to escalating demands for services in an era of cautious revenue generation and spending constraints, the County's governing body, the Board established the Productivity Advisory Committee (PAC) to assist the Board and the Chief Administrative Office (now known as the Chief Executive Office) with productivity programs to improve performance and effectiveness. The PAC was later renamed the Quality and Productivity Commission. Today, the Commission is tasked with providing advice, information and recommendations relating to productivity and quality of service in the County to the Board, Department Heads and managers. The Commission develops and presents recommendations for appropriate policies and programs designed to increase efficiency and effectiveness in the County; and provide interface with the private sector, academia and experts in the field of quality and productivity.

The 17-member Commission is comprised of representatives from business, labor, technology, industry, and academia, and appointed by the Board, the Chief Executive Office (CEO) and the Commission. Its purpose is to provide the Board, CEO, and County leaders with information and recommendations designed to promote productivity and service excellence. (See Commission [full roster](#) and [committee assignments](#)).

The Commission understands that the cornerstone of any productivity improvement program must have widespread employee and management participation. Support at the individual department level makes implementation of Commission programs possible. Thus, in 1984, the Quality and Productivity Managers' Network was formed, and later renamed the Productivity Managers' Network (PMN or Network).

ORGANIZATION

The PMN is comprised of employee representatives from each County department and related agencies who have been designated as Productivity Managers by their Department Heads (See [PMN Executive Committee](#) and [full roster](#)).

An Executive Committee, composed of the Chair, Vice Chair(s), and Committee Chairs, leads the PMN. The Chair, Vice Chair(s), and Committee Chairs are elected annually by the Network. A Nominating Committee, appointed by the Nominating Committee Chair, brings before the Executive Committee its recommendations for the positions of Chair, Vice Chair(s), and Committee Chairs. The entire Network then votes upon these recommendations.

Currently, the PMN has Productivity Managers and alternates representing all County departments and related agencies. Members serve voluntarily on the following Commission and/or PMN committees:

- Executive Committee
- Productivity Investment Board Advisory Committee
- Nominating Committee
- Training and Education Committee
- Department Visit ad hoc Committee
- Leadership Conference ad hoc Committee
- Productivity and Quality Awards ad hoc Committee
- Strategic Learning Report ad hoc Committee

PRODUCTIVITY MANAGERS' NETWORK COMMITTEES/CHAIR(S)

Over the years, the following policies have been established to assist the Network in achieving its' goals and mission:

1. PMN Executive Committee (Policy 1.0)
2. PQA Chair(s) (Policy 2.0)
3. Training and Education Chair(s) (Policy 3.0)
4. Role and Standards for Participation (Policy 4.0)
5. Productivity Investment Board (PIB) Advisory Committee (Policy 5.0)
6. PMN Nominating Committee (Policy 6.0)

COUNTY OF LOS ANGELES
PRODUCTIVITY MANAGERS' NETWORK
PMN Executive Committee



Administrative Policy Manual

Policy No.: 1.0

Approved by PMN: Insert date

Approved by QPC: N/A

**Distribution: Productivity Managers'
Network; Quality and Productivity
Commission**

SUBJECT: PMN EXECUTIVE COMMITTEE

PURPOSE: To establish the membership, role and responsibilities, and procedures of the PMN Executive Committee.

CHARTER: The PMN Executive Committee is responsible for the general policy direction of the Network.

MEMBERSHIP: Membership consists of the PMN Chair and no more than 10 additional members, two of whom may rotate off every two years and are replaced with members selected through a majority election by the full membership of the Network. Executive Advisor(s) are selected by the Chair and Executive Director of the Commission. No more than two Executive Advisors can serve at one time.

PROCEDURES: The Chair and Vice Chair(s) of the Network are elected by a majority vote of the Network and serve for two years, unless special circumstances exist for adjusting the term. Extension of the term is determined by a majority vote of the Network. **(Minimum Requirement:** The Chair and Vice Chair(s) must have been active members for at least one year).

Chairs of Network Committees and ad hoc committees are also appointed by a majority vote of the Network.

The Chair of the Network will fill vacancies on the Executive Committee, if they occur after the annual elections, with a majority vote of the Executive Committee.

RESPONSIBILITIES:

1. Establish annual priorities for Network activities.
2. Review and approve planned Network programs and events.
3. Prior to implementation, the Executive Committee will submit any recommended changes to programs and events to the Quality and Productivity Commission Officers for review and approval.
4. Review and approve program guidelines and other documents.
5. Coordinate committees and ad hoc committee activities.
6. Provide support and guidance to all Network Managers.
7. The Chair provides reports to the Commission's Officers and full Commission during their regular meetings.

**COUNTY OF LOS ANGELES
PRODUCTIVITY MANAGERS' NETWORK
Productivity and Quality Awards Chair(s)**



Administrative Policy Manual

Policy No.: 2.0

Approved by PMN: Insert Date

Approved by QPC: N/A

**Distribution: Productivity Managers'
Network; Quality and Productivity
Commission**

SUBJECT: PMN PRODUCTIVITY AND QUALITY AWARDS (PQA) CHAIR(S)

PURPOSE: To establish the membership, role and responsibilities, and procedures of the PMN Productivity and Quality Awards Chair(s)

CHARTER: The PQA Chair(s) is/are responsible for assisting the Commission in the planning and execution of the annual PQA Program, which recognizes projects successfully implemented. The Chair(s) reports to the PMN Executive Committee.

MEMBERSHIP: Membership consists of up to two Chairs elected by the full Network.

RESPONSIBILITIES: The Chair(s) is/are assigned to the Commission's PQA ad hoc Committee to assist in the planning and implementation of all aspects of the PQA program. This includes coming up with a theme, graphics, updating the PQA application and guidelines, and making recommendations for improving the luncheon program.

The Chair(s) provides updates and leads the PMN Executive Committee in the following:

1. Reviewing and evaluating PQA proposals to ensure they meet the PQA criteria.
2. Organize the evaluation meeting, which includes selecting the location, catering, and formalizing an agenda.
3. Presenting an overview of the PQA program and entry submission process including a change in the application to the PMN.

**COUNTY OF LOS ANGELES
PRODUCTIVITY MANAGERS' NETWORK
Training and Education Chair(s)**



Administrative Policy Manual

Policy No.: 3.0

Approved by PMN: Insert Date

Approved by QPC: N/A

**Distribution: Productivity Managers'
Network; Quality and Productivity
Commission**

SUBJECT: TRAINING AND EDUCATION CHAIR(S)

PURPOSE: To establish the membership, role and responsibilities, and procedures of the Productivity Managers' Network (PMN or Network) Training and Education Committee.

CHARTER: The Training and Education Chair(s) is/are responsible for planning, organizing, and evaluating programs for the PMN membership, enhancing career skills and personal development in the areas of leadership and quality and productivity.

MEMBERSHIP: Membership consists of members of the PMN.

RESPONSIBILITIES:

1. Arrange training and education for the membership.
2. Evaluate the training needs and maintain a file of trainers and articles to assist Network Managers and other County employees in learning about quality and productivity methods.
3. Consult and coordinate with the PMN Executive Committee on new ideas/needs for training.
4. Attend New Managers' orientation and provide mentoring for new Network Managers.

**COUNTY OF LOS ANGELES
PRODUCTIVITY MANAGERS' NETWORK
Role and Standards for Participation**



Administrative Policy Manual

Policy No.: 4.0

Approved by PMN: Insert Date

Approved by QPC: N/A

**Distribution: Productivity Managers'
Network; Quality and Productivity
Commission**

SUBJECT: ROLE AND STANDARDS FOR PARTICIPATION

PURPOSE: To establish Productivity Managers' Role and Expectations for Participation.

MEMBERSHIP: Membership is comprised of employee representatives from each County department and related agencies, who have been designated as Productivity Managers and Alternates by their Department Heads. Members serve voluntarily on several Network and Commission Committees.

ROLE: The Productivity Manager has the opportunity of being the eyes and ears of his/her department in a vital area of County government. Productivity Managers play a pivotal role in coordinating the preparation and submission of their departments' proposals for Productivity Investment Fund grants and loans, and PQA entries. Moreover, the Productivity Manager is his/her department's contact with other departmental Productivity Managers. He/she serves as a vital informational link between County departments, the Quality and Productivity Commission, and the Chief Executive Office.

Each County department is represented on the PMN. The role of the Productivity Manager is a multifaceted one, encompassing leadership, training skills and supervisory capabilities. Most importantly, through their activities with the Network, Productivity Managers can actively pursue opportunities for their departments to be at the forefront in the competition for PIF loans and/or grants.

The Commission sponsors conferences to increase members' skills and knowledge of County productivity improvement methods, programs and resources. These conferences have included performance improvement

measurement and continuous improvement programs; developing and measuring performance improvement; absenteeism reduction, increasing creativity and team building.

The Network Manager's departmental role encompasses two essential areas: duties and responsibilities, and promotion of productivity concepts and service excellence.

- RESPONSIBILITIES:**
1. Serve as a resource/liaison between the Commission and his/her department and/or agency.
 2. Represent his/her department and/or agency on various PMN and Commission-related functions.
 3. Collaborate with other Productivity Managers with best practices to reduce duplication of efforts.
 4. Promote, support, and facilitate PIF and PQA submissions to ensure that proposals are effectively prepared, as well as the preparation of Department Visits.
 5. Promote service excellence and productivity improvement as an acknowledged and accepted method of operation.
 6. Solicit management support and interest in promoting quality and productivity programs.
 7. Support quality and productivity programs.
 8. Monitor productivity through his/her department and/or agency.
 9. Enhance/generate interest in the Network among other County employees and top management by disseminating information about Network resources.

**COUNTY OF LOS ANGELES
PRODUCTIVITY MANAGERS' NETWORK
Productivity Investment Board (PIB) Advisory Committee**



Administrative Policy Manual

Policy No.: 5.0

Approved by PMN: Insert Date

Approved by QPC: N/A

Distribution: Productivity Managers' Network, Quality and Productivity Commission

SUBJECT: PRODUCTIVITY INVESTMENT BOARD (PIB) ADVISORY COMMITTEE

PURPOSE: The role of the PIB Advisory Committee is to provide peer review and recommendations to the Productivity Investment Board on all Productivity Investment Fund (PIF) applications.

CHARTER: The PIB Advisory Committee reports to the Productivity Investment Board.

MEMBERSHIP: Membership consists of members of the Productivity Managers' Network. The intent is to have Productivity Managers who have been through the PIF process, are familiar with PIF guidelines, and are subject matter experts in their respective departments. They conduct a peer review and provide recommendations to the department. The Commission Chair appoints the Chair of the PIB Advisory Committee and other Productivity Managers with the concurrence of the Productivity Investment Board Chair. The Executive Director of the Commission also participates in the meeting and is a voting member. The PIB Advisory Committee meets four times per year or more frequently, as necessary.

PROCEDURES:

1. Review PIF proposals quarterly.
2. Meet with department staff responsible for initiating each proposal to seek clarification and to offer suggestions for improvement as appropriate.
3. Evaluate the proposals using the PIF guidelines, discuss terms and conditions, provide peer review, and present recommendations to the Productivity Investment Board.
4. Suggest recommendations on revisions to the PIF guidelines as needed.

**COUNTY OF LOS ANGELES
PRODUCTIVITY MANAGERS' NETWORK
PMN Nominating Committee**



Administrative Policy Manual

Policy No.: 6.0

Approved by PMN: Insert Date

Approved by QPC: N/A

**Distribution: Productivity Managers'
Network; Quality and Productivity
Commission**

SUBJECT: PRODUCTIVITY MANAGERS' NETWORK (PMN) NOMINATING COMMITTEE

PURPOSE: To establish the membership, role and responsibilities, and procedures of the PMN Nominating Committee.

CHARTER: The role of the PMN Nominating Committee is to annually select nominees for the PMN Executive Committee. The role of the Committee is to recommend a slate of candidates for consideration at the November PMN meeting.

MEMBERSHIP: In September, the Chair of the PMN will appoint a Chair of the PMN Nominating Committee prior to the November PMN General Meeting and Training. The PMN Nominating Committee will consist of the appointed Chair, and a minimum of three current or former members of the PMN Executive Committee. Candidates running for office cannot serve on the Nominating Committee.

RESPONSIBILITIES:

1. Reach out to the PMN to determine interest in participating in the Executive Committee.
2. Present a slate of officers to the PMN annually.

PROCEDURES:

1. In September, the PMN Chair will select a Nominating Committee Chair.
2. Immediately after the selection, the Nominating Committee Chair will select a minimum of three current or former members of the PMN Executive Committee (total Committee members will be four, including the Nominating Committee Chair). In the event that a current or former member of the PMN Executive

Committee cannot be identified, the Nominating Committee Chair can reach out to the general membership. (**Minimum requirement:** the selected member should have at least one year's experience as Productivity Manager.)

3. Once the Committee is selected, the Nominating Committee Chair will contact the slate of officers currently serving and ask if they are interested in participating the following year (second week of September).
4. Simultaneously, QPC staff will send an email to the PMN to solicit interest in serving on the PMN Executive Committee, including a brief description of the positions and the number of meetings they attend (second week of September with a deadline at least a week before the Committee meeting).
5. The Committee meeting will be scheduled by the first week in October.
6. At the Committee meeting, a list of current Executive Committee and PMN members who are interested in serving on the Executive Committee will be provided.
7. The Committee will review the names and present a slate of officers to be voted on at the November PMN meeting.
Note: If the Committee cannot reach a decision on the slate of officers, all names will be listed under the desired position and sent to the Network for a vote.
8. All Productivity Managers, including Alternates, are eligible to vote. Ballots can be cast via email. The final opportunity to vote will be held at the November PMN General Meeting and Training. All ballots are due at this time and must include the name of the Productivity Manager casting the vote.
9. The officers elected are announced at the PMN Holiday Reception in December.

QUALITY AND PRODUCTIVITY COMMISSION BACKGROUND

The Commission was established in 1981 as the Productivity Advisory Committee (PAC) to provide the Board of Supervisors (Board) with information and recommendations relating to productivity and performance measurements in the County.

In October 1986, the Committee became a Commission as approved by the Board, with a three-year sunset provision. In 1989, and again in 2002, the Ordinance was amended to more accurately reflect the Commission's organization and purpose and to establish duties that were compatible with the County's productivity improvement efforts. The Ordinance is reviewed at the end of every 3-year period, and the Commission mandate has always been renewed.

The Commission brings valuable knowledge and expertise to the County through its members and contact with private business, government, technology, industry, labor, and academia. Commission members work closely with departments to create a permanent awareness of productivity culture in the County. These efforts have achieved local and national recognition.

Early in its history, the Commission realized that the cornerstone of any productivity improvement program must be widespread employee participation and management support. This is achieved through programs sponsored by the Commission, including:

1. Productivity Investment Fund
2. Department Visit Program
3. Productivity and Quality Awards Program
4. Productivity Managers' Network
5. Leadership Conference
6. Shared Practices Report
7. Strategic Learning Report
8. Commission Board Studies (determined by the Board)

Mission

To provide advice, innovative ideas, assistance, and support to the County's elected officials, managers, and employees to promote the quality, efficiency, and effectiveness of County activities and public services.

Goals

1. To promote an organizational culture within the County of Los Angeles in which concern, support and recognition for continuous quality improvement, effectiveness, efficiency, innovation, and entrepreneurship are valued.
2. To encourage and advise County departments in establishing cost saving, cost avoidance, and revenue-enhancing strategies.
3. To support a forum and center for discussion, promotion, and sharing of productivity and quality improvement methodologies, technology transfer and advancement (or development), and exchanges with outside sources of relevant expertise to include related industry and business, academia, professional associations, unions, government, technology, and the private sector.
4. To assist County management in identifying and resolving productivity and quality issues and in evaluating alternative organizational and service delivery models.
5. To stimulate innovative and entrepreneurial productivity and quality improvement projects through alternative financial resources and to seek further nontraditional opportunities for financing these programs.

Membership

The Commission is comprised of 17 members who are appointed as follows:

1. Ten members appointed by the Board of Supervisors (two members each);
2. Five members are appointed by the Board of Supervisors; jointly recommended by the Chief Executive Officer and the Commission; and

3. Two are ex-officio members (the executive secretary-treasurer of the County Federation of Labor, AFL-CIO, or his/her designee, and the chairperson of the Coalition of Los Angeles County Unions).

The term for each Commissioner is three years with a two-term limit. However, this limit may be waived and, if a member is not replaced at the expiration of their term, they remain in the position until a successor is named (See Commission [full roster](#) and [committee assignments](#)).

COMMISSION AD HOC COMMITTEES

Commission Officers

The role of the Commission's Officers is to execute the strategic direction of the Commission, evaluate progress of committees, and recommend committee assignments. The Committee is also responsible for taking actions that need resolutions between Commission meetings. Final decisions on these actions require concurrence by the full Commission.

Responsibilities

1. Visit all departments and meet with Department Heads biennially.
2. Respond to Board directives and concerns, such as building coalitions or collaborating with other governmental agencies in the area of quality and productivity.
3. Provide liaison(s) with other organizations such as the Economy and Efficiency Commission, Countywide Criminal Justice Coordination Committee (CCJCC), and others as the opportunity may arise.
4. Prepare agendas for QPC meetings.
5. Allocate issues to appropriate committees and task forces for consideration.
6. Handle operational issues such as personnel or office arrangements.
7. Assign Commissioner liaison(s) to attend meetings of the Productivity Managers' Network to support the Network's programs.

Productivity Investment Board

The role of the Productivity Investment Board (PIB) is to nurture and support creative programs to improve efficiency and effectiveness in all aspects of County service.

Responsibilities

1. Meet quarterly to review and evaluate the proposals, discuss terms and conditions, and formulate a recommendation for the full Commission. The PIB's quarterly meeting is subject to the Brown Act.

2. Ensure funds from PIF do not replace or augment day-to-day operating budgets.
3. Ensure funds from PIF do not bypass actions or intentions of the Board.
4. Ensure funds from PIF do not make or change County policy.
5. Provide sound and reasonable guidance for each PIF proposal reviewed.

Department Visit ad hoc Committee

The role of the Department Visit ad hoc Committee is to gain an understanding of departmental operations and priorities and assist the department toward realizing enhanced productivity and quality services.

Responsibilities

1. Visit all departments and related agencies and meet with Department Heads biennially.
2. Utilize concepts which are key to the Commissioner's effectiveness: Promote Entrepreneurship, Sharing, Resolve, Recognize, Encourage, Exchange, Evaluate, Innovate, Advise, Assist, and Stimulate.
3. Identify interdepartmental issues or areas of common concern among departments/related agencies.
4. Identify common functions across department lines for possible integration of projects.
5. Identify opportunities to provide support in the departmental planning and improvement processes.
6. Identify issues for full Commission consideration and/or action.
7. Highlight the role of the Productivity Manager(s).
8. Identify employee involvement in Departmental operations.
9. Identify opportunities to assist the department in enhancing its current functions, outcomes, and customers' satisfaction level.
10. Identify the process for change and overcoming organizational challenges.
11. Identify what quality and productivity performance measurements are used, and how the measures and results are evaluated over time.

Strategic Learning Report ad hoc Committee

The Strategic Learning Report ad hoc Committee looks at future trends to identify emerging events and issues that could alter and/or enhance County operations. The goal is to identify potential changes at an early stage so the business of the County can evolve seamlessly and without major disruptions. These observations are published in the Commission's annual Operational Trends Report.

Responsibilities

1. Identify factors that might affect Commissions' activities such as Department Visits, special projects, and the Productivity Investment Fund.
2. Discuss potential projects with the Chief Executive Officer.
3. Meet with Department Heads likely to have issues that impact quality and productivity.
4. Add or delete ideas for potential projects using aggregate knowledge and expertise of the committee members with input from the full Commission.
5. Recommend actions to the Commission.

Productivity and Quality Awards ad hoc Committee

The role of the Productivity and Quality Awards (PQA) ad hoc Committee is to plan and coordinate all aspects of the annual PQA program.

Responsibilities

1. Review the timeline, forms, and process of the program, making recommendations as needed.
2. Coordinate with the managers for the annual review and evaluation of all PQA entries.
3. Review graphics, color schemes, and PQA program.
4. Secure sponsorships for the event.
5. Visit the Top Ten Award winners.
6. Select the Top Three projects for the Eagle Awards.

Leadership Conference ad hoc Committee

The role of the Leadership Conference ad hoc Committee is to plan and coordinate all aspects of the annual Leadership Conference. The purpose of the conference is to share critical information about the state of the County, learn about countywide initiatives, and provide advice, innovative ideas, assistance, and support to the County's elected officials, managers, and employees to promote effectiveness, efficiency, and quality of County public services.

Responsibilities

Each year, the Committee coordinates the conference by selecting a theme, program/graphic design, and speakers and determining how the conference will be administered.

PRODUCTIVITY AND QUALITY AWARDS PROGRAM

Since 1987, the Productivity and Quality Awards (PQA) program has honored thousands of departmental productivity and quality improvement efforts deserving of recognition by the Board, Commission, and public.

Timeline and Events

- April – An announcement letter soliciting entries from all departments is sent to all Department Heads and Productivity Managers.
- May – The PMN General Meeting and Training will provide training on how to submit a PQA entry.
- June – Entries are due.
- August – Evaluation.
- September – The Top Ten projects are visited and vetted by the Commission and the final three are selected.
- October – Awards ceremony and luncheon at the Music Center and Board recognition of Top Ten winners at Board meeting.
- Post-event evaluation immediately following the ceremony/luncheon.

Evaluation of Entries

This all-day event is held every August in various locations across LA County, selected by the PMN Executive Committee. The PMN gathers to review and evaluate every single PQA entry based on specific criteria: impact, quality, collaboration, productivity or service enhancement, measures of success, cost benefit, creativity, and/or transferability.

PRODUCTIVITY INVESTMENT FUND PROGRAM

Established by the Board in 1984 as a function of the Commission, the Productivity Investment Fund (PIF) is used by departments to fulfill a number of needs, including:

1. Creative strategies for the enhancement of service delivery
2. Improvement of effectiveness and efficiency of operations, and/or
3. Cost savings and revenue generation opportunities.

The program consists of loans, grants, and loan/grant combinations which, from the PIF's inception, has totaled millions. Uses can include seed money to identify or attract matching grants from outside sources or fund pilot projects with the potential for wider impacts. Projects should be geared toward improving the department's quality and/or productivity effort. Projects, however, need not show cost savings or revenue generation, but may demonstratively increase a department's quality of service to the public.

Loans are provided at an interest rate, which is the County's pool rate, plus 50 basis points. Loans are generally repaid in three years, unless otherwise agreed.

In preparing a proposal, departments should refer to the PIF guidelines which set forth the appropriate policies and procedures. Proposals are solicited quarterly, and each department's Productivity Manager is notified of deadlines for submission. Once proposals are received, department representatives are invited to present their projects to the Productivity Investment Board (PIB) Advisory Committee, which in turn provides funding recommendations to the PIB (a subset of the full Commission).

Proposals funded by PIF have included the Chief Executive Office Homeless Initiative Technology Innovation Project, the Registrar-Recorder/County Clerk's Voting System Design Phase (VSAP), the Los Angeles County Museum of Art's Incubating Emerging Technology for Cultural Center project, and the Department of Human Resources' Hiring Process Innovation.

Departments considering proposals are encouraged to contact the Commission's Program Manager, Jane Lam, at jalam@bos.lacounty.gov, to ensure the proposal is generally consistent with PIF criteria.

Click [HERE](#) to view the **Productivity Investment Fund (PIF) Guidelines**.

Click [HERE](#) to view the **PIF Application**.

SHARED PRACTICES REPORT

The Shared Practices Report highlights practices used by departments and related agencies to solve complex problems, create cost benefits, and provide quality services to LA County residents. The Commission identifies these innovative practices through the Productivity Investment Fund and Productivity and Quality Awards programs.

The creative ideas and practices used by one department or related agency can serve as a guide for others. The ideas in the report highlight useful tools that we call shared practices.

Examples of these practices include:

1. Using available technology in new ways
2. Leveraging private sector business practices
3. Collaborating to deliver improved services
4. Creating new methods to deliver services
5. Telling stories

Sharing these practices will help departments and related agencies develop a knowledge base on what others are doing to solve similar problems. Replicating these successful practices may help improve productivity and enhance the quality of County services.

The report is posted on the Quality and Productivity Commission website at:

<https://qpc.lacounty.gov/commission-programs/best-and-shared-practices>.

QUALITY AND PRODUCTIVITY COMMISSION ROSTER

LAST NAME	FIRST NAME	E-MAIL ADDRESS
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Wright	William R.	willrobwright@gmail.com
Vacant	Vacant	TBD

QUALITY AND PRODUCTIVITY COMMISSION COMMITTEES

COUNTY OF LOS ANGELES QUALITY AND PRODUCTIVITY COMMISSION

2026 COMMISSION COMMITTEES

LAST UPDATE: 2/22/2026 2:51 PM

COMMISSION OFFICERS AND CHAIRS EMERITI	PRODUCTIVITY INVESTMENT BOARD (STANDING)	2026 DEPARTMENT VISIT COMMITTEE (AD HOC)	2026 STRATEGIC LEARNING REPORT COMMITTEE (AD HOC)	2026 LEADERSHIP CONFERENCE COMMITTEE (AD HOC) 11/15/25 – 6/30/26	2026 PQA COMMITTEE (AD HOC)
Bill Parent, Chair	Will Wright, Chair	Nancy Harris, Chair	Rod Gibson, Chair (2026 Report Lead)	Marsha Mitchell, Chair	Joe Waz, Chair
Will Wright, First Vice Chair	Shawn Landres, Vice Chair	Ed McIntyre, Vice Chair	Will Wright (2025 Report Lead)	Vacant, Vice Chair	Dion Rambo, Vice Chair
Joe Waz, Second Vice Chair	Viggo Butler	Viggo Butler	Nancy Harris	Shawn Landres	Barry Donelan
Nichelle Henderson, Immediate Past Chair	Rod Gibson	Rod Gibson	Huasha Liu	Bill Parent	Nancy Harris
Rod Gibson, Chair Emeritus	Nancy Harris	Huasha Liu	Ed McIntyre	Mark Waronek	Nichelle Henderson
Shawn Landres, Chair Emeritus	Nichelle Henderson	Scott Palmer	Bill Parent	Joe Waz	Huasha Liu
Ed McIntyre, Chair Emeritus	Marsha Mitchell	Dion Rambo		Will Wright	Ed McIntyre
	Jeff Penichet	Mark Waronek			Jeff Penichet
	Bill Parent (Alternate)				
PMN Committee Liaisons Keisha Belmaster, Chair, (Health Services-Harbor/UCLA) Heidi Oliva, First Vice Chair (Fire-Alternate) Arman Depanian, Second Vice Chair (DCFS – Alternate)	PIB Advisory Committee Arman Depanian, Chair (DCFS) Stephanie Todd, Vice Chair (CEO-CIO) Jeffrey Ho (Auditor-Controller) Paul Nakashima (CEO-Alternate) Neonika Walker (CEO) Julie Benavides (DHR-Alternate) Keisha Belmaster (DHS-Harbor) Heidi Oliva (Fire) Vanessa Esparza (ISD) Walter Tucker IV (ISD-Alternate)	PMN Committee Liaisons Jamie Wells (DHS-LA General) Lisa Lopez (County Counsel)	PMN Committee Liaisons Marcus Huntley (Public Defender)	PMN Committee Liaisons Violeta Kim (Mental Health) Jeff Klein (Registrar-Recorder/County Clerk)	PMN Committee Liaisons Patricia Soltero Sanchez (DHS-Rancho Los Amigos) Sara Keating (LA County Library)
Staff Support: Jackie Guevarra, Jane Lam, Betty Belavek	Staff Support: Jackie Guevarra, Jane Lam, Betty Belavek	Staff Support: Jackie Guevarra, Betty Belavek	Staff Support: Jackie Guevarra, Betty Belavek	Staff Support: Jackie Guevarra, Jane Lam, Betty Belavek	Staff Support: Jackie Guevarra, Jane Lam, Betty Belavek

Productivity Managers' Network Liaison: Scott Palmer, Joe Waz

Rebranding: Nichelle Henderson, Shawn Landres, Huasha Liu, Ed McIntyre, Bill Parent, Dion Rambo

CCJCC: Bill Parent, Barry Donelan, Ed McIntyre

2026 Nominating Committee:

PRODUCTIVITY MANAGER'S NETWORK EXECUTIVE COMMITTEE ROSTER

2026 PMN EXECUTIVE COMMITTEE		DEPARTMENT
Keisha Belmaster	Chair	Health Services (Harbor-UCLA)
Heidi Oliva	First Vice Chair	Fire
Arman Depanian	Second Vice Chair	Children and Family Services
Walter Tucker IV	Training and Education Chair	Internal Services
Sara Keating	PQA Co-Chair	LA County Library
Patricia Soltero Sanchez	PQA Co-Chair	Health Services (Rancho Los Amigos National Rehabilitation Center)
Jennifer Coultas	Executive Advisor	Child Support Services

PQA: Productivity and Quality Awards

2026 PIB ADVISORY COMMITTEE		DEPARTMENT
Arman Depanian	Chair	Children and Family Services
Stephanie Todd	Vice Chair	Chief Executive Office/Chief Information Office

PIB: Productivity Investment Board

PRODUCTIVITY MANAGERS' NETWORK ROSTER

Click [HERE](#) and navigate to “Productivity Manager Roster” to view the most updated **Productivity Managers' Network (PMN) roster**. Please note that the PMN roster is frequently updated.