



Los Angeles County
Quality and Productivity Commission
NOTICE OF REGULAR MEETING

County of Los Angeles
Quality and Productivity
Commission

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

Telephone: (213) 974-1361
(213) 974-1390
(213) 893-0322

Website: qpc.lacounty.gov

- Chair: William B. Parent
First Vice Chair: Will Wright
Second Vice Chair: Joe Waz
Immediate Past Chair: Nichelle M. Henderson

- Viggo Butler
Julian Cepeda
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 Coordinators
Betty Belavek

\*Chair Emeritus

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

"To enrich lives through
effective and caring service"

Monday, April 27, 2026, 10:00 a.m.
Kenneth Hahn Hall of Administration, Room 140
500 West Temple Street, Los Angeles, CA 90012
Members of the public may participate remotely or listen to the meeting via telephone at:
Call in Number: (669) 900-9128
Meeting ID: 890 7505 0474
Passcode: 631593
Join Zoom Meeting
https://bos-lacounty-
gov.zoom.us/j/89075050474?pwd=k2hFAqb5vLSmoZsrak6bDBJRT5UBcc.1
Written Public Comment may also be submitted to Jackie Guevarra by Sunday, April 26, 2026 (received by 4:00 p.m.) at jguevarra@bos.lacounty.gov
\*Any information received from the public by Sunday, April 26, 2026, at 4:00 p.m. will become part of the official meeting record.

MEETING AGENDA

- 1. Call to Order.....Commissioner Parent
2. Land Acknowledgment\*.....Commissioner Parent
3. Roll Call.....Commissioner Parent
4. Approval of the March 23, 2026, Meeting Minutes
5. Presentation of a Productivity Investment Fund (PIF) proposal and Fund Balance Report as of Fiscal Year 2025-26, 4th Quarter (for discussion and possible action) (45 minutes).....Commissioner Wright
• 26.9 – Public Health, Maximizing Clinical Services Revenue: TB Single Case Agreement Implementation, \$225,000 Grant. PIB recommends a \$225,000 Recoverable Grant. Commissioner Mitchell to present.
6. Presentation on the County's efforts on Artificial Intelligence, including review protocols and use case examples (45 minutes).....Stephanie Todd (Deputy Chief Information Officer–Community Services Cluster, Chief Executive Office/Chief Information Office), and Dennis Slavin (Chief Deputy, Department of Regional Planning)

7. Chair's Report: Administrative Items, Ad Hoc Committee Status (5 minutes).....Commissioner Parent
8. Productivity Managers' Network (PMN) Chair's Report: General Meeting and Training (5 minutes).....Keisha Belmaster
9. Executive Director's Report: Commission Events Update, Calendar of Events, Deadlines, Administrative Items (2 minutes).....Jackie Guevarra
10. Department Visit Ad Hoc Committee Report (2 minutes).....Commissioner Harris
  - Child Support Services Department (March 18, 2026)
  - Sheriff's Department (March 26, 2026)
  - Fire Department (April 6, 2026)
  - Military and Veterans Affairs (April 8, 2026)
11. Leadership Conference Ad Hoc Committee Report (2 minutes).....Commissioner Mitchell
12. Productivity and Quality Awards Ad Hoc Committee Report (2 minutes)...Commissioner Waz
13. Commissioner Announcements regarding conferences, meetings, and gatherings of interest to the Commission (2 minutes) – *For Discussion Only*
14. Commissioner Discussion on goals, ideas, future projects, and/or direction of the Commission (2 minutes) – *For Discussion Only*
15. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda – *For Discussion Only*
16. Public Comment (3 minutes for each speaker)
17. The next full Commission meeting will be held on Monday, June 22, 2026, at 10 a.m.

#### **LOBBYIST REGISTRATION**

Any person who seeks support or endorsement from the Commission on any official action may be subject to the provisions of Los Angeles County Code, Chapter 2.160 relating to lobbyists. Violation of the lobbyist ordinance may result in a fine and other penalties. For more information, call (213) 974-1093.

#### **ACCOMMODATIONS**

Accommodations, American Sign Language (ASL) interpreters, or assisted listening devices are available with at least 3-business days notice before the meeting date. Agendas in Braille and/or alternate formats are available upon request. Please telephone (213) 974-1390 (voice) or (213) 974-1707 (TDD), from 8:00 a.m.-5:00 p.m., Monday through Friday.

#### **SUPPORTING DOCUMENTATION**

Supporting documentation can be obtained at the Quality and Productivity Commission Office, 565 Kenneth Hahn Hall of Administration, 500 West Temple Street, Los Angeles, CA 90012 or [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov).

#### **PUBLIC COMMENT**

Commission meetings are open to the public. A member of the public may address the Commission on any Agenda item. In addition, during the General Public Comment item on the agenda, a member of the public has the right to address the Commission on items of interest that are not on the agenda but are within the subject matter jurisdiction of the Commission. A request to address the Commission must be submitted to Commission Staff prior to the item being called. Comments are limited to a total of six (6) minutes per speaker per meeting, at up to two (2) minutes per item. The Commission may further limit public input on any item, based on the number of people requesting to speak and the business of the Commission.

#### **\*LAND ACKNOWLEDGEMENT**

**ON NOVEMBER 1, 2022, THE BOARD OF SUPERVISORS ADOPTED A FORMAL LAND ACKNOWLEDGMENT FOR THE COUNTY. ([STATEMENT OF PROCEEDINGS](#)) IT WAS REVISED ON NOVEMBER 4, 2025, AS FOLLOWS:**

The County of Los Angeles recognizes that we occupy land originally and still inhabited and cared for by the Tongva, Tataviam, Serrano, Kizh, and Chumash Peoples. We honor and pay respect to their elders and descendants—past, present, and emerging—as they continue their stewardship of these lands and waters. We acknowledge that settler colonization resulted in land seizure, disease, subjugation, slavery, relocation, broken promises, genocide, and multigenerational trauma. This acknowledgment demonstrates our responsibility and commitment to truth, healing, and reconciliation and to elevating the stories, culture, and community of the original inhabitants of Los Angeles County. We are grateful to have the opportunity to live and work on these ancestral lands. We are dedicated to growing and sustaining relationships with Native peoples and local tribal governments, including (in no particular order) the

•Fernandefño Tataviam Band of Mission Indians • Gabrielino Tongva Indians of California Tribal Council • Gabrieleno/Tongva San Gabriel Band of Mission Indians • Gabrieleño Band of Mission Indians–Kizh Nation • Yuhaaviatam of San Manuel Nation•San Fernando Band of Mission Indians • Coastal Band of Chumash Nation • Gabrielino/Tongva Nation • Gabrielino Tongva Tribe

To learn more about the First Peoples of Los Angeles County, please visit the Los Angeles City/County Native American Indian Commission website at <https://lanaic.lacounty.gov>.



Los Angeles County
QUALITY AND PRODUCTIVITY COMMISSION

MINUTES OF THE MEETING OF
March 23, 2026, at 10:00 a.m.

DRAFT FOR APPROVAL

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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Virtual Meeting
Call in Number: (669) 444-9171
Meeting ID: 843 0799 2632
Passcode: 777794

https://bos-lacounty-
gov.zoom.us/j/84307992632?pwd=IVYjRar9znnGk8bZ0P7lYaS2wJKhvD.1
\*\*\*\*\*

- Chair
William B. Parent
First Vice Chair
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Immediate Past Chair
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- Viggo Butler
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Program Manager
Jane Lam

Program Coordinator
Betty Belavek

\*Chair Emeritus

CALL TO ORDER

Commissioner Parent, Chair, called the meeting of the Quality and
Productivity Commission to order at 10:01 a.m.

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

- Viggo Butler
Julian Cepeda
Barry Donelan
Rodney C. Gibson
Nancy G. Harris
Nichelle M. Henderson
Huasha Liu
Edward T. McIntyre
Scott Palmer
William B. Parent
Jeffrey Jorge Penichet
Dion Rambo
Mark A. Waronek
Joe Waz
William Wright

ABSENT

- J. Shawn Landres
Marsha D. Mitchell

PRODUCTIVITY MANAGERS' NETWORK (PMN)

- Keisha Belmaster, Chair
Heidi Oliva, First Vice Chair
Patricia Soltero Sanchez, Productivity and Quality Awards (PQA), Co-Chair
Walter Tucker IV, Training and Education 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.

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
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Members of the public were also given the opportunity to send their comments and questions to Jackie Guevarra by March 22, 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 (AGENDA #3)**

Jackie Guevarra took roll call. No Commissioners attended the meeting remotely.

### **APPROVAL OF THE JANUARY 26, 2026, MINUTES (AGENDA #4)**

Commissioner Gibson moved to approve the minutes of January 26, 2026, seconded by Commissioner McIntyre, with the following amendments:

- Page 5-6 – Commissioner Waz moved to revise the minutes under the Executive Director's Report, 8<sup>th</sup> bullet, changed "overtime" to "over time" and 13<sup>th</sup> bullet, removed "up" after "taken"
- Page 6 – Commissioner Waz moved to revise the minutes under the Department Visit ad hoc Committee Report, 1<sup>st</sup> bullet, "Ad hoc Committee are..." to "Ad hoc Committee members are..."
- Page 8 – Commissioner Waz moved to revise the minutes under the Strategic Learning Report ad hoc Committee Report, 5<sup>th</sup> bullet, changed "stating" to "starting"

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

### **PRESENTATION OF PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS, FUND BALANCE REPORT AS OF FISCAL YEAR 2025-26, 3<sup>RD</sup> QUARTER, AND PIF ANNUAL AND FINAL REPORTS (AGENDA #5)**

#### Fund Balance Report

Commissioner Wright, Chair, Productivity Investment Board (PIB), reported there are two projects before the Commission for consideration for the 3<sup>rd</sup> Quarter of Fiscal Year 2025-26. He reported that as of December 31, 2025, the outstanding PIF fund balance is \$3,690,937. The proposals being heard total \$413,000. If both projects are approved at the full amount, the revised fund balance would be \$3,277,937.

#### Presentation of PIF Proposals for Discussion and Possible Action

**26.10 – Human Resources**, *Countywide Neurodiversity Training and Employment Program*, \$200,000 Grant. The PIB recommends \$200,000 Grant.

Director Garrett, Johan Julin, Monica Paraja-Dominguez, and Productivity Managers Francy Perez and Julie Benavides were in attendance in person to support and answer questions regarding the project.

Commissioner Wright presented a summary of the project on behalf of the Department. Funds will be used to provide neurodiversity accessibility training for LA County supervisors and managers to align with the April 1, 2025, Board motion *Los Angeles County Embracing Neurodiversity in the Workplace and Creating Career Pathways for Individuals with Developmental Disabilities*, expanding employment opportunities for individuals with developmental and intellectual disabilities.

After discussion and questions, Commissioner Penichet made a motion to approve a \$200,000 grant. The motion was seconded by Commissioner Waronek. The motion was unanimously approved by the following vote (taken by roll call):

Yes: Commissioners Butler, Cepeda, Donelan, Gibson, Harris, Henderson, Liu, McIntyre, Palmer, Parent, Penichet, Rambo, Waronek, Waz, and Wright

No: None

Abstain: None

**26.7 – Military and Veterans Affairs, LA County MVA Customer Experience Pilot, \$213,000 Grant.** The PIB recommends \$213,000 Grant.

Director James Zenner joined virtually, and Productivity Managers Roberto Alvaro Portillo and Allan Ochoa were in attendance in person to support and answer questions regarding the project.

Commissioner Wright presented a summary of the project on behalf of the Department. Funds will be used to implement a customer experience strategy design program to understand Veterans' experience with County veterans' services. Veterans and support staff will be interviewed to understand Veterans' needs and experiences with and trust of services, which can help inform improvement strategies.

After discussion and questions, Commissioner Penichet made a motion to approve a \$213,000 grant. The motion was seconded by Commissioner Palmer. The motion was unanimously approved by the following vote (taken by roll call):

Yes: Commissioners Butler, Cepeda, Donelan, Gibson, Henderson, Liu, McIntyre, Palmer, Parent, Penichet, Rambo, Waronek, Waz, and Wright

No: None

Abstain: None

Commissioner Harris was not present and did not vote.

**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, April 27, 2026. The meeting will feature one speaker and one PIF project that was rescheduled from March 23 to April 27, 2026.
- Jackie Guevarra, Executive Director, and Commissioner Parent met with Joe Nicchitta, Acting Chief Executive Officer, on Wednesday, February 25, 2026. The following was discussed:
  - Reappointments of Commissioners Gibson, McIntyre, and Wright. All three were approved. Commission staff are working on placing them on the Board agenda for approval.
  - PIF fund balance of \$3.6 million as of December 31, 2025
  - Fiscal Year 2025-26 Budget curtailment (i.e., the Commission lost one position)
  - Fiscal Year 2026-27 Budget – without an additional allocation for Fiscal Year 2026-27, the PIF will potentially run out of money between July 1, 2026 and June 30, 2027. Money from the PIF also funds Commission operations, the Leadership Conference, PQA, and the Strategic Plan consultant.
  - Joe Nicchitta confirmed his attendance at both the Leadership Conference on June 10, 2026 and PQA on October 7, 2026.
  - The upcoming Strategic Plan consultant will likely contact the CEO for input.
  - The Commission Assessment Report issued by the Executive Office last August 7, 2025 recommending the mergers of commissions. He is not aware of any movement on the recommendations.
- Strategic Plan 2027-2032 Update
  - Commission staff drafted the Statement of Work to hire a consultant through the consulting and Professional Services Master Agreement (CAPSMA)
  - The next step is the Contracts team's review of the Statement of Work, finalization of the Request for Services, and releasing the request to vendors. The evaluation of proposal will take place around early May.
  - Based on the CAPSMA timeline, a consultant may be in place by early June 2026. The consultant will be introduced at the full Commission meeting on June 22, 2026.
  - The bulk of the work – interviews with Commissioners, focus groups, surveys, etc. – will likely take place between July-September 2026.
- There is no Countywide Criminal Justice Coordinating Committee (CCJCC) report this month. No one from the Commission attended the General Committee meeting on February 18, 2026. The next meeting is April 8, 2026.
- Commissioner Julian Cepeda was welcomed to the Commission. He replaces Jacki Bacharach as the 4<sup>th</sup> Supervisorial District's appointee to the Commission.
  - Commissioner Cepeda, a 25-year resident in 4<sup>th</sup> District, is a public policy graduate student at the University of California, Los Angeles (UCLA) focusing on Economic Development and Data Analysis with nearly a decade of experience in civic engagement, community outreach, and organizational leadership. He has led large-scale field operations, managed diverse teams, and built broad community coalitions to advance voter education and public initiatives. He also has a Bachelor of Science degree from Cal Poly Pomona.
  - Commissioner Cepeda currently serves as a Cultural Arts Commissioner for the City of Whittier since 2023 and a member of the Whittier Host Lions Club since 2024.

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

Keisha Belmaster, PMN Chair, reported the following:

- A New Managers' Orientation was held virtually on February 4, 2026. A total of 8 Productivity Managers from 7 County departments attended the meeting. Topics covered included: QPC objectives, Productivity Manager roles and responsibilities, and overviews on the Department Visit, Leadership Conference, Productivity Investment Fund, and Productivity and Quality Awards programs.
- The PMN held its first general meeting and training of the year on February 11, 2026, hosted by the Registrar-Recorder/County Clerk (RR/CC) at the Ballot Processing Center. Commissioners Landres, Palmer, and Waz attended the meeting, along with over 20 Productivity Managers.
  - At the meeting, Arman Depanian, PIB Advisory Committee Chair, provided an overview of the PIF process. Commissioner Landres shared his insights into what the Commission typically seeks in proposals.
  - Walter Tucker IV, the PMN Training and Education Chair, also gave a presentation on LearnBasicTech, which is a training program provided by the Internal Services Department (ISD) with a mission to bring digital equity to underserved communities. The program's goal is to train 7,500 LA County residents with basic digital skills through educational courses.
    - To support ISD's initiative, QPC will be hosting an all-day in-person training session at the Hall of Administration in Room 140 on Thursday, April 9, 2026. The training will cover foundational artificial intelligence (AI) knowledge, including introductions to Gemini, ChatGPT, and prompt engineering basics. All Commissioners and Productivity Managers, as well as interested staff members, are encouraged to register via the Microsoft Forms link in the email blast that went out on March 9, 2026. The deadline to RSVP is April 2, 2026. Please reach out to Jane Lam, Program Manager, if you have any questions.
  - Jeffrey Klein, Productivity Manager, RR/CC led a walking tour of the Ballot Processing Center
- The PMN Executive Committee will meet again on Wednesday, April 1, 2026, to discuss this year's PQA, as well as planning for the May 6, 2026 PMN General Meeting and Training, which will be held in person at the Zev Yaroslavsky Family Support Center in Van Nuys. The meeting begins at 9:30 a.m. and ends at 12:00 p.m. At that meeting, Sara Keating and Patricia Soltero Sanchez, PMN-PQA Co-Chairs, will provide training on the PQA process. Commissioners were encouraged to attend and share their insight into what makes a good PQA application.

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

Jackie Guevarra, Executive Director, reported the following:

- Staff have been working on and/or preparing for various meetings:
  - Spring 2026 Quarterly Newsletter – due out by March 31, 2026
    - Features Commissioner Butler and former Commissioner Bacharach
  - Annual Report

- Draft waiting on Operational Trends Report
- PIF 40<sup>th</sup> Anniversary Report
- Shared Practices Report
  - Waiting for Departments to review the draft write-ups
- Bi-monthly progress reports to the Executive Office changed to a monthly schedule
- Possible speakers for future meetings
  - Captain Sandra Lucio, Sheriff's Department, Public Safety Coordination for the LA 2028 Olympic Games (July)
  - AI County users [Public Works, Regional Planning (eCheck), ISD]
  - Update on housing
- Department Visits – A total of 8 Commissioners may attend each visit to maximize participation. There are currently two visits with 2-3 open seats. Commissioners were advised to let Commission staff know if they are available to attend:
  - Medical Examiner – Wednesday, May 20, 2026
  - Public Social Services – Wednesday, May 13, 2026
- PIF Annual and Final Reports – Commissioners were asked to review the 2025 PIF annual and final reports and send questions to Commission staff.
- Fesia Davenport, Chief Executive Officer, will be stepping down from her role, effective April 16, 2026. Joe Nicchitta will continue as Acting Chief Executive Officer until further notice.
- Maral Karaccusian, Director for Aging and Disabilities Department, had a swearing in ceremony on March 23, 2026.
- Lourdes Saab, Chief of Protocol, Office of Protocol with the Executive Office of the Board of Supervisors, is retiring March 31, 2026.

#### **DEPARTMENT VISIT AD HOC COMMITTEE REPORT (AGENDA #9)**

Commissioner Harris, Chair, Department Visit ad hoc Committee, reported the following:

- There are 16 Department Visits scheduled for this year.
- The first visit was to the Department of Child Support Services on Wednesday, March 18, 2026. This was the Commission's last visit with Director Terrie Hardy, who is retiring on March 31, 2026.
- The second visit will be to the Sheriff's Department on Wednesday, March 25, 2026. Commissioner Parent is the lead for the visit.
- Reminder: Commission policy requires that Commissioners must sign up for at least 3 Department Visits to participate in each year.
  - Each visit is scheduled for 90 minutes, but Commissioners (and departments) are asked to block 2 hours of time to accommodate the Q&A session.

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

Commissioner Gibson, Chair (2026 Report Lead), reported the following:

- The ad hoc Committee met on March 4, 2026 to finalize the trends, which are as follows:
  - Mature: Using digitization, automation (e.g., mobile/remote/virtual business process) and technology to improve efficiency and transparency and modernize operations.

- Current: Employing Artificial Intelligence in County programs and services to increase accessibility, productivity, and innovation.
- Emerging: Access to and choice of cutting-edge technology (e.g., mobile biofeedback) to address mental, physical and social well-being.
- The next step is to draft the Operational Trends Report with selected examples to support each trend.

### **LEADERSHIP CONFERENCE AD HOC COMMITTEE REPORT (AGENDA #11)**

Jackie Guevarra, Executive Director, on behalf of Commissioner Mitchell, Chair, reported the following:

- Commissioner Parent is the new Vice Chair of the ad hoc Committee.
- The ad hoc Committee met on January 29 and March 18, 2026 to plan the conference.
  - Date: Wednesday, June 10, 2026, 9:00-11:30 a.m.
  - Venue: Music Center, Dorothy Chandler Pavilion, Grand Hall
  - Theme: Care Reimagined
  - Speakers:
    - Board of Supervisors: Supervisor Hilda L. Solis
    - Acting Chief Executive Officer: Joe Nicchitta
    - Executive Officer of the Board of Supervisors: Edward Yen
    - Keynote: Gene Sperling (pending confirmation)
      - Director of the National Economic Council and assistant to the President for economic policy under Presidents Bill Clinton and Barack Obama. He also served as Senior Advisor to President Biden and Implementation Coordinator of the American Rescue Plan (ARPA). He also founded the Center for Universal Education at the Brookings Institution in 2002.
    - Department Head Panel:
      - Facilitator: Edward Yen or Commissioner Landres
      - Lisa Garrett, Department of Human Resources
      - Dr. Christina Ghaly, Department of Health Services
      - Maral Karaccusian, Aging and Disabilities Department
      - Brandon Nichols, Children and Family Services Department

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

Commissioner Waz, Chair, reported the following:

- The ad hoc Committee met on February 18 and March 17, 2026.
  - Date: Wednesday, October 7, 2026, 11:00 a.m. to 2:00 p.m.
  - Venue: Music Center, Dorothy Chandler Pavilion, Grand Hall
  - Theme: Catalysts for Innovation
  - Application and Guidelines:
    - Revisions to the application and guidelines were reviewed and approved by the ad hoc Committee.
  - Awards Descriptions:
    - New category for Commission Special Awards: “Innovation Award – recognizes the implementation of a new and innovative solution, model,

and/or technology that produces measurable results in quality, productivity, and/or community impact.”

- The “Traditional Award” category was merged into the “Special Merit Award” category.
- Speakers:
  - Board of Supervisors: Supervisor Hilda L. Solis
- Program Books:
  - Like last year, a limited number of program books will be printed. QR codes will be used to access the full program.
- Increased Costs:
  - Costs at the Music Center have increased, most notably for food which will be about 1/3 higher compared to last year. The ad hoc Committee is looking at ways to offset these and other costs.
  - One option is to adjust the price of tickets for “additional guests.” If the Commission seeks to recoup costs this way alone, the price would have to be adjusted from \$70 per ticket to \$90.
  - Another option – not necessarily mutually exclusive – is to try to expand sponsorships.
    - Past sponsors have included the 1<sup>st</sup> District (Supervisor Solis’ office), the Brotherhood Crusade, the Employees Club of California, and Retired Employees of Los Angeles County. Past corporate or business sponsors have included Kaiser Permanente.
    - Commission staff are reaching out to other commissions that have sought sponsorships for their awards programs.
  - The ad hoc Committee decided to update the existing sponsorship menu and will develop an outreach plan. Appropriate steps will be taken to ensure that any sponsorships are subject to prior approvals with County Counsel to avoid any potential conflicts of interest.
- Evaluation and Scoring Process:
  - The traditional in-person full-day evaluation process is scheduled for Thursday, August 6, 2026 at the Public Works Headquarters building in Alhambra. This is currently the only opportunity available to Commissioners and Productivity Managers to review and score the submissions.
  - Because of Brown Act requirements, a majority of Commissioners cannot be present at the same time, so at least half of the Commissioners do not have the opportunity to participate using this process.
  - There is also a challenge of devoting a full workday to the review process.
  - The ad hoc Committee will consider piloting a new format this year where all of the evaluators (Commissioners and Productivity Managers) will have a period of five business days to review all applications digitally from any location. Scoring sheets will be shared as an Excel file. The applications will be uploaded in and accessed through a shared folder. Jane Lam, Program Manager, will work with the IT division to ensure

- there are simple but effective access and security checks. Each evaluator will be required to sign a consent authorization form prior to receiving access to the shared folder. In that form, they will be asked to ensure the confidentiality of scores and applications and affirm that they have scored the applications independently without the help of AI or any unauthorized person.
- If the ad hoc Committee decides to move forward with this digital review pilot, the all-day in-person evaluation on August 6<sup>th</sup> would be eliminated.
  - Several advantages to the potential pilot include:
    - Giving all Commissioners an opportunity to participate
    - Giving all evaluators more scheduling flexibility and more time to give all applications a meaningful review
    - Saving the Commission some resources in time and expenses.
  - PQA Promotion and Marketing:
    - The ad hoc Committee will develop a plan to more effectively promote the PQA winners to County officials and employees and the public.
    - The primary goal of promoting the awards is to get the winners' stories told and expand the pool of people who learn about what the winners have accomplished. A second goal is to associate the Commission with this great work. The ad hoc Committee hopes to test some key elements of a messaging strategy leading up to and subsequent to this year's awards program.
    - The ad hoc Committee will take a closer look at a variety of tools, including the Commission website, County and other social media outlets, and broadcast and cable media.

Commissioner Gibson commented that he is opposed to not having the all-day in-person PQA evaluation. He asked if the ad hoc Committee has looked into merging duplication applications. Commissioner Waz responded that guidance regarding this matter has been provided in the updated guidelines.

### **COMMISSIONERS ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA #13)**

Commissioner Rambo announced that every 3 months, he hosts a free event that teaches minorities and women in small businesses about contracts and grants.

Commissioner Parent recognized Jacki Bacharach, former 4<sup>th</sup> Supervisorial District Commissioner to the QPC, for her 2 decades of service on the Commission. Commissioner Bacharach was recognized with a scroll from 4<sup>th</sup> District and acknowledgements from the Commission. Her story and accolades will be highlighted in the Commission's quarterly newsletter.

### **COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS AND/OR DIRECTION OF THE COMMISSION (AGENDA #14)**

None

**MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACED ON A FUTURE AGENDA (AGENDA #15)**

None

**PUBLIC COMMENT (AGENDA #16)**

None

**ADJOURNMENT**

Commissioner McIntyre moved to adjourn the meeting, seconded by Commissioner Waronek. The meeting adjourned at 12:32 p.m. The next full Commission meeting will be held on Monday, April 27, 2026, at 10:00 a.m.



**BARBARA FERRER, Ph.D., M.P.H., M.Ed.**  
Director

**MUNTU DAVIS, M.D., M.P.H.**  
County Health Officer

**ANISH P. MAHAJAN, M.D., M.S., M.P.H.**  
Chief Deputy Director

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February 17, 2026

Commissioner William Parent, Chair  
Productivity Investment Fund  
Quality and Productivity Commission  
Hall of Administration, 500 W Temple Street, Room 585  
Los Angeles, CA 90012

Dear Commissioner Parent:

I am pleased to submit a Productivity Investment Fund grant proposal requesting \$225,000 to engage a specialized consultant to implement Single Case Agreement (SCA) workflows for reimbursement of tuberculosis (TB) treatment provided in County of Los Angeles Department of Public Health clinics. This project will enable Public Health to consistently recover reimbursement from health plans for TB clinical care that is provided to insured patients. The resulting revenue will directly offset program costs and reduce Net County Cost (NCC) for TB care that is provided to insured patients.

Los Angeles County operates a comprehensive Tuberculosis Control Program through the Department of Public Health, serving a large and diverse population with one of the highest burdens of TB in the United States. Most health plans lack in-network TB providers, which means reimbursement to DPH for insured patients must be obtained through Single Case Agreement authorizations. These authorizations are secured via direct interaction with each plan's utilization management (UM) department and are submitted on a case-by-case basis. While Public Health treats hundreds of insured TB patients annually, the department lacks the infrastructure to systematically request SCAs and ensure that claims are approved. As a result, a significant amount of revenue that could be recovered from insured patients is currently not being captured.

The proposed work will focus on implementation rather than assessment. The consultant's scope of work will include developing standardized SCA request templates for major Los Angeles-area health plans, establishing direct communication pathways with plan UM case managers, and coordinating electronic health record (EHR) configurations to ensure that SCA authorization numbers are accurately captured and included on claims.

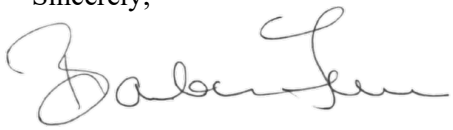
By month six, the program expects to be actively submitting SCAs for ongoing episodes of care. By month twelve, Public Health staff will be fully trained and independently managing the SCA submission, tracking, and follow-up processes. These processes will ensure the sustainability of this work beyond the project period. Recovering reimbursement through SCAs will directly reduce Net County Cost, as each dollar recovered from health plans represents a direct offset to County expenditures.

The TB program serves many of the County's most vulnerable residents including people experiencing homelessness, immigrants, and others at increased risk of developing and transmitting TB. Strengthening sustainable revenue collection supports the continued delivery of essential, high-quality clinical services while advancing health equity.

Public Health respectfully requests this funding to support the implementation of SCA workflows that will improve the department's long-term operational capacity and promote financial stewardship of public resources. We appreciate the Commission's consideration and the opportunity to undertake a project that will meaningfully enhance the delivery of equitable, high-quality TB care in DPH clinics across Los Angeles County.

Please reach out to Dr. Naman Shah, Division Director of Medical and Dental Affairs at [NShah@ph.lacounty.gov](mailto:NShah@ph.lacounty.gov) if you have any questions.

Sincerely,

A handwritten signature in cursive script, appearing to read "Barbara Ferrer".

Barbara Ferrer, Ph.D., M.P.H., M.Ed.  
Director

BF:ab

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: 7/23/2024

Department: Department of Public Health

Date: 2/17/26

Project Name:  
Maximizing Clinical Services Revenue: TB Single Case Agreement Implementation

**PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.**

The Los Angeles County Department of Public Health provides legally mandated, specialized care to insured patients but currently lacks infrastructure to bill and secure reimbursement from health plans. This project requests \$225,000 to implement Single Case Agreement (SCA) workflows for tuberculosis (TB) care provided to insured patients in Public Health clinics.

**SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.**

Los Angeles County Public Health (PH) clinics provide most of the tuberculosis clinical care in Southern California and many private health plans lack in-network TB providers. Reimbursement for clinical care provided in PH clinics requires Single Case Agreements that are plan-specific authorizations negotiated through utilization management (UM) departments. To establish a sustainable system, PH will recruit a specialized implementation consultant with knowledge of how to navigate UM processes and who will coordinate with PH and health plan partners to build the system. The consultant will develop needed tools, templates, and train staff. The services of the consultant will be time-limited and focused on specialized implementation activities that fall outside of PH's routine operational responsibilities. Once workflows and system configurations are established, permanent PH staff will assume full ownership and ongoing management of the process.

Implementation will include developing standardized SCA templates, establishing health plan case management contacts, and coordinating electronic health record (EHR) configuration to reference SCAs on claims. Recovered reimbursements will directly offset County expenditures for health services provided, resulting in ongoing reduction of Net County Cost (NCC).

The consultant will deliver: (1) SCA request templates customized to each major LA-area plan's UM requirements; (2) documented contacts at plan UM departments; (3) EHR configuration so that claims include SCA authorization numbers; (4) tracking tools for SCA status and renewals; and (5) staff training to manage the process. By month six, PH will be actively submitting SCAs. By month twelve, existing PH staff will run the process without consultant support.

The consultant will build the processes needed to start billing for TB services and once established, this model can be extended to enhance billing for other PH clinical services. SCAs can potentially be adapted to other county outpatient programs and could create a scalable, Countywide framework for service reimbursement.

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: 7/23/2024

**EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.**

Evaluation of this project will occur through well-defined implementation milestones, quantitative and qualitative performance metrics, and operational sustainability.

**Project Milestones**

By month three, SCA templates will be completed for the five health plans with the highest volume for the billable TB services and initial SCAs will be submitted to each payor. By month six, the electronic health record (EHR) will be configured to reference SCAs on claims, and the first reimbursements are expected to be received. By month nine, Public Health staff will have been fully trained and independently managing SCA submissions and follow-ups. By month twelve, consultant support will conclude and the SCA workflow will be operationalized as a routine staff administrative process.

**Success Measures**

Fundamental performance measures include:

- Number of SCAs submitted to the targeted health plans (target: 50+ in year one)
- Percentage of claims with SCA reference paid (target: 80%+ success rate)
- Staff independently managing process (target: full handoff by month 12).

This project aims to improve quality through standardized agreements and authorization documentation, generating and implementing a reliable tracking measure for SCAs, and reducing ad hoc negotiation with payors that often lead to claim delays, under-reimbursement, or denials. Incorporating standardized SCAs into Public Health's existing revenue cycle management process will support more consistent recovery of reimbursements for critical TB services provided to insured individuals seeking specialty care at Public Health clinics.

**County of Los Angeles Quality and Productivity Commission**  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: 7/23/2024

Is this an Information Technology (IT) project?

Yes     **No**     N/A

If you answered yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below. In addition, you must apply for Information Technology Funds (ITF) with the Chief Executive Office (CEO), Chief Information Office (CIO) first before applying for Productivity Investment Funding (PIF). If your IT project was not approved by the CEO-CIO, please indicate the reason it was not approved and/or the status of your project below:

**Amount Requested:**                  Loan \_\_\_\_\_                  Grant **\$225,000.00**                  Total **\$225,000.00**

Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.

	<u>Implementation Period</u>	<u>Project Year 1</u>	<u>Project Year 2</u>	<u>Project Year 3</u>
A. Annual Cost of Current Process:				
B. Estimated Annual Cost of Proposal:		\$225,000.00		
C. Savings (B minus A)		\$0.00	\$0.00	\$0.00

**Funds Flow Summary: Indicate the amount of funds needed during implementation by period (fiscal year and quarter)**

FY 26-27 Q1: \$112,500  
FY 26-27 Q2:  
FY 26-27 Q3: \$112,500  
FY 26-27 Q4:

Quality and Productivity Manager (Print and Sign)  
Arpine Chatyan

*Arpine Chatyan*

Telephone Number  
818-800-5929

E-mail  
AChatyan@ph.lacounty.gov

Project Manager (Print and Sign)  
Naman Shah

*Madhine Liggins, MD  
for Naman Shah*

Telephone Number  
213- 288-7236

E-mail  
NShah@ph.lacounty.gov

Department CIO/IT Manager (Print and Sign)

Telephone Number

E-mail

Budget/Finance Manager (Print and Sign)  
Ben G. Phan

*Ben G. Phan*

Telephone Number  
213-541-3936

E-mail  
BPhan2@ph.lacounty.gov

Department Head (Print and Sign)  
Barbara Ferrer

*Barbara Ferrer*

Telephone Number  
323-434-2700

E-mail  
BFerrer@ph.lacounty.gov

**\*\* Electronic, Original, or Scanned Signatures Are Accepted \*\***



County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes, and/or Department strategic goals and objectives?

This proposal complements cross-County efforts to strengthen billing infrastructure and reduce Net County Cost (NCC) by improving third-party revenue recovery for services already being delivered. This project aims to approach a specific gap in reimbursement for clinical TB services provided in Public Health to insured patients. The recovery of reimbursements from insured patients also increases resources that can be directed to the care of uninsured patients. These processes would create a sustainable SCA workflow to secure authorization and enable reimbursement to Public Health by health plans that do not have in-network TB providers.

The proposed solution leverages existing County systems rather than creating new technology. Consultant-led implementation will standardize plan-specific SCA request templates and document utilization management contacts. Tracking tools and staff training will support consistent SCA submission, renewal, and billing follow-through. The training will also improve efficiency by reducing rework, will avoid preventable denials, and will improve cycle time from service delivery to reimbursement.

6. (150 words) Is the proposal a pilot project? What, if any, are the programmatic and fiscal sustainability measures of success, and/or learning objectives for the project? What would be the conditions for further expansion or development?

This proposal serves as a targeted pilot to implement SCA workflows for TB clinical services. The pilot will establish standardized authorization, tracking, and billing processes for services provided in out of network settings. Success will be measured by Public Health staff's ability to independently manage SCA submissions, renewals, and billing without ongoing consultant support. Sustainability will be achieved through integration into existing workflows and use of recovered revenue to support existing staffing. Expansion to other clinical service delivery systems would be considered if the model demonstrates consistent

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

reimbursement, manageable staff workloads, and minimal additional infrastructure, allowing the SCA workflow to be adapted.

7. (300 words) What current County processes or functions will be eliminated or streamlined via this productivity enhancement(s) and/or quality improvement(s)?

This project establishes a standardized and repeatable process where no systematic process currently exists. We currently have no systematic way to request SCAs from health plans. The project builds SCA request templates, UM department contacts, EHR claim configuration to reference authorizations, and tracking tools. However, once built, staff can manage ongoing SCA requests efficiently, leading to improved quality of claims submissions, as well as productivity, via reduced need for rework and follow-up on claims denials and underpayments.

This proposal promotes interdepartmental cooperation by establishing standardized SCA workflows that can be shared across departments facing similar out of network billing challenges. Documentation of payer utilization management contacts, authorization requirements, and operational timelines will create reusable reference materials that can inform both Public Health and other county programs.

8. (150 words) Where did the original idea for this project come from?

The project originated from the Department's need to respond to financial pressures across the county and Public Health's limited revenue cycle infrastructure. As services expanded, it became clear that our billing processes, systems, and workflows were not keeping pace, and that specialized expertise outside of the Department is needed to build more effective and sustainable billing processes. This project was developed to address those gaps and create a more sustainable, efficient approach to recovering reimbursement for the services we already provide to insured individuals.

9. When will the funds be needed? Please indicate the amount needed by fiscal year and quarter:

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**2023-24**

1<sup>st</sup> Quarter \$ \_\_\_\_\_

2<sup>nd</sup> Quarter \$ \_\_\_\_\_

3<sup>rd</sup> Quarter \$ \_\_\_\_\_

4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2024-25**

1<sup>st</sup> Quarter \$ \_\_\_\_\_

2<sup>nd</sup> Quarter \$ \_\_\_\_\_

3<sup>rd</sup> Quarter \$ \_\_\_\_\_

4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2025-26**

1<sup>st</sup> Quarter \$ \_\_\_\_\_

2<sup>nd</sup> Quarter \$ \_\_\_\_\_

3<sup>rd</sup> Quarter \$ \_\_\_\_\_

4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2026-27**

1<sup>st</sup> Quarter \$ 112,500

2<sup>nd</sup> Quarter \$ \_\_\_\_\_

3<sup>rd</sup> Quarter \$ 112,500

4<sup>th</sup> Quarter \$ \_\_\_\_\_

**IMPLEMENTATION PLAN**

<u>KEY MILESTONES</u>	<u>START DATE</u>	<u>FUNDS NEEDED</u>	<u>FUNDS REPAID</u>
(Major steps in the project development)	(Estimated date for each project step)	(Amount and quarter funds will be needed)	(Amount and quarter funds will be repaid)
Project initiation; finalize scope and success metrics	April 1, 2026	\$	\$
Initiate consultant recruitment, contracting, and onboarding	April 1, 2026		
Completion of consultant onboarding	July 1, 2026	\$112,500	
Completion of SCA templates for the five highest-volume plans for billable TB services	October 1, 2026		
Initial SCAs submitted to payors	October 1, 2026		
EHR configuration to reference approved SCAs on claims	January 1, 2027		
First SCA reimbursements anticipated	January 1, 2027		

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

Second installment of payment to consultant	January 1, 2027	\$112,500	
Public Health staff fully trained and independently managing SCA submissions, tracking, and follow up	April 1, 2027		
Performance metrics and assessment checkpoint	April 1, 2027		
Consultant support concludes; SCA workflow fully operationalized	June 30, 2027		
Report of project findings and assessment presented to Public Health leadership	September 1, 2027		

**LINE ITEM BUDGET DETAIL**

(Work with your Budget Analyst)

**Services and Supplies**

List all services and supplies here

(a) Consultant Contract **\$225,000**

**Other Charges**

List all other charges here

(b) N/A **\$0**

**Fixed Assets**

List all equipment and other fixed assets here

(c) N/A **\$0**

**TOTAL COSTS (a+b+c) **\$225,000****



**County of Los Angeles  
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Commission**

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March 31, 2026

Ms. Terrie Hardy  
Director  
Child Support Services Department  
5770 S. Eastern Avenue, 4<sup>th</sup> Floor  
Commerce, CA 90040

Dear Ms. Hardy:

Thank you for a very informative visit on March 18, 2026. First and foremost, Commissioners would like to extend their warmest congratulations on your upcoming retirement. They are deeply grateful for your many years of dedicated public service – from Sacramento County to Los Angeles (LA) County – and wish you a fulfilling and well-deserved retirement.

Commissioners also congratulated the Department for receiving two grant awards:

- Five-year federal Section 1115 waiver and grant award for *Bridges to Support*. Funds are being used to demonstrate that providing Non-Custodial Parents with employment-related and holistic services can increase the amount and reliability of child support payments. It also allows the Department to partner with many community-based organizations and other County departments to facilitate job training and education.
- LA County's Information Technology Fund through the County's Chief Executive Office-Chief Information Office. Funding will be used to modernize court-filing capabilities and e-file court documents (GovLink), which historically moved through a lengthy paper-filing workflow. The modernization will decrease a week-long paper process to a same-day returned file copy.

Commissioners appreciated the updates on the Department's *Level 25 Strategic Plan* and federal Flexibility, Efficiency and Modernization (FEM) of Child Support Programs, which was implemented on January 1, 2026, and gives states and local jurisdictions the flexibility needed to increase the accuracy and accountability of support orders.

Commissioners commended your initiatives to improve productivity and efficiency throughout the Department, including:

- Expanding the Data Science Team to conduct meaningful analyses and review of performance data, refine case processing, improve child support collections, perform deep data dives, and identify trends.
- Improving accessibility for individuals by ensuring there are communications options in addition to coming into an office to speak to case managers about complex case issues, and by providing access to programmatic information on the website and throughout social media outlets to improve transparency.

Ms. Terrie Hardy  
March 31, 2026  
Page 2

- Implementing the Policy and Staff Development Team to elevate learning and training opportunities for adults through the Supervisory Excellence Program, Clerical Academy, and onboarding trainings.

We look forward to working with the Department as it addresses challenges that may require other operational enhancements, including:

- Developing a tool or system to track call center data to case managers to improve transparency and observe efficiency and trends.
- Analyzing performance metrics for Court Order Establishments, which was impacted by the large backlog of service requests from the Department of Public Social Services.
- Continuing to use data-driven decision-making to develop approaches and improve workflow processes, such as through the use of Artificial Intelligence (AI) to conduct locating work that meets government clearance criteria and requirements.

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Jennifer Coultas and Andrea Barnes. Please contact Jackie Guevarra, Executive Director, at [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov) for additional information.

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JTG:jl

- c: Edward Yen, Executive Officer, Board of Supervisors  
Steven Hernandez, Chief Deputy, Executive Office of the Board of Supervisors  
Joseph Nicchitta, Acting Chief Executive Officer  
Jeremy Gray, Acting Chief Deputy, Chief Executive Office  
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Commissioner Nancy G. Harris  
Commissioner Edward T. McIntyre  
Commissioner Joe Waz  
Keisha Belmaster, Chair, Productivity Managers' Network  
Jennifer Coultas, Productivity Manager, Child Support Services  
Andrea Barnes, Productivity Manager (Alternate), Child Support Services



April 9, 2026

Robert G. Luna  
Sheriff  
Los Angeles County Sheriff's Department  
211 West Temple Street, Hall of Justice, 8th Floor  
Los Angeles, California 90012

Dear Sheriff Luna:

Thank you for a very informative visit on March 25, 2026. Commissioners appreciated the update on the Department's continuing efforts to improve public trust and credibility with the public and within the community. This is essential in strengthening community partnerships to reduce crime, create stable environments, and cultivate relationships. Commissioners would like to direct the public to the Department's website (<https://lasd.org/transparency/>) for more information on the Department's efforts.

The Department is also focused on modernizing the largest Sheriff's department in the nation through upgraded technology (e.g., replacing its 40-year-old Computer-Aided Dispatch system, using drones and license plate readers, exploring the use of artificial intelligence, etc.). This allows the Department to be competitive with other agencies that employ new technologies, as well as improving quality and efficiency in departmental operations.

Commissioners appreciated the updates on the Department's priorities including building a Correctional Care Center to support the increasing demands for inmate mental health services. Approximately 51% of inmates have mental health and/or substance abuse issues.

Commissioners also congratulated the Department on the following:

- Reduction in use of force cases (Custody by 16% and Patrol by 11%)
- Reduction in shooting-involved deaths by 42%
- Collaboration on the State-of-the-Art Ballot Processing Center (BPC) with the Registrar-Recorder/County Clerk; the BPC won the top award (Gold Eagle) at the Commission's 2025 Annual Productivity and Quality Awards program

Commissioners commended your initiatives to improve productivity and efficiency throughout the Department, including:

- Improving employee health and wellness by securing a Departmental Wellness Center designed to prioritize the mental, emotional, spiritual, and physical well-being of the Department's law enforcement personnel
- Mandating department staff, especially members of the Special Victims Bureau and those who experience trauma, to seek professional help and guidance

**County of Los Angeles  
Quality and Productivity  
Commission**

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Sheriff Robert G. Luna

April 8, 2026

Page 2

- Strengthening the workforce by providing training and opportunities for learning, cross training employees, and sharing experiences and strategies with other agencies
- Working to retain sworn and professional staff through employee wellness efforts and competitive salaries and benefits

We look forward to working with the Department as it addresses challenges that may require other operational enhancements, including:

- Addressing vacancies (approximately 1,400 sworn and 1,300 professional staff) through active outreach for potential candidates and increasing the number of academy classes
- Preparing the Department (staff and resources) for the large-scale world events such as the 2026 FIFA World Cup, the 2027 Superbowl, and the 2028 Olympic and Paralympic Games
- Replacing the outdated CAD system with a modernized platform to improve performance and support a centralized dispatch system consistent with nationwide best practices
- Addressing an aging bus, patrol vehicle, and helicopter fleet to perform basic law enforcement operations
- Working to create a jail management system; the County is the largest law enforcement agency in the country without one in place

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Richard Martinez, Tracey Jue, and Glen Joe. Please contact Jackie Guevarra, Executive Director, at [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov) for additional information.

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JTG

c: Edward Yen, Executive Officer, Board of Supervisors  
Steven Hernandez, Chief Deputy, Executive Office of the Board of Supervisors  
Joseph Nicchitta, Acting Chief Executive Officer  
Jeremy Gray, Acting Chief Deputy, Chief Executive Office  
Commissioner Barry Donelan  
Commissioner Huasha Liu  
Commissioner Edward T. McIntyre  
Commissioner Jeff Penichet  
Commissioner Mark Waronek  
Commissioner Joe Waz  
Keisha Belmaster, PMN Chair  
Richard Martinez, Productivity Manager  
Tracey Jue, Alternate Productivity Manager  
Glen Joe, Alternate Productivity Manager



April 22, 2026

**County of Los Angeles  
Quality and Productivity  
Commission**

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Anthony C. Marrone, Chief  
Fire Department  
1320 North Eastern Avenue  
Los Angeles, California 90063

Dear Chief Marrone:

Thank you for a very informative visit on April 6, 2026. Commissioners recognized and showed their appreciation of the Fire Department's efforts through extraordinary weather conditions to protect lives and property during the 2025 Pacific Palisades and Eaton wildfires. We commended the bravery of the County's first responders, particularly the firefighters and the Fire Department leadership.

Commissioners congratulated the Department on its *Community Brigade Pilot Program*, which trains community members in wildfire readiness and supports emergency response by assisting law enforcement with evacuations, mop-up operations and home ignition zone assessments. The project won the *County Image Enhancement Award* at the 2025 Productivity and Quality Awards! This established resource was particularly essential during the 2025 wildfires.

Commissioners also appreciated the update on the following departmental projects funded by the Commission's Productivity Investment Fund. The Department:

- Launched the Los Angeles Development and Rapid Operationalization of Prehospital Blood (LA DROP) program to equip paramedics with blood products to enable them to begin blood transfusions at the scene of EMS calls to keep patients alive until they can be delivered to a hospital and trauma center. As of March 5, 2026, the Department has transfused 54 patients and saved countless lives. The survival rate is 70% with LA DROP at work. Discussions are underway to expand LA DROP into various supervisory districts.
- Purchased a telemedicine platform for the Advanced Provider Response Unit (APRU) pilot. The APRU responds to low acuity 9-1-1 calls, performs an assessment, and provides simple interventions. By performing these interventions in the field, the APRU can prevent the need to transport the patient to the hospital, thereby reducing the burden on critical safety net Emergency Room and EMS resources. The APRU is currently operating in Supervisory Districts 1, 2 and 5, with plans to expand to Districts 3 and 4.

Commissioners commended your initiatives to improve productivity and efficiency throughout the Department, including:

- Launching the Safety, Health, Information, Education, Local, Development (SHIELD) community survey; the data will be used to better identify risks, protect vulnerable residents, and ensure that emergency prevention is coordinated, measurable, and equitable

Anthony C. Marrone

April 22, 2026

Page 2

- Pursuing full cost reimbursement from fee-for-service contract and beach cities, and identifying new revenue streams
- Incorporating Fire Guard, a National Guard satellite program, into the Department's incident command management platform to help detect wildfires
- Expanding its Communications Division to comprise of the Public Information Office/Special Events Section, the Communications and Headquarters Support Sections, and a new Public Education Unit with a focus on community engagement and public education programs expansion
- Strengthening community engagement through programs such as Junior Lifeguard, Beach Safety Days, youth Explorer Program, and Women's Fire Prep and Women's Lifeguard academies

We look forward to working with the Department as it addresses challenges that may require other operational enhancements, including:

- Preparing for upcoming large-scale events in the County (e.g., 2026 FIFA World Cup, 2027 Super Bowl, 2028 Olympics and Paralympic Games)
- Managing the growing volume and complexity of the Department's workers' compensation claims and finding sustainable solutions (e.g., through legislation) to improve this important program
- Modernizing the Department's computer-aided dispatch (CAD) system to streamline communication and improve resource allocation during multi-agency response to emergencies; and determining the viability of CAD-to-CAD capabilities between the Fire and Sheriff's Department as recommended in the *After-Action Review of Alert Notification Systems and Evacuation Policies for the Eaton and Palisades Fires* report ([click here](#) for the report)
- Exploring new and emerging technologies (e.g., AI-driven predictive analytics, thermal imaging platforms, data-driven decision-making dashboards, etc.) to improve operational efficiency and effectiveness; for example, FireStat could help determine the areas at greatest fire risk based on improved data
- Addressing the increase in 9-1-1 call volume, specifically in EMS calls
- Addressing the Department's aging infrastructure (e.g., 261 facilities, 176 fire stations) and higher costs to acquire essential fire apparatus, vehicles, and helicopters

Thank you for a productive meeting. We will continue to work closely with your Productivity Manager, Heidi Oliva. Please contact Jackie Guevarra, Executive Director, at [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov) for additional information.

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JTG

Anthony C. Marrone

April 22, 2026

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c: Edward Yen, Executive Officer, Board of Supervisors  
Steven Hernandez, Chief Deputy, Executive Office of the Board of Supervisors  
Joseph Nicchitta, Acting Chief Executive Officer  
Jeremy Gray, Acting Chief Deputy, Chief Executive Office  
Commissioner Viggo Butler  
Commissioner Barry Donelan  
Commissioner Huasha Liu  
Commissioner Ed McIntyre  
Commissioner Joe Waz  
Commissioner Will Wright  
Keisha Belmaster, PMN Chair  
Heidi Oliva, Productivity Manager



April 20, 2026

**County of Los Angeles  
Quality and Productivity  
Commission**

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**BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES**

*"To enrich lives through  
Effective and caring service"*

Mr. James Zenner  
Director  
Military and Veterans Affairs  
Bob Hope Patriotic Hall  
1816 South Figueroa Street  
Los Angeles, California 90015

Dear Mr. Zenner:

Thank you for a very informative visit on April 8, 2026. Commissioners congratulated the Department for co-hosting its centennial event with the Warrior Heritage Foundation to honor 100 years of Bob Hope Patriotic Hall on February 21, 2026, and celebrating its fourth annual Vietnam Veterans' Luncheon to recognize National Vietnam War Veterans' Day on March 28, 2026. The Department will also be hosting its very first National Women Veterans Summit on June 12, 2026.

Commissioners commended the Department's ongoing efforts to improve and transform the culture in how services are provided to veterans, service members, and their families through multiple initiatives, such as:

- *Military Transition Program*—funded by the Commission's Productivity Investment Fund (PIF)—aims to transform Bob Hope Patriotic Hall into a central hub for veteran transition services into civilian life, integrating career readiness, leadership development, and employer partnerships to support seamless reintegration
- *A Text Can Save a Life – Veteran Mental Health Support through Wellness Messaging*—also funded by PIF—delivers daily text messages to veterans to promote hope, reduce stigma, and encourage coping and the use of positive psychology strategies, geography, and costs
- Housing placement efforts increased the number of veterans housed from 1,854 veterans in Fiscal Year (FY) 2024 to 2,191 veterans in FY 2025 and decreased the recidivism rate to 5-10% for veterans experiencing homelessness since the establishment of One Team. One Team is a partnership with the U.S. Department of Veterans Affairs (VA) that brings stakeholders together to innovate and find resources to meet housing and service needs

Commissioners commended your initiatives to improve productivity and efficiency throughout the Department, including:

- Building the technological structure to digitize and improve data collection, analysis, and overall data maturity, including hiring an Information Technology Supervisor to evaluate/implement effective technical solutions
- Implementing PIF-funded projects, such as:
  - *Heritage Preservation Initiative* to appraise and digitize the County's military artifacts while reimagining the Bob Hope Patriotic Hall as a living, interactive space for education, remembrance, and connection using modern tools

Mr. James Zenner

April 20, 2026

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- *Veteran Mental Health and Wellbeing Pilot Program* to address the urgent mental health crisis among veterans, particularly non-VA-eligible individuals, by leveraging innovative technology, peer-led models, and trauma-informed care, including the use of artificial intelligence (AI)-driven mental health tools and biofeedback technologies
- *County Veteran Service Office (CVSO) Solution: Evaluating Effectiveness* to assess the effectiveness of CVSOs in connecting veterans to benefits, explore the impact of benefit connection on veteran well-being over time, and calculate the financial impact of the CVSO program, whose outcomes will be used to inform policy decisions and optimize resource allocation
- *LA County MVA Customer Experience Pilot* to build on prior County and Commission investments to map key service journeys, gather direct feedback through surveys and interviews, and maximize resources to close service gaps and address barriers.
- Establishing the Homeless Services and Justice-Involved Veterans (JIV) Divisions to redefine standards and objectives

We look forward to working with the Department as it addresses challenges that may require other operational enhancements, including:

- Implementing the County's InfoHub to understand which veterans are engaging with other County departments so that the Department can proactively connect with them
- Creating regional "Hubs" to co-locate veterans' officers and the Department's Veteran Peer Access Network, JIV, and Housing staff directly within each Supervisorial District, maximizing accessibility and community outreach
- Building partnership with the Los Angeles County Office of Education for the *Voices of Heritage* initiative and the Department's efforts to turn history into experience for youth
- Pursuing delegated authority to obtain marketing rights for the Bob Hope Patriotic Hall
- Using the Bob Hope Patriotic Hall as a volunteer center during the 2028 Los Angeles Olympic and Paralympic Games to leverage veteran volunteers alongside Community Emergency Response Team (CERT)-trained volunteers to expand public safety and traffic management efforts
- Addressing data-sharing barriers to improve data collection and transparency for the public through use of data dashboards and count of veterans experiencing homelessness (by name)

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Roberto Alvarez-Portillo and Allan Ochoa. Please contact Jackie Guevarra, Executive Director, at [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov) for additional information.

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JTG:jl

Mr. James Zenner

April 20, 2026

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- Commissioner Jeffrey J. Penichet
- Commissioner Joe Waz
- Commissioner William R. Wright
- Keisha Belmaster, Chair, Productivity Managers' Network
- Roberto Alvarez-Portillo, Productivity Manager, Military and Veterans Affairs
- Allan Ochoa, Productivity Manager (Alternate), Military and Veterans Affairs



# 2026 LEADERSHIP CONFERENCE



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EMPOWERMENT, PRECISION, AND  
ACCOUNTABILITY IN COUNTY SERVICES

THE MUSIC CENTER  
DOROTHY CHANDLER PAVILION  
JUNE 10, 2026

EXECUTIVE OFFICE



BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

Los Angeles County Board of Supervisors  
Chief Executive Office  
Quality and Productivity Commission





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