



**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

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Edward T. McIntyre*

Marsha D. Mitchell

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Jeffrey Jorge Penichet

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Executive Director

Jackie T. Guevarra, CPA

Program Manager

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Program Coordinator

Betty Belavek

**Chair Emeritus*

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

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

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

**Monday, August 24, 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: 831 6184 4984

Passcode: 893037

Join Zoom Meeting

[https://bos-lacounty-
gov.zoom.us/j/83161844984?pwd=yazX748v0JVXtRsMMKo283QabtQwvl.1](https://bos-lacounty-gov.zoom.us/j/83161844984?pwd=yazX748v0JVXtRsMMKo283QabtQwvl.1)

**Written Public Comment may also be submitted to Jackie Guevarra by
Sunday, August 23, 2026 (received by 4:00 p.m.) at**

jguevarra@bos.lacounty.gov

****Any information received from the public by Sunday, August 23, 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 July 27, 2026, Meeting Minutes
5. Presentation of a Productivity Investment Fund (PIF) proposal and Fund Balance Report as of Fiscal Year 2026-27, 1st Quarter (for discussion and possible action) (90 minutes).....Commissioner Wright
 - **27.1 – Natural History Museum**, NHMLAC Digital Ecosystems Modernization, \$600,000 Grant, PIB recommends up to \$65,000 Grant for Phase 1 of the project. The remaining phases and grant amount requested were continued as 27.5 to the November 16, 2026, PIB meeting. Commissioner Landres to present.
 - **27.2 – Public Health**, Student Wellbeing Centers: Impact through Data Use Agreements, \$400,000 Grant, PIB recommends up to \$400,000 Grant. Commissioner Mitchell to present.
6. Chair's Report: Administrative Items, Ad Hoc Committee Status (5 minutes).....Commissioner Parent

7. Productivity Managers' Network (PMN) Chair's Report (5 minutes).....Keisha Belmaster
8. Executive Director's Report: Commission Events Update, Calendar of Events, Deadlines, Administrative Items (2 minutes).....Jackie Guevarra
9. Department Visit Ad Hoc Committee Report (2 minutes).....Commissioner Harris
 - Department of Consumer and Business Affairs (July 23, 2026)
10. Productivity and Quality Awards Ad Hoc Committee Report (2 minutes)...Commissioner Waz
11. Commissioner Announcements regarding conferences, meetings, and gatherings of interest to the Commission (2 minutes) – *For Discussion Only*
12. Commissioner Discussion on goals, ideas, future projects, and/or direction of the Commission (2 minutes) – *For Discussion Only*
13. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda – *For Discussion Only*
14. Public Comment (3 minutes for each speaker)
15. The next full Commission meeting will be held on Monday, October 26, 2026, at 10:00 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.

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

•Fernandeño 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

July 27, 2026, at 10:00 a.m.

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

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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 (remote/virtual)

Julian Cepeda

Barry Donelan

Rodney C. Gibson

J. Shawn Landres

Huasha Liu

Edward T. McIntyre

Marsha D. Mitchell

William B. Parent

Jeffrey Jorge Penichet

Dion Rambo

Mark A. Waronek

Joe Waz

ABSENT

Nancy G. Harris

Nichelle M. Henderson

E. Scott Palmer

Will Wright

PRODUCTIVITY MANAGERS' NETWORK (PMN)

Keisha Belmaster, Chair

CALL TO ORDER/OPENING REMARKS (AGENDA #1)

Commissioner Parent welcomed everyone and noted the meeting was being recorded. He welcomed members from the Citizens' Economy and Efficiency Commission's (E&E) Artificial Intelligence (AI) Task Force, Cathy Hood (remote attendance), Josh Yahr, and Vasken Yardemian (remote attendance), as well as members from the Executive Office's Information Resource Management division, who were in attendance to listen to the presentations on AI. Commissioner Parent also announced that the E&E Commissioners will participate along with QPC Commissioners during the

Question and Answer (Q&A) segment of the meeting. He also welcomed Edward Yen, Executive Officer of the Board of Supervisors, and Kellie Johnson, Assistant Executive Officer, Executive Office.

Further, he announced that members of the public could send their questions or comments to Jackie Guevarra during the meeting via email at jguevarra@bos.lacounty.gov or via the chat feature and indicate which item(s) they would like to speak on. Any information received will become part of the official meeting record. Members of the public were also given the opportunity to send their comments and questions to Jackie Guevarra by Sunday, July 26, 2026, at 4:00 p.m. No written public comments were received.

He also announced that each Commissioner would have the opportunity to speak on any agenda item, and that 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. As required by the Countywide Land Acknowledgement Implementation Guide, Commissioner Parent as “the highest-ranking staff member (present) from the host organization” delivered 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. Commissioner Butler requested to join the meeting remotely. Under the traditional Brown Act requirements, his meeting location was published on the agenda, and the meeting agenda was posted at his location 72 hours before the meeting.

APPROVAL OF THE JUNE 22, 2026, MINUTES (AGENDA #4)

Commissioner Mitchell made a motion to approve the minutes of June 22, 2026, seconded by Commissioner Waronek. The minutes were unanimously approved by roll call.

Yes: Commissioners Butler, Cepeda, Donelan, Gibson, Landres, Liu, McIntyre, Mitchell, Parent, Penichet, Rambo, Waronek, and Waz

No: None

Abstain: None

PRESENTATION ON THE COUNTY'S CYBERSECURITY AND ARTIFICIAL INTELLIGENCE EFFORTS (AGENDA #5)

Mirian Avalos (General Manager, Technology, Internal Services Department), Dr. Aaron Weathersby (Deputy General Manager, Cyber Governance and Operations Branch, Internal Services Department), and Michael de la Cruz (Information Technology Manager II, Public Works) each gave PowerPoint presentations.

Mirian Avalos, General Manager, Technology, Internal Services Department (ISD), provided an overview of the County's AI strategy, governance model, and ecosystem, emphasizing responsible technology implementation, innovation, security, and the human factors involved in AI adoption. Dr. Weathersby discussed ISD's approach to AI cybersecurity and governance, highlighting risk-based frameworks, data protection controls, and strategies for

managing emerging AI risks. Michael de le Cruz outlined the Department of Public Works' AI program, including its Innovation Lab, enterprise tools, and use-case development, demonstrating how measured AI integration improves efficiency, decision-making, and service delivery.

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

Commissioner Parent, Chair, reported the following:

- The next QPC meeting is Monday, August 24, 2026. There will be no September meeting as Commission staff will be busy with preparations for the Productivity and Quality Awards (PQA).
- The next Productivity Investment Board (PIB) meeting is August 3, 2026. There are four potential Productivity Investment Fund (PIF) proposals on the PIB agenda for funding consideration. Projects approved by the PIB will move forward to the full Commission meeting on August 24, 2026, for funding approval.
- As the next step to the E&E Commission collaboration efforts, Commissioners Parent and Waz and Commission staff attended the E&E meeting on July 9, 2026, and answered questions posed by the E&E Commissioners.
 - As previously reported, the next step is to incorporate discussion of the merger/collaboration into the Commission's strategic planning process, which will include interviews with E&E Commissioners.
 - Commissioner Parent extended an invitation to E&E Commissioners to attend the QPC's July 27, 2026 Commission meeting to hear the scheduled presentations on AI.
 - Commissioner Waz also met separately with the E&E's AI Task Force to further discuss E&E's efforts on this topic.
 - Commissioner Parent reported that both Commissions are "full partners" going forward.
- Strategic Plan 2027-2032 Update
 - Strategic Plan ad hoc Committee/Evaluation Committee comprises Commissioners Harris, Landres, and Waz, and Jackie Guevarra.
 - The Consulting and Professional Services Master Agreement (CAPSMA) Request for Services (RFS) was issued on June 1, 2026. Proposals were due by June 26, 2026.
 - Ten proposals were received, but only seven met eligibility requirements.
 - The Evaluation Committee attended the kickoff meeting on July 14, 2026, with the Executive Office Contracts team to go over the evaluation process. The Evaluation Committee has one week to score the seven proposals.
 - On July 22, 2026, the Evaluation Committee met to review scores and finalize a selection.
 - Unless there is a challenge to the CAPSMA selection process and/or other delays, we anticipate onboarding a consultant around mid-August 2026.
 - The bulk of the work – interviews with Commissioners, Productivity Managers, and key stakeholders, focus groups, surveys, etc. – will take place between August and October 2026.

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

Keisha Belmaster, PMN Chair, reported the following:

- The PMN Executive Committee and Commissioner Waz met on June 24, 2026, to discuss the PQA submissions and this year's evaluation process. At the meeting:
 - The PMN Executive Committee reviewed all 95 applications. Any departments with an application that had unclear elements or errors were given until July 10, 2026, to revise and resubmit the application to Jane Lam.
 - Review of the PQA submissions will be conducted in a hybrid format this year.
- PIF Proposals for Fiscal Year 2026-27, first Quarter, were due on July 6, 2026. A total of four proposals were received from the following departments: Executive Office of the Board of Supervisors, Natural History Museum, Public Health, and Public Works. The PIB Advisory Committee met on July 15, 2026, to review and evaluate proposals. The PIB meeting will be held on August 3, 2026.
- The next PMN General Meeting and Training will be held on November 4, 2026, at the Los Angeles County Development Authority headquarters in Alhambra. The Executive Committee will meet to plan for the meeting on October 13, 2026, as well as discuss the election for the 2027 PMN Executive Committee.

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

Jackie Guevarra, Executive Director, reported the following:

Calendar of Events/Administrative Matters

- Staff have been working on and/or preparing for various meetings and events:
 - Summer 2026 Quarterly Newsletter went out on July 1, 2026. It features:
 - Write-ups on the 23rd Annual Leadership Conference, Commissioners Cepeda and Henderson, and Productivity Managers Elisa Vasquez (Los Angeles County Development Authority) and Sara Keating (LA County Library).
 - Links to all Department Visit Reports issued this year.
 - The 2025 Annual Report is undergoing final review. The Operational Trends Report has been added to the Annual Report.
 - PIF 40th Anniversary Report – As one of Laura Perez's last assignments for QPC, she helped review the draft; various Commissioners are now reviewing the draft.
 - Possible speakers for future meetings (October 26, 2026) are Eddie Yen on the Governance Reform Task Force (GRTF) efforts that impact commissions and the Department of Homeless Services and Housing.
- 2027 Leadership Conference ad hoc Committee (term July 17, 2026 – June 30, 2027) – So far, two people have volunteered to serve (Commissioner Waz and Violeta Kim, Productivity Manager, Department of Mental Health).
- 2026 PQA
 - Typically, we award the Evelyn Awards for best and most creative titles at the annual PQA Evaluation meeting, but since the Evaluation this year is hybrid, we will announce the winners at the PQA.
 - Commission staff are also working on the PQA invitations. Final RSVP count is due to the Music Center in September.
- Commission staff received information related to the Political Reform Act Biennial Review Certification after the Officers' meeting on July 20, 2026. There is no action to be taken today. The Officers will discuss the matter in detail at their next meeting.
 - The Political Reform Act requires every local government agency to review its Conflict of Interest Code biennially to determine if any changes are needed. A Conflict of

Interest Code tells public officials, governmental employees, and consultants what financial interests they must disclose on their Statement of Economic Interests (Form 700).

- The Board of Supervisors is the code reviewing body of this Commission's Conflict of Interest Code. All Agency Heads or his/her designee are required to submit to the Board of Supervisors a Biennial Review Certification Form indicating whether or not changes are necessary. The deadline to submit the form is **October 1, 2026**.
- FY 2026-27 Budget
 - Commission staff responded to a Supplemental Budget Request from the Executive Office's fiscal team.
 - Administrative and Program Budget
 - Commission staff are working on the budget. Annually, the EO transfers approximately \$198,000 from the PIF account to cover Commission expenditures. This amount covers the Leadership Conference, PQA, meeting refreshments, office supplies, etc. The costs for the Leadership Conference and PQA have steadily increased over the last few years. For example, The Music Center's costs increased by 12% between 2024 and 2025.
 - We will work with the Executive Office Budget Division to increase the budgeted transfer from \$198,000 to \$250,000 to account for increase in costs during FY 2026-27.
- Website Updates – In an effort to ensure the Commission website reflects current information, Jackie Guevarra asked Commissioners to inform Commission staff of any errors or outdated information they may see.

DEPARTMENT VISIT AD HOC COMMITTEE REPORT (AGENDA #9)

Committee: Commissioners Harris (Chair), McIntyre (Vice Chair), Butler, Gibson, Liu, Palmer, Rambo and Waronek. Jackie Guevarra, Executive Director, on behalf of Commissioner Harris, Chair, reported the following:

- The Commission has completed 14 of 16 Department Visits scheduled for this year.
- The following reports are on the meeting agenda to be received and filed:
 - Children and Family Services (May 25, 2026)
 - A copy of the report is included in the meeting packet for review.
- We completed the visit with the Department of Consumer and Business Affairs on July 23, 2026.
- The last visit for the year is with Public Health, scheduled for August 6, 2026.

PRODUCTIVITY AND QUALITY AWARDS AD HOC COMMITTEE REPORT (AGENDA #10)

Committee: Commissioners Waz (Chair), Rambo (Vice Chair), Donelan, Harris, Henderson, Liu, McIntyre, and Penichet. Commissioner Waz, Chair, reported the following:

- We received 95 applications for awards consideration:
 - 35 of 39 County departments submitted applications and/or are collaborators to a project;
 - 3 County-related agencies submitted applications and/or collaborators to a project (LA County Development Authority, LA County Office of Education [collaborator only], and Superior Court);
 - 4 Board Offices are collaborators on a project (Districts 1, 2, 3 and 5);

- A total of 41 County entities are party to projects; this excludes the dozens of collaborators that are external to the county.
- Total benefits (cost avoidance, savings, revenue) for the 95 projects are estimated by the applicants to be \$399 million.
- Commissioners are reminded that the evaluation process is hybrid. Commissioners can participate in one of two ways:
 - Remote (July 28 – August 3, 2026) – Commissioners can review all 95 applications electronically
 - In-person (July 28 – 30, 2026) – Commissioners can review all 95 applications at the QPC office, Room 565
 - Commissioner Waz thanked all Commissioners who have signed up to score projects. To date, only six Commissioners have signed up for PQA entry review (Commissioners Butler, Donelan, Gibson, Landres, Parent, and Waz). We need more participation from Commissioners.
- On August 11, 2026, a Special PQA meeting with QPC Officers and the PQA ad hoc Committee Chair is scheduled to finalize the Top Ten and Commission Special Award Winners based on the Commissioner and PMN scores.
- Commissioners are asked to save-the-date (August 18–28, 2026) on their calendars for the Top Ten site visits. Similar to Department Visits, up to eight Commissioners are allowed to participate in each site visit. Sign-ups will be on a first-come, first-served basis. Commission staff will send a schedule as departments with Top Ten winners choose a date for their visit.
- On Tuesday, September 1, 2026, the Bronze, Silver, and Gold Eagle winners will be determined at a special PQA meeting. Commissioners who attend all ten site visits will be invited to participate.
- Commissioners are strongly encouraged to attend the PQA on October 7, 2026, as this is one of the Commission's core programs.

STRATEGIC LEARNING AD HOC COMMITTEE REPORT (AGENDA #11)

Committee: Commissioners Gibson (Chair), Wright (2025 Report Lead), Harris, Liu, McIntyre, and Parent. Commissioner Gibson, Chair, reported the following:

- Commissioner Gibson thanked the ad hoc Committee members who worked on the 2025 report.
- As previously reported, the ad hoc Committee identified the following trends:
 - Mature: Using digitization, automation (e.g., mobile/remote/virtual business process) and technology to improve efficiency and transparency and modernize operations
 - Current: Employing AI 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 wellbeing
- The report will be incorporated into the Commission's 2025 Annual Report.
- A standalone Operational Trends Report will be shared with the Board Offices, Department Heads, including the Executive Office and Chief Executive Office, and the PMN.

COUNTYWIDE JUSTICE CRIMINAL COORDINATING COMMITTEE (CCJCC) UPDATE (AGENDA #12)

Committee Liaisons: Commissioners Parent, Donelan, and McIntyre. Commissioner McIntyre reported the following:

- The last Executive Committee meeting was held on July 15, 2026.
 - CCJCC General Committee membership
 - Staff recommendation to add the Department of Military and Veterans Affairs as a member agency on CCJCC's General Committee
 - Jail Closure Implementation Team (JCIT)
 - Report by JCIT on the progress towards the closing of Men's Central Jail
 - District Attorney Motion
 - Recommend that the Board of Supervisors clarify the need for multi-agency discussions to support the exploration and development of the Correctional Care Center concept as part of a comprehensive approach to closing Men's Central Jail
 - Emergency Response Planning
 - Discussion of shared response protocols to support continued justice operations in the event of an emergency, and consideration of potential committee action
- The next general meeting is scheduled for October 14, 2026.

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

None

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

Commissioner Landres reported hearing that the various steps of the Altadena wildfire rebuilding process may not be as integrated as they might appear within a single department (design permitting may be streamlined on paper but construction still faces barriers such as septic tank approvals or specific topological limitations) and suggested that the Commission continue to track the process. The Chair asked Commissioner Landres to draft a question for the Departments of Regional Planning and Public Works.

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 Landres moved to adjourn the meeting, seconded by Commissioner Waz. The meeting adjourned at 12:55 p.m. The next full Commission meeting will be held on Monday, August 24, 2026, at 10:00 a.m.



July 1, 2026

Will Wright
Chair, Productivity Investment Board
Kenneth Hahn Hall of Administration
500 West Temple St. Ste. 565
Los Angeles, CA 90012

Natural History Museum
of Los Angeles County

900 Exposition Boulevard
Los Angeles, CA 90007

Office of the President &
Director
tel 213.763.3301
fax 213.746-7538
www.nhm.org

Dear Commissioner Wright,

On behalf of the staff and Trustees of the Natural History Museums of Los Angeles County (NHMLAC), it is my pleasure to submit the enclosed proposal requesting \$600,000 in grant funding to support the strategic modernization of the museum's audience-facing digital ecosystem. This request comes at a transformative moment in NHMLAC's history, as once-in-a-generation cultural and sporting events coincide with major rebranding and program expansion initiatives supporting our Reimagining La Brea Tar Pits (LBTP) capital project.

The proposed audience-facing digital ecosystem project will overhaul NHM and LBTP websites, revamp marketing analytics, streamline and optimize the checkout experience, increase public visibility, and provide a connected, scalable foundation for audience engagement. With the large scope of our commitment to the Tar Pits renovation, the Productivity Investment Board's support for this project is especially important as we seek to modernize our digital systems for the betterment of all Los Angeles County residents. NHMLAC will match the Board's investment with \$305,000 in funding from its operating budget.

With tremendous appreciation for the Quality and Productivity Commission's past and very generous support, NHMLAC looks forward to advancing our digital infrastructure in innovative ways to strengthen and advance our mission, reach the broadest possible audience, and achieve the County's strategic goals. Should you have any questions or comments about the attached proposal, please do not hesitate to contact Danny Inukai, Chief Information Officer, at (213) 763-3462 or dinukai@nhm.org. Thank you for your consideration.

Warmest regards,

DocuSigned by:

5B68C77787E6403...

Dr. Lori Bettison-Varga
President and Director

Attachment: Productivity Investment Fund Proposal

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: 2/5/2026

Department:

Natural History Museums of Los Angeles County (NHMLAC)

Date:

July 1, 2026

Project Name:

NHMLAC Digital Ecosystems Modernization

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

Funding will modernize the museum’s audience-facing digital ecosystem in support of a major rebranding initiative linked to a newly-renovated La Brea Tar Pits and the 2028 Olympics. The project will overhaul NHMLAC websites, revamp marketing analytics, streamline and optimize the guest checkout experience, increase public visibility, and better engage audiences.

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

In a transformative period marked by a major Tar Pits renovation, institutional rebrand, evolving audience expectations, and increased global visibility, NHMLAC seeks to leverage this generational opportunity to expand public engagement, connect audiences more deeply with the museum’s visitor experiences and offerings, and support Los Angeles’ broader cultural and economic vitality.

A refreshed digital presence is essential to these efforts. The museum’s websites were last updated pre-pandemic in 2019, and no longer reflect the institution’s evolving visual identity, breadth of offerings, or future ambitions. The rigidity of aging platforms creates unnecessary friction in workflows, increasing workload for developers and editors, and often creating delays in essential updates and launches. Additionally, the guest checkout experience and online user analytics have fallen behind industry standards. Modernizing these platforms will bring the brand to life online, improve storytelling and discoverability, and create clearer pathways that move guests from curiosity to active visit planning and beyond.

While the CRM system previously supported by the Productivity Investment Fund increased access to visitor and donor data internally, our aim is to now integrate that data with our public-facing properties, allowing us to seamlessly deliver outstanding visitor experiences. This initiative will develop a phased framework for connecting a new headless Content Management System (CMS) and flexible content structure, e-commerce and checkout pathways, analytics and attribution tools, reporting environments, marketing technologies, and audience data workflows, as well as a Modern Data & Marketing Stack and Composable Customer Data Platform, where connected systems support audience insight, activation, reporting, and long-term planning.

A modernized digital ecosystem will help the museum communicate more effectively, improve program discoverability, reduce purchase friction, better understand visitor engagement, and strengthen visibility across systems, departments, and leadership teams, all while simplifying development workflows and establishing the foundation for future innovation, including automation, personalization, and AI-enabled support tools.

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: 2/5/2026

EVALUATION/PERFORMANCE MEASURES (292 / 300 words). Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.

Success will be evaluated by whether the project produces a clear, actionable path toward a more connected, efficient, and future-ready digital ecosystem, aligned with the launch of our rebranded website ahead of the 2028 Olympics and reopening of La Brea Tar Pits after a major renovation. Because this is foundational planning and modernization work, evaluation will focus on measurable improvements in institutional readiness, reporting efficiency, audience engagement capability, and cross-departmental coordination.

1) Current-state assessment and modernization roadmap

The project will produce a documented assessment of existing systems, workflows, data gaps, and integration needs, along with a phased roadmap that identifies near-term priorities, longer-term investments, sequencing, dependencies, and resourcing requirements. *Evaluation indicators: number of systems reviewed, stakeholder sessions completed, major gaps identified, and roadmap phases defined.*

2) Reporting and operational efficiencies

The project will establish a baseline for how reporting is currently produced across media buys, ticketing, web, email, membership, and revenue systems, then identify opportunities to reduce manual reconciliation, improve consistency, and create shared definitions. *Evaluation indicators: staff time spent compiling reports, duplicated workflows identified, and recommended reductions in manual steps.*

3) Audience engagement and performance visibility

This project will assess how the museum can better understand audience behavior and connect marketing activity to ticket sales, membership, visitation, engagement, and revenue indicators where technically feasible. *Evaluation indicators: audience data sources mapped, tracking standards documented, attribution gaps identified, segmentation opportunities defined and visitor friction points prioritized.*

4) Future readiness and shared practice

The project will evaluate what infrastructure, governance, and data foundations are needed to support future automation, personalization, AI-assisted workflows, and scalable digital growth. It will also document learnings that can be shared across departments and with peer institutions. *Evaluation indicators: AI and automation use cases identified, governance recommendations completed, departments engaged, potential shared frameworks created.*

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: 2/5/2026

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:

We applied to the ITF but were not approved. The ITF historically does not fund NHMLAC projects; the reason given was that NHMLAC has access to other funding sources and referred us to the QPC. Private funding is unavailable for this effort due to our ongoing campaign to secure the resources needed for the La Brea Tar Pits renovation.

Amount Requested: Loan _____ Grant \$600,000 Total _____

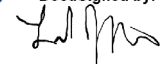
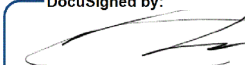
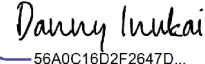
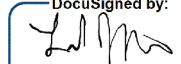
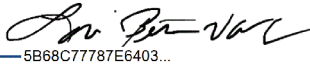
Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.

	Implementation Period	Project Year 1	Project Year 2	Project Year 3
A. Annual Cost of Current Process:		\$130,000	\$130,000	\$130,000
B. Estimated Annual Cost of Proposal:	\$800,000	\$205,000	\$205,000	\$205,000
C. Savings (B minus A)	\$-800,000	\$-75,000	\$-75,000	\$-75,000

The objective of this initiative is not immediate cost reductions or staff downsizing. Rather, it is designed to empower our current personnel to reach more diverse and precise audience segments, ultimately driving measurable growth in museum attendance and public engagement as a result of increased efficiencies and capabilities.

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

Funds will be needed across four quarters, beginning with \$50,000 in Q2 FY27, followed by \$225,000 in Q3 FY27, \$225,000 in Q4 FY27, and completing with a payment of \$100,000 in Q1 FY28.

DocuSigned by:  7980078BE519405... E-mail 909-374-1150 Activity Manager (Print and Sign) Leslie Negritto Inegritto@nhm.org	Project Manager (Print and Sign) DocuSigned by:  A04D0FDBA96B43E... telephone Number 2137633253 Matthew Jefferson E-mail mjefferson@nhm.org
Signed by:  56A0C16D2F2647D... telephone Number 213 763-3462 Manager (Print and Sign) Danny Inukai E-mail dinukai@nhm.org	DocuSigned by:  7980078BE519405... telephone Number 909-374-1150 Manager (Print and Sign) Leslie Negritto E-mail Inegritto@nhm.org
DocuSigned by:  5B68C77787E6403... E-mail lbv@nhm.org Telephone Number 213-763-3301 -Varga	

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

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

QUESTIONS

1. **Has this proposal been submitted before for a Productivity Investment Fund loan or grant?** Yes _____ No X

If so, when (date)?

2. **Was this proposal included in the department's current budget request?** Yes _____ No X **If no, why not?**

Recognizing the current fiscal constraints and budgetary limitations facing the County, we believe this high-impact digital modernization initiative aligns more effectively with the specific investment goals of the Quality and Productivity Commission.

3. **How many years will it take for the loan to be paid back (3 years maximum without special approval)? Where will the funds come from to repay the loan?**

Hard Dollar Savings Cost Avoidance
Revenue Generation Other (please explain)

Not applicable; this request is for grant funding.

4. **Discuss potential for revenue increase, service enhancement, future cost avoidance and/or cost savings. Does it reduce net County cost?**

Ultimately, cost savings from this project will be largely indirect, as our staff's increased ability to work within an expansive, connected ecosystem will lead to efficiency gains that result in higher visitation to our Museums and more focused and effective use of our marketing budget. We will elevate constituent service delivery by streamlining the visitor journey—from initial inspiration and purchase to digital accessibility and automated support. Furthermore, this initiative supports long-term cost avoidance and operational excellence by replacing manual data compilation, redundant reporting workflows, and inefficient workarounds with a modernized, integrated framework. By optimizing our digital infrastructure, we can more precisely target marketing investments and direct staff resources toward high-level strategic planning, execution, and data-driven analysis.

5. **How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices, and equity impact – whom does this benefit and/or burden); 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 will advance NHMLAC's digital maturity by implementing an innovative, headless Content Management System (CMS) and a composable customer data platform. By moving toward a more integrated public-facing architecture, we are adopting industry-leading technical practices to allow our systems to interoperate seamlessly, providing a strong foundation for automated, data-driven decision-making. A modernized digital presence will ensure that our world-class collections and programs are discoverable, accessible, and engaging ahead of the

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

2028 Olympics. Optimized checkout pathways and personalized digital experiences will directly support our goal of increasing public visibility and revenue.

The equity impact is centered on accessibility: by modernizing our user interface and removing digital friction, we make it easier for all Angelenos to engage with our Museums. This ensures that the diverse communities we serve—regardless of their previous engagement with the museum—have an intuitive, inclusive pathway to access our educational and cultural offerings. By creating a scalable blueprint for digital engagement, we are not only fulfilling our internal strategic objectives but also elevating the digital service standards across the County, ensuring that constituent-facing digital infrastructure is modern, equitable, and efficient.

- Anyone who has a public facing website will benefit from the experience we have with moving to a modern content management system (CMS).
- Create a best-practice model for a modern, composable audience data platform that connects digital systems and reporting data to improve audience insight, coordinated outreach, performance measurement, and marketing activation.
- Leverage relationship with LACMA to develop industry best practices

6. 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 is a foundational infrastructure initiative, rather than a pilot project. Success will be measured both by operational readiness and concrete financial outcomes. Key financial success metrics include measurable revenue growth from streamlined, optimized ticketing pathways and enhanced marketing effectiveness.

Programmatic success indicators include the completion of a phased modernization roadmap, improved reporting consistency, and the establishment of a scalable content framework. The goal is to effectively reach intended audiences quickly and cost effectively to drive people to our museums. Leveraging data and technology to accomplish this will serve as a strategic blueprint for knowledge sharing across the County.

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

Utilizing modern, innovative marketing and data integration tools, which leverage AI and automation, will reduce less effective and manual methods. The result is efficiency for cross-departmental staff developing campaigns and recipients getting more targeted and relevant advertising and communications. Staff hours will be redirected from manual data compilation toward high-value strategic functions, such as advanced audience segmentation, personalized campaign planning, and proactive analysis of visitor behavior. Additionally, guest services will be enhanced with automated support tools to address high-volume, routine visitor inquiries, allowing staff to redirect their time from manual administrative support toward more complex guest service needs and strategic project work.

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

- 8. Does this proposal relate to a specific Countywide Strategic Plan North Stars and Board-Directed priorities? (To view the County's strategic plan, click here: [LA County Strategic Plan 2024-2030 – Los Angeles County](#). To view the Board-Directed priorities, click here: [Chief Executive Office | County of Los Angeles \(lacounty.gov\)](#)). If yes, please explain.**

Our proposed project aligns with two Countywide Strategic Plan goals: North Star 2, to foster vibrant and resilient communities, and North Star 3, to realize tomorrow's government today.

North Star 2 - An investment by the Quality and Productivity Commission in NHMLAC's digital ecosystem will strengthen the County's connection to the community in numerous ways. Through efficient targeting of marketing dollars, NHMLAC can better reach existing audiences while also cultivating and expanding new audiences. Once connected to our two museum locations—NHM and La Brea Tar Pits—visitors will have access to a broad array of programs that are welcoming, inclusive, educational, and fun. Experiences like these are what bind a community together through shared values and histories.

North Star 3 - An enhanced digital ecosystem will enable NHMLAC to meet the increasingly complex needs of the public, allowing us to be an innovative, flexible, effective, and transparent partner for the County. Using data-driven decision-making strategies, we will continually assess and strengthen our efficiency and effectiveness, maximize and leverage resources, and ensure fiscal responsibility. Ultimately, the flexibility and efficiency of the modern digital infrastructure we propose is key to dynamically addressing the evolving needs of our constituents.

- 9. Does this proposal enhance the County image and/or improve relationships with the County's constituents? Please explain.**

As both a County Department and the home of two world-renowned museum collections that tell the unique stories of Los Angeles, NHMLAC has an important responsibility. A once-in-a-generation convergence of cultural and sporting events offers an unparalleled opportunity to enhance NHMLAC and the County's profile under the spotlight of international attention and increased foot traffic expected in both Exposition Park and Hancock Park. To capitalize on this historic moment, NHMLAC recently completed a comprehensive brand strategy review resulting in a new logo and elevated identity that unifies NHM and La Brea Tar Pits under one singular mission and message. The brand launch is scheduled in tandem with the reopening of La Brea Tar Pits after a major renovation, just in time for the Olympics in June 2028. This new brand identity and strategic digital overhaul will culminate in stronger relationships with our constituents and renewed civic pride, ensuring our flagship institutions are recognized as essential, accessible, and vital community assets.

- 10. How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?**

This proposal establishes a replicable model for digital modernization that provides significant value to the County. By documenting and sharing our evaluation and implementation of headless CMS platforms and composable customer data architectures, we create a scalable blueprint for other County Departments to enhance their own public-facing websites and audience engagement strategies.

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

Our findings, which will cover governance frameworks, data integration, and infrastructure requirements, can be shared across the County, helping other departments avoid redundant procurement and development efforts. Furthermore, we aim to partner with LACMA to develop industry-wide best practices for guest systems, creating a shared knowledge base that can be leveraged to improve constituent service delivery elsewhere. Veri Pointes, VP of Development Operations at the Los Angeles County Museum of Art (LACMA), noted that “LACMA and NHM are collaborating to share insights and experiences regarding guest-facing software [and] together we aim to establish industry best practices that optimize guest purchases, museum visitation, post-visit marketing engagement.” By prioritizing knowledge exchange, this initiative offers a tangible roadmap for other Museums and County departments to adopt modernized, AI-enabled technologies, ultimately fostering greater operational excellence and consistency across the County ecosystem.

11. Where did the original idea for this project come from?

The idea for this project originated from the strategic necessity to align NHMLAC’s digital infrastructure with a period of extraordinary growth and change for the institution. We are currently navigating a once-in-a-generation convergence of cultural and sporting events in Los Angeles, including the 2028 Olympic and the openings of the Lucas Museum, the California Science Center’s Samuel Oschin Air and Space Center, the Wilshire/Fairfax Metro D line, and LACMA’s David Geffen Galleries.

Concurrently, the Museums recently completed a comprehensive brand strategy review, resulting in a new logo and elevated visual identity. The existing digital infrastructure, which has not been updated since 2019, could no longer support this new brand, expanded programming, or evolving audience expectations. Consequently, this initiative was conceived to leverage the opportunities presented by these historic events and openings, ensuring our digital ecosystem reflects our new identity, effectively showcases our world-class offerings, and provides a scalable, connected foundation to welcome both Angelenos and the world to our newly reimagined visitor experiences.

12. When will the funds be needed? Indicate the amount by fiscal year and quarter:

2025-26

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2027-28

1st Quarter \$ 100,000

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2026-27

1st Quarter \$ _____

2nd Quarter \$ 50,000

3rd Quarter \$ 225,000

4th Quarter \$ 225,000

2028-29

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

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

IMPLEMENTATION PLAN

KEY MILESTONES	START DATE	FUNDS NEEDED	FUNDS REPAID
Funding approved	July '26	n/a	
Vendor selected	August '26	n/a	
Discover phase	Sept '26	\$50,000	
Website design	Oct '26	\$125,000	
Backend optimization	Dec '26	\$200,000	
Website development	Dec '26	\$225,000	
Marketing analytics tools selection	Sept '26	n/a	
Marketing analytics tools configuration and implementation	Jan '27	\$200,000	

LINE-ITEM BUDGET DETAIL

	QPC REQUEST	NHMLAC
<u>Services and Supplies</u>		
1) Natural History Museum & La Brea Tar Pits Web Properties:	\$400,000	
• Website and Digital Properties Design: \$150,000 (one-time)		
• Website and Digital Properties Coding / Development: \$250,000 (one-time)		
2) Marketing Analytics:	\$200,000	
• Data & MarOps Planning & Execution (one-time): Advise, build, shepherd internal teams & external vendors (e.g., web dev, warehouse, media agencies) through xCDP/MDS build to support connected web + marketing data foundation. Data architecture, governance, engineering, QA, training		
3) Back-End System Optimization (one-time)		<u>\$200,000</u>
Total Request to QPC:	\$600,000	
<u>Other Ongoing Incremental Charges</u>		
MMM/MTA Attribution Software		\$50,000/yr
Middleware:		\$25,000/yr
• Move data between ticketing, data warehouse, ad platforms, attribution tools		
ActiveCampaign Email		<u>\$30,000/yr</u>
Total NHMLAC Expenses, First Year:		\$305,000



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

313 North Figueroa Street, Suite 806
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TEL (213) 288-8117 • FAX (213) 975-1273

www.publichealth.lacounty.gov



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Fifth District

June 6, 2026

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

Subject: Public Health's PIF Proposal, First Quarter, Fiscal Year 2026-27

Dear Commissioner Wright:

I am pleased to submit a Productivity Investment Fund (PIF) grant proposal for the *Student Wellbeing Centers: Impact through Data Use Agreements* project for \$400,000 for two years from Public Health's Office of Planning, Integration and Engagement - Education Sector Unit). This funding will support a consultant to establish Data Use Agreements with school districts across Los Angeles County.

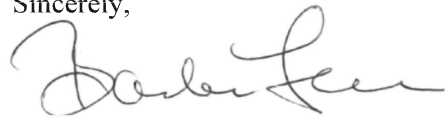
The Education Sector Unit operates three county wide programs to support students and families to prevent substance use disorders: Student Wellbeing Centers, Peer Health Advocates, and the Healthy School Partnerships (including the Parent Ambassador Leaders). These three programs operate on and with school district K-12 campuses across LA County, strategically located in high-need neighborhoods. A major barrier to improving these programs is the lack of access to student-level data. By securing Data Use Agreements, this innovative project will enable Public Health to effectively analyze program impact, identify best practices, and optimize services for K-12 students.

This innovative project would allow us to establish deeper partnerships with schools, allowing access to student level data to help identify opportunities for growth and improvement, in addition to identifying success stories.

This grant request is endorsed by our many partners who have provided accompanying letters of support. We appreciate the Commission's consistent support for Public Health initiatives to innovate and enhance services and to improve effectiveness and quality of those services to the residents of LA County.

Please reach out to Rachel Bonkovsky at RBonkovsky@ph.lacounty.gov, Director of Education Sector Unit, if you have any questions.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Barbara Ferrer', written in a cursive style.

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

BF:ab



Principal: Juan Carlo Marquez
Assistant Principal: Amoreena Castañeda

341 S. La Seda Rd., La Puente, CA 91744
(626) 965-3496 FAX (626) 965-0447

June 29, 2026

Members of the Productivity Investment Board and the Quality and Productivity Commission
Quality and Productivity Commission
Hall of Administration
500 Temple Street, Room 586
Los Angeles, Ca 0012

Dear Commissioners,

On behalf of **Rowland Unified School District**, this letter affirms our support for the Productivity Investment Fund request from the Los Angeles County Department of Public Health (LACDPH) to advance student wellness and strengthen school-based supports. As a participating district in the Student Wellbeing Center program, we remain committed to fostering supportive, health promoting environments that contribute to the overall wellbeing and success of our students.

Building on our existing collaboration, **Santana High School** is interested in joining the initiative designed to deepen understanding of how Student Wellbeing Centers influence student health, attendance, engagement, and academic outcomes. We recognize the importance of contributing to a growing evidence base that highlights the value of school-based wellbeing supports across Los Angeles County.

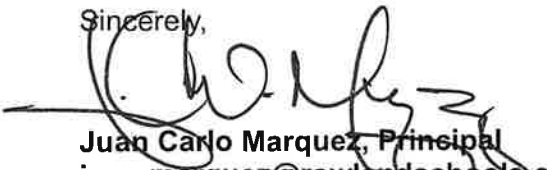
As part of this effort, our district is willing to explore the sharing of student level information—such as attendance or suspension data—to help assess the impact of Student Wellbeing Centers. We understand that this process would be guided by a Data Use Agreement and conducted in alignment with all applicable privacy laws, district policies, and data governance standards.

We believe this collaboration offers meaningful value to our district. Participation will provide deeper insight into how wellbeing supports influence student engagement and academic success, along with customized reporting that can inform district planning and resource allocation. It will also strengthen our ability to justify funding and sustainability efforts tied to student health, while enhancing our connection to countywide public health expertise. Through this partnership, we look forward to contributing to a model that benefits students across the region.

LACDPH's support for this initiative is deeply appreciated, and **Rowland Unified School District** is committed to working collaboratively to advance shared goals. Accordingly, this letter serves as our formal expression of interest in participating in the initiative and in exploring a Data Use Agreement with LACDPH.

We welcome the opportunity to meet with your team to discuss the project further, address any questions, and consider how this collaboration can best support our district's priorities.

Sincerely,


Juan Carlo Marquez, Principal
juan.marquez@rowlandschools.org

CENTINELA VALLEY UNION HIGH SCHOOL DISTRICT

Every Student Ready for College, Career... and Life!
14901 South Inglewood Avenue • Lawndale, CA 90260
(310) 263-3200 • www.cvuhsd.org

June 25, 2026

Members of the Productivity Investment Board and the Quality and Productivity Commission
Quality and Productivity Commission
Hall of Administration
500 Temple Street, Room 586
Los Angeles, CA 90012

Dear Commissioners,

On behalf of CVUHSD, this letter affirms our support for the Productivity Investment Fund request from the Los Angeles County Department of Public Health (LACDPH) to advance student wellness and strengthen school-based supports. As a participating district in the Student Wellbeing Center program, we remain committed to fostering supportive, health promoting environments that contribute to the overall wellbeing and success of our students.

Building on our existing collaboration, CVUHSD is interested in joining the initiative designed to deepen understanding of how Student Wellbeing Centers influence student health, attendance, engagement, and academic outcomes. We recognize the importance of contributing to a growing evidence base that highlights the value of school-based wellbeing supports across Los Angeles County.

As part of this effort, our district is willing to explore the sharing of student level information—such as attendance or suspension data—to help assess the impact of Student Wellbeing Centers. We understand that this process would be guided by a Data Use Agreement and conducted in alignment with all applicable privacy laws, district policies, and data governance standards.

We believe this collaboration offers meaningful value to our district. Participation will provide deeper insight into how wellbeing supports influence student engagement and academic success, along with customized reporting that can inform district planning and resource allocation. It will also strengthen our ability to justify funding and sustainability efforts tied to student health, while enhancing our connection to countywide public health expertise. Through this partnership, we look forward to contributing to a model that benefits students across the region.

LACDPH's support for this initiative is deeply appreciated, and CVUHSD is committed to working collaboratively to advance shared goals. Accordingly, this letter serves as our formal expression of interest in participating in the initiative and in exploring a Data Use Agreement with LACDPH.

We welcome the opportunity to meet with your team to discuss the project further, address any questions, and consider how this collaboration can best support our district's priorities.

Sincerely,

Karma Nicolis

Dr. Karma Nicolis
Student Intervention Strategist
CVUHSD
Nicolisk@cvuhsd.org
(310) 263-3174

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: 2/5/2026

Department: Public Health

Date: July 6, 2026

Project Name: Student Wellbeing Centers: Impact through Data Use Agreements

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

This proposal requests funding for a consultant to work with school districts across LA County to establish Data Use Agreements. This will allow Public Health to more effectively analyze the effectiveness of its programs on school campuses and to assure most optimal impact to K-12 students across the County.

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

Public Health's Education Sector Unit within the Office of Planning, Integration, and Engagement operates three distinct programs to support students and families to prevent substance use disorders: Student Wellbeing Centers (SWBCs), Peer Health Advocates (PHAs), and the Healthy School Partnership (including the Parent Ambassador Leaders [PALs]). These initiatives operate in partnership with school districts on K-12 campuses strategically located in high-needs neighborhoods across Los Angeles County.

A critical barrier to evaluating program efficacy and engaging in meaningful quality improvement efforts is a lack of access to student level data. Currently, Public Health can only access aggregate, campus-wide metrics such as overall substance use-related suspension rates across an entire school of 2,000 students. Without the ability to track metrics at the individual student level, the Department cannot isolate the specific behavioral or academic outcomes for students who participate in a SWBC or PHA program on their campus. This data gap makes it impossible to definitively correlate Public Health interventions with reductions in substance use, decreased recidivism, improved attendance, or other impact data.

This proposal requests funding for a consultant for two years to work with school districts across LA County to establish Data Use Agreements. This will allow Public Health to more effectively analyze the effectiveness of its programs on school campuses and identify best practices and areas for improvement to assure most optimal impact to K-12 students across the County and bolster its mission of advancing the conditions that support the optimal well being of all. Identification of high impact practices and improvement in student outcomes would benefit all schools across the county informing their approach to parent engagement, student attendance, and substance use prevention efforts. Identification of high impact practices would also likely influence the LA County Office of Education by giving them a replicable model to use in other districts in the county and potentially policy and practices at the state level.

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: 2/5/2026

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

The primary objective will be to establish Data Use Agreements with at least 50% of the school districts DPH currently has Memorandums of Understanding (MOUs) with. We would also actively seek Data Use Agreements with school districts hosting PALs (Parent Ambassador Leaders) at multiple school sites. In total, this would be approximately 20 school districts that we would want to establish DUAs with. In addition, the consultant would work with the remaining school districts to move DPH meaningfully towards Data Use Agreements in future years. The consultant would also play a vital role in shaping evaluation efforts of our programs that intersect with K-12 schools in LA County, ultimately enhancing the quality of the programming. Our current data is limited to publicly available data at the school level through the California Department of Education website. With more targeted data, we can meaningfully measure the effectiveness of our programs to make more accurate programmatic decisions, identify promising practice, and share effective practices across the county and state.

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 **\$400,000** Total **\$400,000**

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:	2026-2028	\$100,000	\$200,000	\$100,000
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)

We anticipate the first two quarters of the project will be zero cost as we will be hiring for our consultant. After hiring, the grant funds will be used to pay the consultant's salary and benefits over the 2-year grant implementation period as follows:

FY 26-27 Q1: \$0

FY 26-27 Q2: \$0

FY 26-27 Q3: \$50,000

FY 26-27 Q4: \$50,000

FY 27-28 Q1: \$50,000

FY 27-28 Q2: \$50,000

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: 2/5/2026

FY 27-28 Q3: \$50,000

FY 27-28 Q4: \$50,000

FY 28-29 Q1: \$50,000

FY 28-29 Q2: \$50,000

Quality and Productivity Manager (Print and Sign)

Rachel Baker Devine



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E-mail

rbakerdevine@ph.lacounty.gov

Project Manager (Print and Sign)

Rachel Bonkovsky



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Department CIO/IT Manager (Print and Sign)

Telephone Number

E-mail

Budget/Finance Manager (Print and Sign)

Ben Phan



Telephone Number

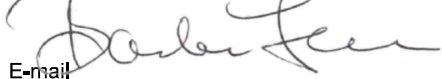
213-502-3936

E-mail

bphan@ph.lacounty.gov

Department Head (Print and Sign)

Barbara Ferrer



E-mail

bferrer@ph.lacounty.gov

Telephone Number

213-288-8117

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

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

QUESTIONS

1. Has this proposal been submitted before for a Productivity Investment Fund loan or grant? Yes _____ No X
If so, when (date)? _____
2. Was this proposal included in the department's current budget request?
Yes _____ No X If no, why not?
No funding was available for this request.
3. How many years will it take for the loan to be paid back (3 years maximum without special approval)? Where will the funds come from to repay the loan? Not applicable

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

4. Discuss potential for revenue increase, service enhancement, future cost avoidance and/or cost savings. Does it reduce net County cost?

Public Health's Education Sector Unit operates three programs in partnership with school districts on K-12 campuses across LA County, strategically located in high-needs neighborhoods: Student Wellbeing Centers, Peer Health Advocates, and the Healthy School Partnership (which includes the Parent Ambassador Leaders program). A major barrier to impact data and quality improvement efforts is the lack of access to student level data. Establishing Data Use Agreements (DUAs) with school districts across LA County will unlock the de-identified, student-level impact data necessary to evaluate and optimize Public Health's Education Sector Unit programs (Student Wellbeing Centers, Peer Health Advocates, and the Healthy School Partnership, which includes Parent Ambassador Leaders (PALs)). Currently, a lack of access to individual attendance, academic, and disciplinary records restricts our programs to measuring outputs (e.g., the number of students served)

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rather than true outcomes. Access to this data directly supports operational efficiency and proves program efficacy.

Service Enhancement: Access to student-level data transitions our approach from generalized outreach to precision public health. It allows us to isolate our programs' true impact from general school trends. For example, instead of merely counting how many youth attended a health education session about vaping or cannabis use, we can track whether those specific students actually had fewer drug-related disciplinary infractions over the next six months. By proving which interventions directly reduce recidivism, increase parent engagement, and improve chronic absenteeism, we can scale high-impact practices to benefit K-12 students across the County and influence State-level policies.

Future Cost Avoidance & Cost Savings: This initiative drives immediate cost savings by allowing us to see exactly what works, streamline operations, and divest from less effective program components. More importantly, it generates significant future cost avoidance.

Potential for Revenue Increase: Currently, the inability to link our interventions to concrete reductions in individual student substance use is a barrier to proving program efficacy. By utilizing DUAs to generate localized, indisputable data on student success, LA County will become significantly more competitive for state, federal, and philanthropic grant funding dedicated to youth behavioral health and substance abuse prevention.

5. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices, and equity impact – whom does this benefit and/or burden); describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes, and/or Department strategic goals and objectives?

The work of our three programs is tightly linked to the Department of Public Health's commitment to equity and the strategic goal of overdose reduction. Our

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school programs are offered in underserved schools and communities ranking in the most at need quartiles on the Healthy Places Index and our programs themselves are centered on substance use reduction. Having the necessary data to effectively evaluate our programs and replicate promising practices in equitable ways will aid us in meeting our goals as a department.

(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 is a new project that will not need future funding. Once the data use agreements are established, we can replicate similar legal documents across other school districts. Similarly, once our evaluation plan is formed, we anticipate being able to use the template across our county work irrespective of the school district we are working in.

6. (300 words) What current County processes or functions will be eliminated or streamlined via this productivity enhancement(s) and/or quality improvement(s)?

Our three programs offer a variety of information, coaching, and leadership development through a variety of formats (e.g., one-on-one mentoring, various curricula, online modules, hands on experience). While we can currently measure short-term impact and customer satisfaction with our programs, we are not able to measure long-term impact on outcomes such as suspension rate, student attendance, or academic progress. Ultimately, we believe our programs positively impact the highly important benchmark of high school completion, but without the student level data we are seeking, we won't know. Additionally, being able to use the data to determine which approaches in our programs are most impactful will help us to fine-tune our approach (e.g., less whole group curriculum and more 1:1 mentoring) streamlining our use of funding with a "less is more" approach.

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7. (300 words) Does this proposal relate to a specific Countywide Strategic Plan North Stars and Board-Directed priorities? (To view the County's strategic plan, click here: [LA County Strategic Plan 2024-2030 – Los Angeles County](#). To view the Board-Directed priorities, click here: ([Chief Executive Office | County of Los Angeles \(lacounty.gov\)](#)). If yes, please explain.

The work of our three programs is tightly linked to the Department of Public Health's commitment to equity and the strategic goal of overdose reduction. Our school programs are offered in underserved schools and communities ranking in the most at need quartiles on the Healthy Places Index and our programs themselves are centered on substance use reduction. Having the necessary data to effectively evaluate our programs and replicate promising practices in equitable ways will aid us in meeting our goals as a department.

8. (150 words) Does this proposal enhance the County image and/or improve relationships with the County's constituents? Please explain.

Schools across the county are held to rigorous standards and staff across the schools spend literal hours each semester pouring over student data and outcomes. Knowing this, we have made it a practice to share the data we do have with principals and other administrators at our partner schools. This practice is incredibly well received because it shows schools that we are as serious about outcomes as they are. It also allows them to see firsthand that their investment of time, space, and other resources into our partnership is producing meaningful results. If we can attain student level data, this will further enhance our credibility and ability to partner with schools.

9. (150 words) How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?

We anticipate that we will see meaningful impacts on cooperation with other County offices, particularly LACOE (the LA County Office of Education). First, we anticipate that the data use agreements themselves will serve as a model for

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LACOE as well as other CBOs partnering with schools. Additionally, we will be able to fulfill requests made by Public Health leadership and others for a more fine-tuned evaluation of our program impact. We also anticipate that being able to tie long-term data to our program outcomes will engender significant interest in replicating our model and practices across the County.

10. (150 words) Where did the original idea for this project come from?

The original idea for this project was born out of operational necessity and the limitations of relying on broad, state-level metrics such as the California Healthy Kids Survey. While state data shows general trends, it cannot measure the localized, real-time impact of Public Health's specific campus interventions. The urgency to pursue Data Use Agreements (DUAs) has escalated due to a need to provide key stakeholders with concrete, program-level outcome data—specifically seeking the direct return on investment (ROI) regarding how our programs reduce substance use and improve attendance. Without student-level data, we cannot fulfill these requests. Observing how academic partners and other public health jurisdictions successfully leverage DUAs to capture compelling outcome data and secure external funding, we recognized that formalizing these agreements is the critical missing link to proving our efficacy and scaling our impact.

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

2025-26

1st Quarter \$0
2nd Quarter \$0
3rd Quarter \$0
4th Quarter \$0

2026-27

1st Quarter \$0
2nd Quarter \$0
3rd Quarter \$50,000
4th Quarter \$50,000

2027-28

2028-29

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1st Quarter \$50,000

2nd Quarter \$50,000

3rd Quarter \$50,000

4th Quarter \$50,000

1st Quarter \$50,000

2nd Quarter \$50,000

3rd Quarter \$

4th Quarter \$

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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	October 1, 2026		
Initiate consultant recruitment and contracting	October 1, 2026		
Completion of consultant onboarding	January 1, 2026	\$50,000 – FY26-27 Q3	
Initial work to plan evaluation linked to DUAs.	January 1, 2026		
Completion of data use agreement (DUA) template.	April 1, 2026	\$50,000 – FY26-27 Q4	
Initial meetings to secure DUAs with Districts.	July 1, 2026	\$50,000 – FY27-28 Q1	
Final draft evaluation plan linked to DUAs	October 1, 2026	\$50,000 – FY27-28 Q2	
First DUAs are secured	January 1, 2027	\$50,000 – FY27-28 Q3	
Second round of DUAs is initiated	January 1, 2027		
First round of data collection started under initial DUAs. System developed for data	April 1, 2027	\$50,000 – FY27-28 Q4	
Performance metrics and assessment checkpoint	April 1, 2027		
Evaluation plan is “test driven” with data from DUAs	June 30, 2027	\$50,000 – FY28-29 Q1	

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First report using new data is written and presented to leadership.	September 1, 2027		
Continue to secure DUAs with partnering districts.	October 1, 2027	\$50,000 – FY28-29 Q2	
Continue to collect data systematize with all Districts in DUAs	October 1, 2027		
Systematize all/many aspects of data collection and DUA monitoring and support	December 1, 2027		
Transition remaining work flows to non contract staff members	March 1, 2028		
Project ends	April 1, 2028		

LINE-ITEM BUDGET DETAIL

(Work with your Budget Analyst)

Services and Supplies

List all services and supplies here

(a) Consultant Contract **\$400,000**

Other Charges

List all other charges here

(b) Total other charges **\$**

Fixed Assets

List all equipment and other fixed assets here

(c) Total fixed assets **\$**

TOTAL COSTS (a+b+c) \$400,000



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EXECUTIVE OFFICE



**BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES**

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

August 17, 2026

Rafael Carbajal

Director

Department of Consumer and Business Affairs

320 West Temple Street, Room G-10

Los Angeles, California 90012

Dear Mr. Carbajal:

Thank you for a very informative visit on July 23, 2026. The Commissioners congratulated the Department of Consumer Affairs on its 50th anniversary (1976-2026). For 50 years, the Department has served County consumers, tenants, homeowners, immigrants and workers. The Department is the only stand-alone consumer protection agency at the county level in California.

Commissioners appreciated the update on the Department as it works to improve the economic well-being of all people in the County, including consumers, workers, immigrants, tenants and homeowners. Over the last 50 years, the Department's role has expanded to include consumer counseling and complaint investigation, tenant and housing protections and foreclosure prevention assistance, dispute resolution services (mediation), and help with the Small Claims Court. The Department also leads various County efforts through the Office of Immigrant Affairs, Office of Labor Equity, Center for Financial Empowerment, and Office of Cannabis Management.

Commissioners commended the Department's efforts on the 2025 wildfire response and recovery, including:

- The Emergency Rent Relief Program provided \$24 million in housing support for renters, landlords, and families facing financial hardships.
- The Disaster Recovery Centers helped over 5,000 wildfire survivors as one-stop centers that connected survivors to resources at the County, state, federal and nonprofit agencies.
- The LA County Household Relief Grant disbursed \$32 million in immediate financial assistance to households impacted by the Eaton and Palisades wildfires. Within 17 days of the Board of Supervisors' (Board) approval of the program, the Department established the grant framework, system infrastructure, eligibility criteria, identified a partner organization, and launched an online application portal that enabled residents to quickly submit applications for assistance.
- The Department also adopted a price gouging ordinance authorizing the issuance of administrative fines and penalties for violations of the Board-enacted wildfire-related price gouging protections for rental housing and evictions.

Commissioners also supported the Department's continued efforts on consumer, worker, and housing and tenant protections. For example:

- The Office of Immigrant Affairs' Mobile Immigration Services Program ensures access to legal services amid heightened anti-immigrant rhetoric and local enforcement. Represent LA has provided legal support to over 23,000 immigrants.
- The Greenline Home Program provides up to \$35,000 in grant money for down payment or closing costs to eligible first-time homebuyers. Almost \$4 million in grants have been awarded for home purchases totaling \$60 million in value.
- The Department established the Rent Escrow Account Program (REAP) as an enforcement tool to ensure compliance with habitability standards for rental housing in unincorporated areas of the County.

Commissioners commended the following initiatives to improve productivity and efficiency throughout the Department:

- Creating the role of Chief of Staff to handle the Department's vision, vision, strategy and communications for and within the Department.
- Establishing the legal, operational, and technological framework necessary for the Office of Cannabis Management to support a safe, equitable, and community-centered cannabis industry—this is one of the County's most significant emerging regulatory initiatives.
- Implementing quarterly department-wide data literacy trainings to further cultivate a culture of continuous improvement, informed decision-making, and data-driven problem solving at all levels of the organization.

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

- Implementing the Community Opportunity to Purchase Act (COPA) which gives purchase rights to mission-driven affordable housing organizations—such as community land trusts and nonprofit developers—that can acquire and preserve properties when tenants lack the resources to purchase directly.
- Establishing a legal coordinator at the Altadena Community Center to help the community navigate the legal aspect of the wildfire recovery process, including legal insurance matters.
- Developing a permanent emergency rent relief program that can be implemented as a rapid response to emergencies when they arise.
- Exploring innovative technology solutions to streamline payroll audits and other labor-intensive compliance activities, thereby allowing Office of Labor Equity staff to focus on enforcement and worker advocacy.

Thank you for a productive meeting. We will continue to work closely with the Department's Productivity Managers, Ericka Vayas and Christina Huynh. Please contact Jackie Guevarra, Executive Director, at jguevarra@bos.lacounty.gov for additional information.

Sincerely,



WILLIAM B. PARENT
Chair

WBP:JTG

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Steven Hernandez, Chief Deputy, Executive Office of the Board of Supervisors
Joseph Nicchitta, Chief Executive Officer
Jeremy Gray, Chief Deputy, Chief Executive Office
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