



**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

Marsha D. Mitchell

Immediate Past Chair

Nichelle M. Henderson

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

Executive Director

Jackie T. Guevarra, CPA

Program Manager

Jane Lam

Program Coordinators

Betty Belavek
Ruben Khosdikian

**Chair Emeritus*

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

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

**Los Angeles County
Quality and Productivity Commission
NOTICE OF REGULAR MEETING**

**Monday, December 15, 2025, 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:**

Join Zoom Meeting

[https://bos-lacounty-
gov.zoom.us/j/84428140093?pwd=b3plD0Juabka1WeTP0uy0H4bjFldNa.1](https://bos-lacounty-gov.zoom.us/j/84428140093?pwd=b3plD0Juabka1WeTP0uy0H4bjFldNa.1)

Meeting ID: 844 2814 0093

Passcode: 847856

Call in Number: (669) 900-9128

**Written Public Comment may also be submitted to Jackie Guevarra by
Sunday, December 14, 2025 (received by 4:00 p.m.) at
jguevarra@bos.lacounty.gov**

****Any information received from the public by Sunday, December 14, 2025, 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. Assembly Bill 2449.....Commissioner Parent
4. Approval of the October 27, 2025, Meeting Minutes
5. Productivity Investment Fund (PIF) Status and Fund Balance Report as of
Fiscal Year 2024-25, 2nd Quarter (for discussion and possible action) (3
minutes).....Commissioner Gibson
6. Chair's Report: Administrative Items, Ad Hoc Committee Motion Status (5
minutes).....Commissioner Parent
7. Productivity Managers' Network Chair's Report: General Meeting and
Training (2 minutes).....Keisha Belmaster
8. Executive Director's Report: Commission Events Update, Calendar of
Events, Deadlines, Administrative Items (2 minutes).....Jackie Guevarra

9. Election of Commission Officers for 2026 and Nominating Ad Hoc Committee Report (10 minutes).....Commissioner Bacharach
10. Department Visit Ad Hoc Committee Report (2 minutes).....Commissioner Henderson
 - Executive Office of the Board of Supervisors (October 23, 2025)
11. Commission Strategic Plan Update (discussion and possible action) (5 minutes).....Commissioner Parent
12. Commissioner Announcements regarding conferences, meetings, and gatherings of interest to the Commission (2 minutes) – *For Discussion Only*
13. Commissioner Discussion on goals, ideas, future projects, and/or direction of the Commission (2 minutes) – *For Discussion Only*
14. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda – *For Discussion Only*
15. Public Comment (3 minutes for each speaker)
16. The next full Commission meeting will be held on Monday, January 26, 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) 974-1431 (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.

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](#))

"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: Fernandeano Tataviam Band of Mission Indians, Gabrielino Tongva Indians of California Tribal Council, Gabrieleno/Tongva San Gabriel Band of Mission Indians, Gabrieleno Band of Mission Indians - Kizh Nation, San Manuel Band of Mission Indians, San Fernando Band of Mission Indians. To learn more about the First Peoples of Los Angeles County, please visit the Los Angeles City/County Native American Indian Commission website <https://lanaic.lacounty.gov/>."



Los Angeles County QUALITY AND PRODUCTIVITY COMMISSION

MINUTES OF THE MEETING OF

October 27, 2025, at 10:00 a.m.

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

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Virtual Meeting

Call in Number: (669) 900-9128

Meeting ID: 872 0814 6267

Passcode: 888424

<https://bos-lacounty->

gov.zoom.us/j/87208146267?pwd=n9uPTJt84nNGclbNbUastynCNLResK.1

CALL TO ORDER

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

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

Jacki Bacharach
Viggo Butler
Barry Donelan
Rodney Gibson
Nancy Harris
Nichelle Henderson
J. Shawn Landres
Huasha Liu

Edward McIntyre
Marsha Mitchell
E. Scott Palmer
William Parent
Dion Rambo
Mark Waronek
Joe Waz
William Wright

ABSENT

Jeffrey Jorge Penichet

PRODUCTIVITY MANAGERS' NETWORK (PMN)

Keisha Belmaster, Chair

OPENING REMARKS

Commissioner Parent welcomed everyone and noted the meeting is 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. The public can inform Jackie Guevarra via email or the chat feature which item(s) they have a comment 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 October 26, 2025, 4:00 p.m. No written comments were received.

He also announced that each Commissioner will have the opportunity to speak on any agenda item and vote on the items will 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. The Commission opened its public meeting with a video recording of the Land Acknowledgement, which can be read here: <https://lacounty.gov/government/about-la-county/land-acknowledgment/>.

ASSEMBLY BILL 2449 (AGENDA #3)

Commissioner Parent announced that AB 2449 became effective on January 1, 2023. Provisions of this bill permit members of a legislative body of a local agency to participate remotely and to not identify their location. There were no Commissioners attending the meeting remotely.

APPROVAL OF THE AUGUST 25, 2025, MINUTES (AGENDA #4)

Commissioner Bacharach moved to approve the minutes of August 25, 2025, seconded by Commissioner Waronek, with the following revisions:

- Page 3, after the first roll call vote for the MVA project, add: *“However, after the vote to approve the project was taken, additional comments emerged regarding the project. The additional discussion did not change the result of the vote taken above. A point of order was made to end the discussion, and a roll call was taken as follows: “Yes” to end discussion on the project and “No” to continue discussion on the project.”*

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

PRESENTATION ON THE GOVERNANCE REFORM TASK FORCE ON THE COUNTY’S MEASURE G EFFORTS (AGENDA #5)

Commissioner Parent introduced and welcomed Shadi Kardan (Executive Director), Marcel Rodarte (Chair), and Derek Hsieh (Member) from the Governance Reform Task Force. They gave a presentation on Measure G which amended the County Charter to restructure LA County’s Government. Commissioners were briefed on the following topics (a PowerPoint accompanied the presentation):

- 1) Five-day Posting Requirement; 2) Establishing an Independent Ethics Commission and Office of Ethics Compliance; 3) Elected County Executive; 4) Board Expansion; 5) New positions of Director of Budget and Management and County Legislative Analyst
- Measure G requires County departments/agencies to present their requested budgets to the Board during public meetings.

PRESENTATION ON THE STREAMLINED CONTRACTING PROCESS, CONSULTING AND PROFESSIONAL SERVICES MASTER AGREEMENT (CAPSMA): KATHY HANKS, DEPUTY EXECUTIVE OFFICER, EXECUTIVE OFFICE OF THE BOARD OF SUPERVISORS (AGENDA #6)

Commissioner Parent introduced and welcomed Kathy Hanks, Deputy Executive Officer, Executive Office of the Board of Supervisors. Ms. Hanks gave a presentation on improving the Executive Offices' contracting process. Commissioners were briefed on the following topics (a PowerPoint accompanied the presentation):

- 1) Competitive solicitation including a streamlined request for qualifications; 2) fillable forms that are more user/vendor friendly; and 3) electronic submission
- Board delegated authority to make awards which reduces time frames to get contractors on board.

CHAIR'S REPORT: ADMINISTRATIVE ITEMS, DEPARTMENT VISITS, AD HOC COMMITTEE (AGENDA #7)

Commissioner Parent, reported the following:

- The next QPC meeting is scheduled for Monday, December 15, 2025.
- The PIB Advisory Committee met on October 9, 2025. The Commission received 4 PIF applications for the 2nd Quarter of Fiscal Year 2025-26.
- The next PIB meeting is scheduled for November 17, 2025.
- Effective Wednesday, October 8, 2025, Fesia Davenport, Chief Executive Officer, went on extended leave and is expected to return in early 2026. Joe Nicchitta will serve as the Acting Chief Executive Officer and Jeramy Gray will serve as Acting Chief Deputy.
 - In place of our semi-annual meeting with Fesia Davenport, Director Guevarra and I have a meeting scheduled with Joe Nicchitta on November 20, 2025.
- Due to the County's unprecedented financial pressures, QPC did not receive additional funding allocations for FY 2025-26. Commission staff are now working on the FY 2026-27 budget request.
- Director Guevarra and I met with Executive Officer Edward Yen on October 2, 2025 to discuss the Department's Change Management Plan, which covers the following 4 pillars:
 - Operational Excellence
 - Equity in Action
 - Community Engagement
 - Digital Transformation
 - The Change Management Plan was central to the Department Visit presentation on October 23, 2025.
- There are 7 Commissioners with terms expiring on January 1, 2026. Director Guevarra is in contact with the Commissioners to confirm their interests for reappointment and will work with the Board offices directly for Board appointed seats.

PRODUCTIVITY MANAGERS NETWORK (PMN) CHAIR'S REPORT: GENERAL MEETING AND TRAINING (AGENDA #8)

Keisha Belmaster, PMN Chair, reported the following:

- Over 60 Productivity Managers attended the PQA luncheon and had positive feedback on the food, scrolls, and QR codes. Thank you to the volunteers who assisted with registration and distributing awards.
- The PMN Executive Committee met on October 1, 2025 to plan the November 5, 2025 PMN General Meeting and Training and the PMN Holiday Reception on December 3, 2025. The November 5, 2025 meeting will be held in person at the Rancho Los Amigos National Rehabilitation Center. Training includes a refresher on Department Visits provided by

Executive Director Jackie Guevarra, so that Managers are prepared for next year's visits. Commission staff are working to invite a staff from the Chief Executive Office to provide an overview on the County's budget process.

- The PMN Nominating Committee met on October 1st to review the list of candidates for the 2026 PMN Executive Committee. Stefan Popescu (Beaches and Harbors) was selected Chair of the PMN Nominating Committee and asked Maria Rivera (DPSS), Sammy Skinner (LA County Library), and Elisa Vasquez (LACDA) to serve on the Nominating Committee. After reviewing the candidates, the Committee selected a slate of officers for a vote. The slate is as follows: Keisha Belmaster, Chair (DHS – Harbor-UCLA); Heidi Oliva, 1st Vice Chair (Fire); Arman Depanian, 2nd Vice Chair (DCFS); Patricia Soltero Sanchez, PQA Co-Chair (DHS – Rancho Los Amigos); Sara Keating, PQA Co-Chair (LA County Library); and Walter Tucker IV, Training and Education Chair (ISD). Jennifer Coultas (DCSS) will continue her role as Executive Advisor. An email will be sent to the PMN to vote on the slate of officers one week before the voting deadline on November 5, 2025. The 2026 PMN Executive Committee will be announced at the PMN Holiday Reception on December 3, 2025.
- The PMN Holiday Reception is scheduled for December 3, 2025 at 11:30am. It will be held at the Vermont Corridor, hosted by the Department of Human Resources. The luncheon will be catered by Aloha Catering. Keisha Belmaster will coordinate holiday games, including a white elephant game for those who wish to participate. Gifts should be valued at \$25 or over. Only those who bring a gift will be able to participate. More details to be provided as the date approaches.

EXECUTIVE DIRECTOR'S REPORT: COMMISSION EVENTS UPDATE, CALENDAR OF EVENTS, DEADLINES, ADMINISTRATIVE ITEMS (AGENDA #9)

Executive Director, Jackie Guevarra, reported the following:

- Staff are working on and/or preparing for various meetings:
 - Winter 2025 Quarterly Newsletter which is due out by December 31, 2025.
 - 2026 nominations of Officers and interest for the 2026 ad hoc committees.
 - Met with Executive Office (EO) Fiscal Team on October 21, 2025 to explain QPC's budget and requested a mid-year allocation.
 - Possible speakers for the January 26, 2026 QPC meeting:
 - Sheriff Robert Luna, Sheriff's Department
 - Matt Peterson, Chair, Blue Ribbon Commission, CEO, Los Angeles Cleantech Incubator; Former Chief Sustainability Officer, City of Los Angeles
 - Homeless Initiative update after Measure A passed
 - Provided information/documents related to a Public Records Act on the PQA, including PQA Project Benefit Worksheets/Calculations, applications and all underlying benefit/savings worksheets submitted by County departments for the 107 projects recognized in 2025 and prior 10 years.
- EO's Change Management Plan, includes a reimagined Public Affairs Manager. The new EO Communications Team, led by Michael Kapp, will address media inquiries, draft/issue media advisories and press releases, organize press conference, etc. The department must also go through the Communications Team when corresponding with Board Offices and responding to Public Records Requests.
- 38th Annual PQA
 - New Music Center caterer is Sodexo (replaced Levy)

- Commissioners asked to turn in PQA survey; feedback will be used by the next ad hoc committee
- Thank you letters in progress
- Lolita Lopez expressed interest in being emcee in 2026
- FY 2025-26 Budget curtailments:
 - The QPC's Head Board Specialist position was curtailed from the Commission's budget. Staff assigned to the position was transferred to the Commission Services Division. The EO centralized similar positions as part of the shared services model to provide resources to various commissions. Staff will continue to be a resource with QPC, however, not on a full-time capacity.
- The Commission's current Strategic Plan is through 2026. Staff is working with the EO's Fiscal section to hire a consultant for the Commission's 2027-2032 Strategic Plan and anticipates to bring a consultant on board before the end of the year.
- Status report on Analysis of County Commissions:
 - Waiting for Board of Supervisors adoption
 - Meeting held with Kellie Johnson and Executive Directors on September 11, 2025 and Commission Chairs and Vice Chairs on September 18, 2025
 - The Commission should start thinking about what a new model would look like: 2-3 commissions under 1 Executive Director and staff

DEPARTMENT VISIT AD HOC COMMITTEE REPORT (AGENDA #10)

Nichelle Henderson, Chair, Department Visit ad hoc Committee, reported the following:

- All 21 Department Visits have been completed for the year. The final visit was with the Board of Supervisors, Executive Office on October 23, 2025.
- Today's agenda to be received and filed is the Department Visit Report for the Office of the Assessor (July 30, 2025).
- Thank you to all Commissioners for your time and attendance at the visits this year. This supports our core mission to promote quality, productivity, efficiency and innovation throughout the County.

PRODUCTIVITY AND QUALITY AWARDS PROGRAM AD HOC COMMITTEE REPORT (AGENDA #11)

Nancy Harris, Chair, PQA ad hoc Committee, reported the following:

- Thank you to the ad hoc Committee members: Huasha Liu (Vice Chair), Nichelle Henderson, Bill Parent, Jeff Penichet, Dion Rambo, Mark Waronek and Will Wright
- Supervisors Holly Mitchell and Janice Hahn attended and gave remarks at the luncheon. Supervisor Barger provided a video message.
- Eagle Winners:
 1. **Gold Eagle: State-of-the-Art Ballot Processing Center**
Registrar-Recorder/County Clerk with Chief Executive Office, Internal Services Department, Public Works, and Sheriff's Department
 2. **Silver Eagle: JCOD Los Angeles Training Center (LACTC)**
Justice, Care and Opportunities with Fire, Human Resources, Internal Services Department, and Public Defender
 3. **Bronze Eagle: Safety Matters: Decreasing Staff Assaults**
Health Services (Harbor-UCLA Medical Center – Department of Nursing)

- Chair Leadership winners: Chief Anthony Marrone (Fire Department) and Pattie Soltero Sanchez (Health Services-Rancho Los Amigos National Rehabilitation Center) as Productivity Manager of the Year
- Feedback/comments:
 - Emcee Lolita Lopez was great and brought lots of energy
 - Food was good; portion size was good; but there was no coffee or served late (due to mechanical problems)
 - Good not to have a program book on every chair, QR codes on every table
 - Program was a little long
 - Banners were well designed and easy to read
 - Add key words/wording on screen to reinforce messages
 - There was a lot of talk in the back of the room
- Media advisory was sent out one week before the event and a Press Release was sent out immediately after the luncheon.
- The Top Ten projects will be recognized at the Board of Supervisors meeting presentation on Tuesday, October 28, 2025, at 9:30 AM. Please let staff know if you plan to attend.

NOMINATING AD HOC COMMITTEE REPORT (AGENDA #12)

Jacki Bacharach, Chair, Nominating ad hoc Committee, reported the following:

- Members: Jacki Bacharach, Rod Gibson, Nancy Harris and Ed McIntyre
- Initial nominations for the ad hoc Committee consideration were due on October 20, 2025. 11 Nominations were received from Commissioners by the due date.
- Ad hoc committee meeting is scheduled for Wednesday, October 29, 2025 to review the nominations and come up with a preliminary slate.
- The ad hoc will meet again on November 18, 2025 to finalize the slate for vote at the December 15, 2025 full Commission meeting.
- Additional nominations will be accepted at the December 15, 2025 meeting up until the final vote.

COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC) GENERAL COMMITTEE MEETING (AGENDA #13)

Ed McIntyre, CCJCC Liaison, reported the following:

- October 8, 2025, General Committee Meeting
 - Report back from the ad hoc subcommittee on treatment-mandated felony implementation and corresponding Medi-Cal eligibility/enrollment processes (Proposition 36).
- Psychiatric Social Worker Program
 - Annual update on the Psychiatric Social Worker Program with the Public Defender and Alternate Public Defender offices.

COMMISSIONER ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS, AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA #14) – FOR DISCUSSION ONLY

Commissioner Parent announced that future ad hoc committees on Strategic Learning and the budget are still pending.

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

None

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

None

PUBLIC COMMENT (AGENDA #17)

None

ADJOURNMENT

Commissioner Landres moved to adjourn the meeting, seconded by Commissioner McIntyre. The meeting adjourned at 12:47 p.m. The next full Commission meeting will be on Monday, December 15, 2025, at 10:00 a.m.



QUALITY AND PRODUCTIVITY COMMISSION
December 15, 2025 Meeting

Nominees for
2026 Commission Officers

QPC Office	Nominee(s)	Accept Nominee (Y/N)
CHAIR	Bill Parent	
<i>Write-in Nominee</i>		
FIRST VICE CHAIR	Will Wright	
<i>Write-in Nominee</i>		
SECOND VICE CHAIR	Joe Waz	
<i>Write-in Nominee</i>		

☐ **Check here to accept the full slate of Officers (as shown above).**

Please Print Your Name (*Your name will be kept confidential*)

Date



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November 21, 2025

Mr. Edward Yen

Executive Officer

Board of Supervisors, Executive Office

500 West Temple Street, Suite 383

Los Angeles, CA 90012

Dear Mr. Yen:

Thank you for a very informative visit on October 23, 2025. Commissioners appreciated the Department's presentation on its Change Management Plan to address service gaps, enhance organizational capacity, and transform departmental effectiveness. The Plan's four pillars (Operational Excellence, Equity in Action, Community Engagement and Digital Transformation) will ensure alignment with its vision, maximize impact, and drive measurable progress in delivering exceptional value to the Board of Supervisors and the communities it serves.

Commissioners applauded the establishment of the Governance Reform Task Force (Task Force), which will oversee the implementation of the voter-approved Charter amendment (Measure G) that will restructure Los Angeles County's government, including electing a County Executive, creating an independent Ethics Commission, and expanding the Board of Supervisors from five to nine members. The Task Force will provide recommendations to the Board on how to carry out the requirements of Measure G.

Commissioners congratulated the Department on its 2023 National Association of Counties award for its enhanced public education program, which expanded its education efforts by launching the Assessment Appeals Board (AAB) Video Library in September 2022.

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

- Developing the AAB Executive Dashboard to provide AAB management with real-time metrics tracking and display, allowing them to effectively allocate staff to different activities and have better insights into operational effectiveness
- Launching the GovQA Public Records Act (PRA) platform to replace manual workflows with an automated, user-friendly portal for PRA request submission and tracking
- Implementing the Committee Book System, a centralized database for managing and tracking over 200 County commissions, committees, boards and authorities
- Upgrading the Form 700 Statement of Economic Interests electronic filing system for a more efficient filing by participants

- Collaborating with AAB, Assessor, Auditor-Controller, and Treasurer and Tax Collector to analyze and provide recommendations to streamline the appeals and refund processes.

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

- Creating a departmental information hub to support the execution of key strategic goals, including developing comprehensive guidebooks, establishing a standardized onboarding process, creating resource guides for Commissioners, launching a new Department intranet
- Expanding on language translation services (e.g., Wordly) during Board meetings or community events to enhance accessibility and inclusivity for diverse communities
- Developing standard operating procedures to promote consistency and foster efficiency and documenting best practices, workflows, and policies to reduce the learning curve for new staff, support cross-training initiatives, and preserve institutional knowledge

Thank you for a productive meeting. We will continue to work closely with your Productivity Manager, Dayna Liang. Please contact Jackie Guevarra, Executive Director, at jguevarra@bos.lacounty.gov for additional information.

Sincerely,



WILLIAM B. PARENT
Chair

WBP:JG

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 Nancy Harris
Commissioner Shawn Landres
Commissioner Ed McIntyre
Commissioner Scott Palmer
Commissioner Joe Waz
Keisha Belmaster, Network Chair
Dayna Liang, Productivity Manager