



Los Angeles County
Quality and Productivity Commission
NOTICE OF REGULAR MEETING

County of Los Angeles
Quality and Productivity
Commission

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

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

Website: qpc.lacounty.gov

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

- Viggo Butler
Julian Cepeda
Barry Donelan
Rodney C. Gibson, Ph.D.\*
Nancy G. Harris
J. Shawn Landres, Ph.D.\*
Huasha Liu
Edward T. McIntyre\*
Marsha D. Mitchell
E. Scott Palmer
Jeffrey Jorge Penichet
Dion Rambo
Mark A. Waronek

Executive Director
Jackie T. Guevarra, CPA

Program Manager
Jane Lam

Program Coordinator
Betty Belavek

\*Chair Emeritus

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

"To enrich lives through
effective and caring service"

Monday, June 22, 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: 878 4945 0226
Passcode: 036934
Join Zoom Meeting
https://bos-lacounty-
gov.zoom.us/j/87849450226?pwd=0weXD0OWMaLHlMBOlbaqQrb8Vmy45k.1
Written Public Comment may also be submitted to Jackie Guevarra by Sunday, June 21, 2026 (received by 4:00 p.m.) at jguevarra@bos.lacounty.gov
\*Any information received from the public by Sunday, June 21, 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 April 27, 2026, Meeting Minutes
5. Presentation of a Productivity Investment Fund (PIF) proposal and Fund Balance Report as of Fiscal Year 2025-26, 4th Quarter (for discussion and possible action) (45 minutes).....Commissioner Wright
• 26.11 - Public Health, Presumptive Eligibility Portal Adoption Accelerator (Technical Assistance Pilot), \$159,650 Grant. PIB recommends a grant for up to \$180,000, provided that the referral portion of the program is expanded to reach all County and other public programs for which income eligibility is a criterion. 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: General Meeting and Training (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
  - Los Angeles County Development Authority (April 16, 2026)
  - Mental Health (April 29, 2026)
  - County Counsel (April 30, 2026)
  - Regional Planning (May 7, 2026)
  - Economic Opportunity (May 11, 2026)
  - Public Social Services (May 13, 2026)
  - Public Defender (May 14, 2026)
  - Medical Examiner (May 20, 2026)
  - District Attorney's Office (May 27, 2026)
10. Leadership Conference Ad Hoc Committee Report (2 minutes).....Commissioner Mitchell
11. Productivity and Quality Awards Ad Hoc Committee Report (2 minutes)...Commissioner Waz
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, July 27, 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](mailto:jguevarra@bos.lacounty.gov).

#### **PUBLIC COMMENT**

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

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

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

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

•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

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

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

County of Los Angeles
Quality and Productivity
Commission

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Website: qpc.lacounty.gov

Members of the public may participate remotely or listen to the meeting via
telephone at:

Virtual Meeting
Call in Number: (669) 444-9171
Meeting ID: 890 7505 0474
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Join Zoom Meeting

https://bos-lacounty-
gov.zoom.us/j/89075050474?pwd=k2hFAgb5vLSmoZsrak6bDBJRT5UBcc.1
\*\*\*\*\*

Chair

William B. Parent

First Vice Chair

Will Wright

Second Vice Chair

Joe Waz

Immediate Past Chair

Nichelle M. Henderson

Viggo Butler

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\*Chair Emeritus

CALL TO ORDER

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

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

- Viggo Butler
Julian Cepeda
Barry Donelan
Rodney C. Gibson
Nancy G. Harris
Huasha Liu
Edward T. McIntyre
Marsha D. Mitchell
Scott Palmer
William B. Parent
Dion Rambo
Joe Waz
William Wright

ABSENT

- Nichelle M. Henderson
Jeffrey Jorge Penichet
Mark Waronek

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 announced that members of the public could send their
questions or comments to Jackie Guevarra during the meeting via email at
jguevarra@bos.lacounty.gov or via the chat feature and indicate which
item(s) they would like to speak on. Any information received will become
part of the official meeting record.

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
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Members of the public were also given the opportunity to send their comments and questions to Jackie Guevarra by April 26, 2026, at 4:00 p.m. No written comments were received.

He also announced that each Commissioner would have the opportunity to speak on any agenda item, and a vote on the items would be taken by roll call.

### **LAND ACKNOWLEDGEMENT (AGENDA #2)**

On November 1, 2022, the Board of Supervisors adopted a formal Land Acknowledgement for the County. Commissioner Parent opened the Commission's public meeting with a verbal delivery of the Land Acknowledgement, which can be read here: <https://lacounty.gov/government/about-la-county/land-acknowledgment/>.

### **ROLL CALL (AGENDA #3)**

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

### **APPROVAL OF THE MARCH 23, 2026, MINUTES (AGENDA #4)**

Commissioner Waz moved to approve the minutes of March 23, 2026, seconded by Commissioner Wright, with the following amendments:

- Page 2 – under *Presentation of Productivity Investment Fund (PIF) Proposals...*, correct the spelling of "Quarter"
- Page 9 – first paragraph after the last bullet point, second line, change the word *duplication* to *duplicative*

The minutes, as amended, were unanimously approved by voice vote as follows:

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

No: None

Abstain: Commissioner Landres

### **PRESENTATION OF PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS, FUND BALANCE REPORT AS OF FISCAL YEAR 2025-26, 4<sup>TH</sup> QUARTER, AND PIF ANNUAL AND FINAL REPORTS (AGENDA #5)**

#### **Fund Balance Report**

Commissioner Wright, Chair, Productivity Investment Board (PIB), reported there is one project before the Commission for consideration for the 4<sup>th</sup> Quarter of Fiscal Year 2025-26. (This project was originally approved by the PIB in the 3<sup>rd</sup> Quarter.) He reported that as of March 31, 2026, the outstanding PIF fund balance is \$3,277,937. The proposal being heard totals \$225,000. If the project is approved at the full amount, the revised fund balance will be \$3,052,937.

#### **Presentation of PIF Proposal for Discussion and Possible Action**

**26.9 – Public Health**, Maximizing Clinical Services Revenue: TB Single Case Agreement Implementation, \$225,000 Grant. PIB recommends a \$225,000 Recoverable Grant.

Dr. Barbara Ferrer, Director, Dr. Naman Shah, Director of Division of Medical and Dental Affairs (DMDA), Dr. Maxine Liggins, Director of the DMDA Clinical Services Branch, Kevin Liao, Revenue Enhancement Unit Manager, and Rachel Baker Devine, Productivity Manager, were in attendance in person to support and answer questions regarding the project.

Commissioner Mitchell presented a summary of the project on behalf of the Department. A recoverable grant in the amount of \$225,000 will be used to fund this project, with the understanding that the department will not limit this project to tuberculosis and begin repayment when the initiative has generated a minimum of \$550,000 in insurance reimbursements and shares the capacity with the Department of Health Services and other appropriate agencies.

After discussion and questions, Commissioner Mitchell made a motion to approve a \$225,000 recoverable grant. The motion was seconded by Commissioner Landres. The motion was unanimously approved by the following vote (taken by roll call):

Yes: Commissioners Butler, Cepeda, Donelan, Gibson, Harris, Landres, Liu, McIntyre, Palmer, Parent, Rambo, Waz, and Wright  
No: None  
Abstain: None

**PRESENTATION ON THE COUNTY'S EFFORTS ON ARTIFICIAL INTELLIGENCE (AI), INCLUDING REVIEW OF PROTOCOL AND USE CASE EXAMPLES (AGENDA #6)**

Stephanie Todd, Deputy Chief Information Officer, Chief Executive Office-Chief Information Office (OCIO), gave a presentation on the OCIO's AI Review Process:

The presentation outlined Los Angeles County's OCIO AI Review Process, emphasizing how departments must prepare an AI Business Case aligned with guiding principles such as human-centered design, security, privacy, transparency, equity, and accountability. It highlights the need to evaluate issues, outcomes, people, data, vendors, security, and cost before submission. After an initial Deputy CIO review, qualified proposals move to the GenAI Governing Board, which assesses risk factors – including public trust, bias, data sensitivity, and regulatory compliance – as well as operational alignment and budget considerations. The presentation concluded with next steps for production, such as refining the business case, capturing lessons learned, and reinforcing stakeholder engagement to ensure shared success.

Dennis Slavin, Chief Deputy Director, Department of Regional Planning, Glenn Kam, and Zoe Axelrod (virtual attendance), gave a presentation on the *Disaster Recovery Effort – Artificial Intelligence*.

The presentation outlined the Department of Regional Planning's use of AI tools – primarily Archistar PreCheck and Canibuid – to streamline disaster recovery rebuilding efforts and improve development review efficiency. Archistar PreCheck serves as a customer-facing application that evaluates architectural and site plans for zoning compliance, identifies issues early, reduces applicant-staff back and forth, and has demonstrated significant time savings,

with hundreds of users and completed reports. The department also leverages a robust Pre-Approved Standard Plans Program to expedite rebuilding, offering over 100 pre-approved designs, cutting permitting time in half. Canibuild further enhances the process through parcel-specific feasibility checks, filtering of pre-approved plans, 3D visualizations, and a user-friendly portal that supports property owners' decision-making. Together, these AI-supported tools improve accuracy, speed, and user experience in post-disaster rebuilding and general planning workflows.

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

Commissioner Parent, Chair, reported the following:

- **QPC MEETINGS** – The next QPC meetings after today are on June 22, July 27, and August 24, 2026. The next few months are a busy time for the Commission with back-to-back Brown Act meetings, Department Visits, the Leadership Conference, and the kickoff of the annual PQA. Please save these dates on your calendars.
- **Commission Assessment Report** – We met with members of the Citizens' Economy and Efficiency Commission (EEC), Ben Everard and Katie McKeon, on April 14, 2026, to discuss the Commission Assessment report issued by the Executive Office of the Board on August 8, 2025. The report recommends the following regarding QPC:
  - Los Angeles County Commission on Local Governmental Services  
*Recommendation: Sunset; remaining duties or tasks to be routed through QPC*
  - Citizens' Economy and Efficiency Commission with QPC  
*Recommendation:*
    - Option 1 - Merge with QPC*
    - Option 2 - Retain but establish formal collaboration with QPC*
  - Labor Management Advisory Committee on Productivity Enhancement  
*Recommendation: Merge with QPC as a Subcommittee with biannual meetings*  
*Initial discussion centered on the feedback on the report from both Commissions.*

Next steps include:

- Continue the discussion with each respective Commission; for QPC, it is more than just onboarding EEC to QPC, there are 2 other commissions to consider
- Meet with Executive Office leadership (Eddie Yen)
- Include discussions with the Strategic Plan consultant regarding the potential mergers and collaborations; it would be good to have an independent entity make recommendations on what is what is an optimal system
- Meet with CCJCC to discuss their two-tier committee structure and meetings (Executive and General)

Things to consider:

- What does the model look like with multiple commissions?
- What are the staffing needs with a merged multi-commission group?
- Are there any upcoming election ballots, Board motions and/or legislation that could impact the recommended mergers?
- If we do not get adequate staffing to support a larger commission, what is the impact to QPC?

- **Strategic Plan 2027-2032 Update**
  - Working with the Executive Office contracts group to issue the Request For Services (RFS) through the Consulting and Professional Services Master Agreement (CAPSMA). RFS target release date to vendors is over the next few weeks.
  - Written questions from vendors are due 1 – 2 weeks after release.
  - Deadline to submit proposals: mid- to late-May
  - Action Items:
    - Establish Evaluation Committee: Nancy Harris, Shawn Landres, Joe Waz
    - Complete final evaluation of proposals: late May-early June
    - Based on the CAPSMA timeline, there should be an approved contract by early June 2026. The consultant will be introduced during the full Commission meeting on June 22, 2026.
    - The bulk of the work—interviews with Commissioners, focus groups, surveys, etc.—will likely take place between July-September.
    - We anticipate a draft for review by December 2026 and adoption of the final Strategic Plan in January 2027 (or March 2027 if there are delays).
- There is no **CCJCC** report this month. The General Committee meeting on April 8, 2026, was cancelled. The next meeting is scheduled for June 10, 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 met on Wednesday, April 1, 2026, to plan the May 6<sup>th</sup> General Meeting and Training. Thank you to Commissioner Waz who joined the call and provided updates on this year's PQA program.
  - The May 6, 2026, PMN General Meeting and Training will be held in person at the Zev Yaroslavsky Family Support Center in Van Nuys (9:30 a.m. to 12:00 p.m.).
  - PQA Co-Chairs, Sara Keating and Patricia Soltero Sanchez, will provide in-depth training on the PQA process at the May 6, 2026, meeting. Commissioners are encouraged to attend and share insight on what makes a good PQA application. Please let Jane Lam know if you are interested in attending.
  - Dr. Aaron Weathersby from the Internal Services Department (ISD) was invited to give an overview of cyber governance and artificial intelligence (AI). There is a lot of interest by the PMN on this topic.
- On April 9, 2026, the Commission supported ISD's LearnBasicTech training program by hosting an all-day training on foundational AI knowledge, including introductions to various AI platforms and prompt engineering basics. There were 15 Productivity Managers and County staff, including Commissioner Waz, who attended the training.
- PIF proposals for Fiscal Year 2025-26, 4<sup>th</sup> Quarter, were due on April 3, 2026. One proposal was received from the Department of Public Health (DPH). The PIB Advisory Committee met on April 15, 2026, to review and discuss the proposal with DPH representatives. The project will go before the PIB at their next meeting on May 18, 2026.

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

Jackie Guevarra, Executive Director, reported the following:  
Calendar of Events/Administrative Updates:

- Staff have been working on and/or preparing for various meetings:
  - The Summer 2026 Quarterly Newsletter, due out by June 30, 2026, will feature Commissioners Henderson and Landres. The Fall 2026 Newsletter will feature Commissioners Gibson and McIntyre.
  - The Shared Practices Report was issued during the week of April 6, 2026. It was distributed to Department Heads, Commissioners, and Productivity Managers.
  - Commission staff are working on a draft of the Commission's 2027 Calendar of Events
  - The 2025 Annual Report is waiting on the Operational Trends Report
  - The PIF 40<sup>th</sup> Anniversary Report is in progress
  - Possible speakers for future meetings
    - Captain Sandra Lucio, Sheriff's Department, Public Safety Coordination for the LA 2028 Olympic Games
    - John Cooke, CEO, for an update on LA 2028 efforts
    - Sarah Mahin, Director, on the new Department of Homeless and Housing
    - Dr. Aaron Weathersby on cybersecurity
- The Leadership Conference Board Motion was sent to the First District to be placed on the Board meeting agenda for approval
- Commission staff will schedule a New Commissioner Orientation with Commissioner Cepeda

Announcements:

- Fesia Davenport, Chief Executive Officer (CEO), retired from County service effective April 16, 2026. For now, Joe Nicchitta continues to be the Acting CEO. In 2028, there will be a new elected CEO.
- Brandon Nichols, Director, Department of Children and Family Services, is retiring on August 1, 2026.
- Commissioners and staff attended the David Geffen Galleries Gala at the Los Angeles County Museum of Art on April 18, 2026 (Bill Parent, Shawn Landres, Will Wright, Viggo Butler, Jackie Guevarra, Jane Lam, Betty Belavek) and the ribbon cutting ceremony on April 19, 2026 (Shawn Landres, Dion Rambo, Jackie Guevarra)
- Department Visits (16)
  - Several Department Visits (Medical Examiner, Mental Health and Public Social Services) have openings. Commissioners interested in attending these visits, should contact Commission staff.

**DEPARTMENT VISIT AD HOC COMMITTEE REPORT (AGENDA #10)**

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

- We have completed the first 5 Department Visits:
  - Child Support Services Department (March 18, 2026)
  - Sheriff's Department (March 26, 2026)
  - Fire Department (April 6, 2026)
  - Military and Veterans Affairs (April 8, 2026)
  - Los Angeles County Development Authority (April 16, 2026)
- Four reports (all but LACDA) are part of the meeting packet and are to be received and filed.
- Upcoming visits this week are:

- Department of Mental Health (April 29, 2026), including a tour at the visit location
- County Counsel (April 30, 2026)
- The remaining 9 visits are scheduled in May (7) and June (2).
  - Commission policy requires that Commissioners must sign up for at least three Department Visits.
  - Each visit is scheduled for 90 minutes but Commissioners (and departments) are asked to block two hours of time to accommodate the Q&A session.

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

Commissioner Mitchell, Chair, Leadership Conference ad hoc Committee reported the following:

- Commissioner Parent is the new Vice Chair of the ad hoc Committee.
- The ad hoc Committee met on March 18, 2026, to continue planning the Conference:
  - Date: Wednesday, June 10, 2026, 9:00 to 11:30 a.m.
  - Venue: Music Center, Dorothy Chandler Pavilion, Grand Hall
  - Theme: Care Reimagined
  - Speakers:
    - Board of Supervisors: Supervisor Hilda L. Solis
    - Chief Executive Office: Joe Nicchitta
    - Executive Office of the Board: Edward Yen
    - Keynote speakers being considered: Gene Sperling, Neal Halfon, Rosemary Veniegas
  - Department Head Panel:
    - Moderator: Commissioner Landres
    - Lisa Garrett, Department of Human Resources
    - Dr. Christina Ghaly, Department of Health Services
    - Maral Karaccusian, Aging and Disabilities Department
    - Brandon T. Nichols, Department of Children and Family Services
  - The ad hoc Committee is also working on the questions for the panel speakers.
  - The pre-conference meeting with the panel speakers is scheduled for Thursday, May 28, 2026.

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

Commissioner Waz, Chair, PQA ad hoc Committee reported the following:

- PQA details are as follows:
  - Date: Wednesday, October 7, 2026, 11:30 a.m. to 2:00 p.m.
  - Venue: Music Center, Dorothy Chandler Pavilion, Grand Hall
  - Theme: *Catalysts for Innovation*
  - Supervisor Hilda L. Solis is confirmed to attend.
  - The PQA Announcement Memo was sent out to Department Heads, Chief Deputies, and the Productivity Managers' Network the week of April 7, 2026.
  - The Executive Office Communications Team is connecting the Commission to ABC News to ask Leslie Sykes (recently retired news anchor) to emcee this year's PQA. Dean Logan, Registrar-Recorder/County Clerk, is also connecting us to Spectrum 1 News to inquire about Amrit Singh as a potential emcee.

- This year's PQA evaluation process will be primarily remote. Commissioners and Productivity Managers will be given 5 days to review and submit their scores. Each scorer will certify that they personally reviewed the applications and will not divulge or share the contents of the applications. For those who want to review the applications in person, Commission staff will host a review session in the Commission Office for three on August 3–5, 2026). The traditional all-day evaluation at one location is cancelled for this year.

**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)**

None

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

None

**PUBLIC COMMENT (AGENDA #16)**

None

**ADJOURNMENT**

Commissioner Donelan moved to adjourn the meeting, seconded by Commissioner Palmer. The meeting adjourned at 12:42 p.m. The next full Commission meeting will be held on Monday, June 22, 2026, at 10:00 a.m.



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

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

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

313 North Figueroa Street, Suite 806  
Los Angeles, CA 90012  
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Fourth District

**Kathryn Barger**  
Fifth District

April 3, 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

Dear Commissioner Wright:

I am pleased to submit a Productivity Investment Fund grant proposal requesting \$159,650 to support one year of contracted technical assistance to help hospitals adopt a presumptive eligibility portal being advanced through external funding. Funds will cover onboarding, workflow mapping, training, implementation support, and performance tracking so eligible patients receive charity care earlier,

Too many patients who are likely to qualify for hospital financial assistance are not identified early enough. Hospital financial assistance, often called charity care, is free or reduced cost hospital care for patients who cannot afford to pay and who meet a hospital's criteria under state law. As a result, patients can miss opportunities for charity care, take on avoidable medical debt, and sometimes enter collections when they may have qualified for help. This project will help close that gap by supporting earlier, more consistent identification of eligible patients.

When financially eligible patients receive assistance where they first seek care at non-County hospitals, less uncompensated care shifts to County facilities, helping preserve County resources. The goal of the portal is to increase hospital financial assistance awarded by Los Angeles County's 101 hospitals, especially considering HR1 health care cuts that may increase financial strain on patients, hospitals, and the broader safety net. More eligible patients can be connected to assistance upstream at non-County facilities rather than relying disproportionately on County hospitals.

We appreciate the Commission's consideration and the opportunity to undertake a project that will meaningfully enhance the department's long-term capacity to deliver high-quality clinical care and help preserve County resources.

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

Sincerely,

A handwritten signature in black ink that reads "Barbara Ferrer". The signature is fluid and cursive.

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

BF:ab

Thursday, May 7, 2026

Members of the Productivity Investment Board and the Quality and Productivity  
Commission  
Quality and Productivity Commission  
Hall of Administration  
500 Temple Street, Room 585  
Los Angeles, CA 90012

**Re: Letter of Support for Productivity Investment Fund Request, Presumptive Eligibility  
Portal Adoption Accelerator**

Dear Commissioners:

The Hospital Association of Southern California (HASC) is pleased to support the Los Angeles County Department of Public Health's (LACDPH) Productivity Investment Fund request for the **Presumptive Eligibility Portal Adoption Accelerator**, a one-year pilot to help hospitals adopt a shared presumptive eligibility portal for hospital financial assistance.

HASC works closely with the LACDPH on medical debt initiatives and with hospitals across the region on issues affecting hospital operations and patient financial assistance. Through that work, we know that financial assistance screening is often manual and burdensome for hospitals to administer, especially at smaller community hospitals with limited internal capacity to facilitate workflow redesign, staff training and implementation support.

We support this proposal because it addresses a practical operational need that many hospitals have identified. While the portal itself is being supported through external funding, hospitals will still need assistance integrating its use into existing workflows, training staff and managing implementation. This need is especially timely as hospitals prepare for the financial strain and operational pressure that will result from H.R. 1-related coverage losses and increased uncompensated care. A dedicated implementation lead would be valuable for smaller hospitals as they work to adopt and use this tool effectively.

HASC continues working with LACDPH and member hospitals to support communication and coordination related to numerous medical debt efforts, including this pilot. We believe

this pilot will strengthen hospital operations, improve consistency in financial assistance screening and help hospitals manage growing financial pressures.

Thank you for your consideration of this request.

Sincerely,



George W. Greene, Esq.  
President/CEO  
Hospital Association of Southern California

<p>County of Los Angeles Quality and Productivity Commission  <b>PRODUCTIVITY INVESTMENT FUND PROPOSAL</b>                  (Please submit the proposal with a cover letter signed by the department head)</p>	
<p>Last Updated: 2/5/2026</p>	
<p>Department:                  Department of Public Health                  (Division of Medical and Dental Affairs, Healthcare Consumer Protection Unit)</p>	<p>Date:                  4/3/2026</p>
<p>Project Name:                  Presumptive Eligibility Portal Adoption Accelerator (Technical Assistance Pilot)</p>	
<p><b>PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.</b></p> <p>PIF funding will support one year of contracted technical assistance to help hospitals adopt the presumptive eligibility portal. Funds will cover onboarding, workflow mapping, training, implementation support, and performance tracking so eligible patients receive charity care earlier, reducing medical debt and uncompensated care that can increase pressure on County facilities.</p>	
<p><b>SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.</b></p> <p>The project will support hospital adoption of a presumptive eligibility portal being advanced through external funding. Its long term goal is to increase hospital financial assistance across Los Angeles County’s 101 hospitals. In the pilot year, the project will focus on 25 smaller community hospitals that often have fewer internal resources for workflow redesign, staff training, and implementation support, especially in light of HR1 health care cuts that may increase financial strain on patients, hospitals, and the broader safety net.</p> <p>Too many patients likely to qualify for hospital financial assistance are not identified early enough. As a result, patients can miss opportunities for charity care, take on avoidable medical debt, and sometimes enter collections when they may have qualified for help. This is especially true for patients facing language, literacy, and other navigation barriers, since manual financial assistance processes often depend on patients understanding, requesting, and completing paperwork during illness.</p> <p>The portal will help hospitals screen for likely financial assistance eligibility earlier through income verification and a standardized screening process. The project is not for software development or purchase of a new technology product. It is for hands on implementation help needed to make the tool work in practice across hospitals.</p> <p>The project would fund a contracted revenue cycle and financial assistance expert, along with modest operating support, to provide onboarding, workflow assessment, implementation planning, staff training, troubleshooting, and performance tracking. Benefits are both service and fiscal, including access to charity care, less avoidable medical debt, and reduced manual variation. Hospital financial assistance, often called charity care, differs from bad debt, which reflects unpaid bills. When financially eligible patients receive assistance where they first seek care at community hospitals, less uncompensated care shifts to County facilities, helping preserve County resources.</p>	

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.**

Outcome measures will focus on financial assistance, workflow improvement, and County impact. The Department will track the amount of financial assistance provided at participating community hospitals, changes in missed financial assistance opportunities, and reductions in manual screening burden where feasible. A key longer-term indicator will be whether County operated hospitals account for a smaller share of total charity care across all hospitals in Los Angeles County, which would suggest that more eligible patients are being connected to assistance upstream at community facilities rather than relying disproportionately on County hospitals.

Implementation and usage measures will include the number of hospitals onboarded, workflow assessments completed, staff trained, time to go live, accounts screened, presumptive eligibility determinations completed, and regular participation in implementation and performance check ins. The pilot's target is to onboard 25 smaller community hospitals in the first year.

Data sources will include portal generated screening records, hospital reported implementation and workflow data, and external hospital financial assistance reporting available through state and federal sources. To improve validity, DPH will use standardized reporting templates, review supporting documentation where feasible, compare hospital reported figures against portal activity, and cross check longer term financial assistance trends against audited external reporting where available.

Performance will be monitored through baseline assessment, monthly implementation tracking, and quarterly review. A year-end report will summarize results, lessons learned, and recommendations for expansion.

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:

---

**Amount Requested:**            Loan **\$0.00**                            Grant **\$159,650**                            Total **\$159,650**

---

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


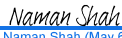

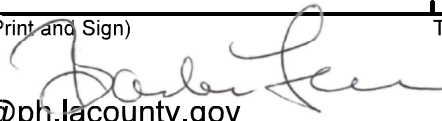
	Implementation Period	Project Year 1	Project Year 2	Project Year 3
A. Annual Cost of Current Process:	\$0	\$0	\$0	\$0
B. Estimated Annual Cost of Proposal:	\$159,650	\$159,650	\$0	\$0
C. Savings (B minus A)	\$0	\$0.00	\$0.00	\$0.00

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

Fiscal Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2025 to 26	\$0	\$0	\$0	\$0
2026 to 27	\$39,912.50	\$39,912.50	\$39,912.50	\$39,912.50

---

Quality and Productivity Manager (Print and Sign) Rachel Baker Devine  <small>Rachel Baker Devine (May 5, 2026 15:01:17 PDT)</small> Telephone Number  E-mail    rbakerdevine@ph.lacounty.gov	Project Manager (Print and Sign) Naman Shah  <small>Naman Shah (May 6, 2026 12:26:35 PDT)</small> Telephone Number  E-mail    NShah@ph.lacounty.gov
Department CIO/IT Manager (Print and Sign)  Telephone Number  E-mail	Budget/Finance Manager (Print and Sign) Ben Phan  <small>Ben G. Phan, MSc, MA (May 7, 2026 11:50:06 PDT)</small> Telephone Number  E-mail    BPhan2@ph.lacounty.gov
Department Head (Print and Sign) Barbara Ferrer  E-mail    BFerrer@ph.lacounty.gov	Telephone Number 323-434-2700

**\*\* 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? The proposal was

not included in the current budget request because it is a one-time grant funded pilot that emerged after the regular budget cycle and depends on portal planning and external funding that were still being finalized.

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? **N/A**

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? Yes

The project has strong potential to reduce net County cost through cost avoidance and revenue preservation. By helping non-County hospitals identify financially eligible patients earlier and more consistently, the project should increase uptake of hospital financial assistance and reduce avoidable medical debt. This service enhancement benefits patients directly and helps stabilize hospital operations by reducing manual variation and improving workflow consistency.

For the County, the primary fiscal benefit is downstream. When eligible patients receive financial assistance or related coverage support where they first present, there is less uncompensated care pressure shifted onto County operated facilities. Based on current estimates, if this effort produces even a 5 percent increase in non-County hospital financial assistance, it could avert approximately \$21.3 million in

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

medical debt in the first year and reduce unreimbursed County expense by roughly \$8.2 million. The project therefore represents a relatively modest up-front investment with the potential for substantial system level return.

In addition, the project generates future value by creating reusable implementation tools, training approaches, and performance reporting methods that can support expansion without repeating the same start up effort at each site.

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?

This proposal complements existing County best and shared practices by pairing a shared platform with standardized implementation support, performance measurement, and equity focused service design. It reflects the County’s broader emphasis on interdepartmental coordination, streamlined processes, equity centered practice, and data driven decision making.

The project does not fund development of a new technology product. Instead, it represents an operational innovation: a County led implementation model designed to turn an externally funded presumptive eligibility portal into routine hospital practice. Many projects fund the build, but not the workflow redesign, staff training, troubleshooting, and performance management needed for consistent use. This proposal closes that long standing operational gap through a structured model that includes onboarding, workflow mapping, staff training, troubleshooting, and outcome tracking across multiple hospitals.

The approach also supports the Board’s Healthcare Integration and Poverty Alleviation priorities. By helping non-County hospitals identify eligible patients earlier and connect them to financial assistance where they first seek care, the project can

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

reduce medical debt burden, improve consistency in access, and help reduce downstream uncompensated care pressure on County facilities.

From an equity perspective, the project benefits uninsured, underinsured, low income, and other financially vulnerable patients, especially those served by smaller hospitals with fewer internal implementation resources. By standardizing adoption support across sites, the County can help ensure the benefits of the portal are not limited to the best resourced hospitals. This aligns with Department goals related to access, equity, patient protection, and system accountability.

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

Yes. This is a one-year technical assistance pilot designed to test whether dedicated implementation support improves adoption and sustained use of the shared presumptive eligibility portal across participating hospitals.

Programmatic success will be measured by hospital onboarding, active portal use, staff training completion, workflow integration, and improved financial assistance screening performance. Fiscal success will be measured by increased financial assistance at non-County hospitals, reduced missed eligibility opportunities, estimated medical debt averted, and evidence that earlier screening helps reduce downstream uncompensated care pressure on County facilities.

Key learning objectives include identifying the most common adoption barriers, the level of support different hospital types require, the most effective workflow models, and the minimum technical assistance package needed for sustained use. Further expansion would be warranted if the pilot demonstrates strong uptake, measurable operational and fiscal value, and a replicable implementation model that can be scaled to additional hospitals or related County initiatives. Training sustainability after the pilot year will be supported through reusable onboarding materials, workflow templates, staff training tools, and implementation lessons developed

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

during the pilot, with longer term portal support expected to continue through the external hosting and member support structure already being established.

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

This proposal streamlines several current processes that are fragmented, inconsistent, and heavily manual. Today, at many hospitals, identification of likely financial assistance eligibility depends on staff awareness, variable local workflows, manual document collection, and inconsistent follow up. As a result, patients who may qualify for assistance are often identified too late, or not at all, increasing the likelihood that balances progress further into collections risk before appropriate screening occurs.

This pilot would streamline the front end of that process by supporting a shared presumptive eligibility workflow across participating hospitals. With the portal in place and backed by structured technical assistance, hospitals can move from ad hoc screening practices to a more standardized approach that supports earlier identification, more consistent use of income verification, and better routing of eligible accounts. This reduces duplicative effort, lowers dependence on staff workarounds, and improves timeliness.

For the County, the project also streamlines how implementation support is delivered and monitored. Instead of each hospital independently trying to interpret and operationalize the platform, the County would coordinate a common onboarding model, shared training materials, standardized workflow assessment, and a common set of performance measures. This reduces duplication across sites and creates a reusable implementation framework.

The project also improves the County's ability to monitor whether a shared investment is producing results. Rather than relying on anecdotal updates or variable reporting across hospitals, the pilot would establish structured implementation milestones and routine outcome tracking. In that sense, the

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

productivity gain is not only at the hospital workflow level, but also at the County program management level. The County moves from fragmented implementation oversight to a more organized, measurable, and scalable approach that can support continuous improvement, future expansion, and a more balanced distribution of charity care across hospitals in Los Angeles County.

8. (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.

Yes. This proposal aligns strongly with multiple elements of the County’s 2024 to 2030 Strategic Plan. It is most directly tied to North Star 1, Make investments that transform lives, especially the focus on Healthy Individuals and Families. By helping financially vulnerable patients obtain hospital financial assistance earlier, the project supports access to care and reduces the financial harm that can follow illness or hospitalization.

The proposal also aligns with North Star 3, Realize tomorrow’s government today. It advances the County’s goals related to communication and public access, equity centered policies and practices, data driven decision making, flexible and efficient infrastructure, and stronger internal processes. This pilot does so by supporting adoption of a shared tool, improving access to timely financial assistance pathways, using performance data to monitor implementation, and creating a more consistent and efficient process across hospitals.

Among Board Directed Priorities, the proposal is especially relevant to Healthcare Integration, because it supports a more coordinated approach to patient financial assistance across the health system. It also supports Poverty Alleviation, since medical debt is both a cause and consequence of financial insecurity, and Anti Racism, Diversity, and Inclusion, because fragmented financial assistance systems often burden communities already facing structural inequities. Overall, the proposal

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

reflects core County priorities related to equity, prevention of financial harm, improved access, and coordinated service delivery.

9. (150 words) Does this proposal enhance the County image and/or improve relationships with the County’s constituents? Please explain.

Yes. This proposal enhances the County’s image by showing that Los Angeles County is taking practical, equity focused action to address medical debt and improve access to hospital financial assistance. Medical debt is a highly visible issue that directly affects residents’ financial stability and trust in the health care system. A County supported effort that helps hospitals connect eligible patients to financial assistance earlier shows responsiveness to a real community need.

It would also position Los Angeles County as a national leader. If successful, this project could make Los Angeles the first in the country to implement a shared, County led model for large scale presumptive eligibility adoption across hospitals. In that sense, the proposal is not only a local improvement effort, but a potential national model for how public agencies can address medical debt and reduce downstream County costs through operational implementation support. The proposal also improves relationships with constituents by making the system easier to navigate and more consistent across hospitals, reducing confusion, stress, and avoidable debt for low income and medically vulnerable households.

10. (150 words) How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?

This proposal promotes interdepartmental cooperation by creating a practical implementation model at the intersection of public health, healthcare operations, patient financial protection, and Countywide strategic priorities. The project is led by DPH, but its benefits extend across the broader County health system, particularly where delayed financial assistance contributes to downstream uncompensated care pressures.

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

The pilot can support stronger coordination among DPH program staff, departmental leadership, budget and evaluation staff, and partners involved in healthcare integration and medical debt reduction efforts. It also creates a structure for more consistent performance reporting, shared learning, and common implementation practices across participating hospitals.

Over time, the implementation framework and related data approach may inform other County efforts involving eligibility screening, referral pathways, and cross system patient support design. In that way, the project supports not only hospital adoption of this tool, but also broader County learning about how to implement shared service models more effectively.

11. (150 words) Where did the original idea for this project come from?

The idea for this project emerged from DPH's ongoing work to improve hospital financial assistance, prevent medical debt, and advance presumptive eligibility efforts in Los Angeles County. Through engagement with hospitals, community partners, and other key stakeholders involved in development of the shared portal, DPH heard again and again a consistent implementation challenge: technology development alone would not be sufficient to achieve meaningful impact. Many hospitals, particularly smaller community and safety net institutions, said they wanted structured training and implementation support to integrate the portal into existing workflows, train staff, and use the tool consistently and effectively.

Accordingly, this proposal was developed in response to their needs. The requested pilot is intended to address that gap by providing the technical assistance and implementation support necessary to translate an important infrastructure investment into measurable service, operational, and fiscal results.

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

2025-26

2026-27

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

1<sup>st</sup> Quarter \$ 0  
 2<sup>nd</sup> Quarter \$ 0  
 3<sup>rd</sup> Quarter \$ 0  
 4<sup>th</sup> Quarter \$ 0

1<sup>st</sup> Quarter \$ 39,912.50  
 2<sup>nd</sup> Quarter \$ 39,912.50  
 3<sup>rd</sup> Quarter \$ 39,912.50  
 4<sup>th</sup> Quarter \$ 39,912.50

**2027-28**

1<sup>st</sup> Quarter \$ 0  
 2<sup>nd</sup> Quarter \$ 0  
 3<sup>rd</sup> Quarter \$ 0  
 4<sup>th</sup> Quarter \$ 0

**2028-29**

1<sup>st</sup> Quarter \$ 0  
 2<sup>nd</sup> Quarter \$ 0  
 3<sup>rd</sup> Quarter \$ 0  
 4<sup>th</sup> Quarter \$ 0

**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)
Finalize project scope, contracting approach, and workplan; use an existing County as needed temporary personnel contract mechanism to procure and activate the contracted technical	July 2026	\$39,912.50, FY 2026 to 27	\$0, grant
Conduct workflow mapping, onboarding, and staff training for first cohort; begin launch and implementation troubleshooting	September 2026	\$39,912.50, FY 2026 to 27	\$0, grant
Continue first cohort implementation and troubleshooting; monitor performance, refine workflows, and onboard additional sites as feasible	January 2027	\$39,912.50, FY 2026 to 27	\$0, grant

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

Complete year end evaluation, sustainability plan, expansion recommendations, and project closeout reporting	May 2027	\$39,912.50, FY 2026 to 27	\$0, grant

**LINE-ITEM BUDGET DETAIL**

(Work with your Budget Analyst)

**Services and Supplies**

List all services and supplies here

(a) Consultant Contract **\$159,650**

**Other Charges**

List all other charges here

(b) Total other charges **\$0**

**Fixed Assets**

List all equipment and other fixed assets here

(c) Total fixed assets **\$0**

**TOTAL COSTS (a+b+c) **\$159,650****



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

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**Program Coordinator**  
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*\*Chair Emeritus*

**EXECUTIVE OFFICE**



**BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES**

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

May 12, 2026

Mr. Emilio Salas  
Executive Director  
Los Angeles County Development Authority  
700 West Main Street  
Alhambra, California 91801

Dear Mr. Salas:

Thank you for a very informative visit on April 16, 2026. Commissioners learned that the Los Angeles County Development Authority (LACDA) is one of 19 Public Housing Agencies in Los Angeles County and oversees over 30,000 subsidized units and three major public housing communities including Carmelitos, Nueva Maravilla, and Harbor Hills.

Commissioners commend the LACDA for its rapid response to the 2025 wildfires. The LACDA launched the Altadena Disaster Relief Small Business Loan Program which issued over \$1 million in Economic Development Assistance loan funds to local businesses; administered more than \$3.9 million in Emergency Solutions Grant-Rapid Unsheltered Survivor Housing to assist individuals and families experiencing homelessness or at risk of homelessness in disaster-affected areas; and moved rapidly to request 50 dedicated Section 8 Choice Vouchers from the U.S. Department of Housing and Urban Development (HUD) for fire-impacted households. The LACDA also served as a support system for senior residents of Altadena Vistas, a 22-unit property damaged in the wildfire that is owned and operated by the LACDA. The property required substantial rehabilitation and remediation due to burn damage. The building should be ready for occupancy in 2027.

Commissioners appreciated the update on the following rental subsidy programs:

- Housing Choice Voucher (HCV) Program – HUD's main rental assistance program for assisting families with limited means
- Veterans Affairs Supportive Housing Program – Combines HCV for homeless veterans with case management and clinical services provided by the Department of Military and Veterans Affairs
- Continuum of Care Program – Rental assistance and supportive services to homeless persons with disabilities, mainly those with mental illness, chronic substance abuse problems, and AIDS or related diseases
- Family Unification Program – Supportive services designed to keep families together or reunite families where minor children have been placed outside the home
- Foster Youth to Independence Program – Rental assistance to youth (18-24 years old) who left or about to leave foster care who are homeless or at risk of homelessness
- Emergency Housing Voucher Program – Rental subsidy to individuals and families who are homeless or at risk of homelessness, fleeing or attempting to flee domestic violence, sexual assault, or human trafficking

Mr. Emilio Salas  
May 12, 2026  
Page 2

- Homeless Incentive Program – Targeted and integrated interventions such as rental application fee and security deposit assistance as a means to overcome barriers to permanent housing

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

- Partnering with the Department of Public Health to remediate lead paint hazards in targeted areas of the County; over 1,200 homes have been remediated to date
- Working with the new Department of Homeless Services and Housing to distinguish roles and responsibilities over people experiencing homelessness or at risk of homelessness
- Finding solutions to mitigate the monthly Per Unit Cost (PUC) that the LACDA pays for each participating household; currently more than 30,000 households are receiving rental assistance from the LACDA
- Partnering with the Department of Consumer and Business Affairs to determine owner compliance (e.g., rent cap, eviction documentation, etc.) with the Rent Stabilization and Tenant Protection Ordinance

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

- Exploring housing production of missing middle units (150-250% Area Median Income) for sale or rent that could generate needed revenue and cross-subsidize lower-income housing programs
- Managing the changes in federal policies and regulations (e.g., Continuum of Care Program funding restructure) that impact housing assistance programs and LACDA's operations
- Releasing a Notice of Funding Availability (NOFA) in the amount of \$100 million across all Supervisorial Districts, with approximately \$22 million prioritize for households impacted by the Eaton Canyon wildfire

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

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JTG

Mr. Emilio Salas

May 12, 2026

Page 3

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 Rod Gibson  
Commissioner Shawn Landres  
Commissioner Ed McIntyre  
Commissioner Scott Palmer  
Commissioner Dion Rambo  
Commissioner Will Wright  
Keisha Belmaster, PMN Chair  
Elisa Vasquez, Productivity Manager



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**EXECUTIVE OFFICE**



**BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES**

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

June 1, 2026

Dr. Lisa Wong  
Director  
Department of Mental Health  
550 South Vermont Avenue  
Los Angeles, California 90020

Dear Dr. Wong:

Thank you for a very informative visit on April 29, 2026. Commissioners appreciated the update on the size, scope, and challenges faced by the Department. DMH serves approximately 250,000 unique clients with mental illness annually, with one in five of these clients experiencing homelessness. As the largest County-operated mental health department in the country, it operates a network of over 1,000 providers/sites and receives roughly 12,000 calls per month on its 24/7 Help Line. The Department was also named in 96 Board motions related to mental health in the past year.

Commissioners commended the Department on exemplary, replicable initiatives focused on breaking down barriers to access services, including:

- Hollywood 2.0, a pilot program that teams with community partners to offer a range of "clubhouse" services to individuals with severe mental health challenges. The Clubhouse model is an intentional, voluntary, and organized support system that is credited as a major contributor to the significant drop (up to 49%) in unsheltered homelessness in the area.
- Homeless Outreach Mobile Engagement (HOME), a full scope street psychiatry program providing specialty mental health services to adults experiencing homelessness and severe mental illness; of the 392 hospitalizations in 2024-25, only 52 (13%) returned to the street upon discharge. HOME won the 2024 Productivity and Quality Awards' Silver Eagle!

Commissioners also appreciated the update on DMH response to recent legislative changes related to mental health services, including:

- Administering the Behavioral Health Services Act (BHSA), which shifted funding to prioritize housing and treatment for those with severe mental illnesses or substance use disorders.
- Reorienting conservatorship services in line with Senate Bill 43 which expands the definition of "gravely disabled."

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

- Establishing the Office of Transitional Age Youth (TAY) to support teens and young adults' mental health and wellbeing;
- Establishing academic affiliation agreements with fifteen graduate programs, including with Historically Black Colleges and Universities;
- Leading the County in emergency appointments (EA) by onboarding over 1,500 hires and promotions in FY 2024-25 despite a national mental health

staffing shortage; for FY 2025-26, the Department has processed approximately 32,000 EA applications and examinations;

- Improving timely access to care through data collection and monitoring and establishing systems like the Universal Entry Referral (UER) system and centralized scheduling which uses automation to reduce inefficiencies; overall timely appointments went from 79% in 2024 to 85% in 2025.

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

- Piloting artificial intelligence (AI) products for clinical documentation to improve note timeliness, improve the quality of clinical notes, increase staff satisfaction and productivity, and improve billing/revenue;
- Continuing to address the national shortage of licensed clinical staff, psychologists, psychiatrists, and social workers, which impacts the Department's ability to hire and provide services;
- Addressing the Institution for Mental Diseases (IMD) exclusion rules that limit reimbursable treatment to facilities with 16 beds or less and tackling bed expansion challenges due to significant costs (i.e., approximately \$1 million per bed to build out);
- Expanding the Clubhouse model across the County (districts 1, 2, 4, 6) and transitioning the Department's directly operated Peer Resource Centers into the Clubhouse model by July 1, 2026.

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

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JTG

- c: Edward Yen, Executive Officer, Board of Supervisors  
Steven Hernandez, Chief Deputy, Executive Office of the Board of Supervisors  
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June 1, 2026

Dawyn R. Harrison  
County Counsel  
Office of the County Counsel  
500 West Temple Street, Suite 648  
Los Angeles, California 90012

Dear Ms. Harrison:

Thank you for a very informative visit on April 30, 2026. Commissioners appreciated the comprehensive update on the work of, as you reminded us, "one of the largest law firms in the nation."

The Commissioners were impressed by the size, range, and scope of the work of the Office of the County Counsel. In 2025, the Department received 5,525 lawsuits and 18,000 claims related to the January 2025 wildfires. The Department also manages critical litigation (e.g., probation consent decrees and receivership), conducts investigations, and protects the County's most vulnerable constituents through specialty litigation including workers' compensation (22,103 claims), dependency court (17,668 claims), and probate (2872 filings).

The Department's Affirmative Litigation and Consumer Protection (ALCP) Division further protects County residents from unlawful and unfair business practices (e.g., price gouging, code enforcement, and environmental justice). High-impact consumer protection cases include litigation against prescription drug supply chain entities for their role in the opioid crisis, insurance companies for their handling of 2025 wildfire survivors and claims, oil companies for failing to decommission oil and gas wells in the Inglewood oil field, and soft drink corporations for their role in plastic pollution's negative impact in the environment.

Commissioners commended the Office of the County Counsel's ongoing collaboration with various departments and efforts on County initiatives, including:

- Working closely with the Department of Homeless Services and Housing, including the emergency appointments ordinance to staff the new department;
- Addressing sudden changes in immigration enforcement
- Providing guidance and support of the County's governance reform efforts;
- Working continuously with public safety departments on alternatives to incarceration efforts;
- Assisting departments with affordable housing and tenant protections among other issues.

Commissioners also congratulated the Department on its 2025 Gold DEI Leadership Seal award from the California State Bar for its commitment to advancing diversity, equity, and inclusion. The Department is one of only six

government law offices to ever receive the Gold! In response to the County's Anti-Racism, Diversity and Inclusion (ARDI) efforts, the Department also established a Chief Diversity Officer as an advisor to ARDI's executive team.

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

- Implementing the Office of County Hearing Officer (OCHO) for 3-year pilot starting January 2025 to ensure due process, fairness and transparency of County administrative hearings;
- Implementing the County Counsel Academy, Internship Committee, Mentorship Committee, and Onboarding Committee to recruit, welcome, nurture and retain talent;
- Establishing a Presidential Administration Transition Team to address changes in federal policies;
- Digitizing thousands of records to preserve and protect information and documents; since 2024, (approximately 5,000 boxes have been digitized with another 19,500 additional boxes identified for digitization);
- Responding to 856 Public Records Act (PRA) requests (over 1,000 were received) as a means to interact with and provide information to the public and constituents.

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

- Working with the Chief Information Office to pilot the use of artificial intelligence—under new State Bar guidance—to improve efficiency within the Department and on work performed by outside counsel;
- Developing a structured education program grounded in mentorship, academic guidance and early exposure to law-related experiences to develop the next generation of attorneys;
- Implementing the Department's Strategic Plan "to protect superior legal services to the County, create a social impact, maintain operational excellence, and cultivate a connected and empowered workforce";
- Developing a comprehensive proposal to address the parking challenges (i.e., capacity, employee safety, parking "hoteling", etc.) in the Civic Center area.

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

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JTG:jl

- c: Edward Yen, Executive Officer, Board of Supervisors
- Steven Hernandez, Chief Deputy, Executive Office of the Board of Supervisors
- Joseph Nicchitta, Interim Chief Executive Officer
- Jeremy Gray, Acting Chief Deputy, Chief Executive Office
- Commissioner Viggo Butler
- Commissioner Barry Donelan
- Commissioner Rod Gibson
- Commissioner Shawn Landres
- Commissioner Huasha Liu
- Commissioner Ed McIntyre
- Commissioner Joe Waz
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- Jesus Castillo, Productivity Manager
- Lisa Lopez, Productivity Manager (Alternate)



June 2, 2026

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Amy J. Bodek  
Director  
Department of Regional Planning  
320 West Temple Street  
Los Angeles, California 90012

Dear Ms. Bodek:

Thank you for a very informative visit on May 7, 2026. Celebrating over 100 years of service, the Department of Regional Planning is the planning department for over one million people in the unincorporated areas in Los Angeles County.

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

- Establishing a dedicated Disaster Recovery Team, whose sole responsibility was implementing disaster recovery policies and reviewing rebuild applications.
- Developing a cross-departmental, unified Disaster Recovery Permit process, which consolidated a manual and multi-departmental review into a single, coordinated and automated workflow system. The streamlined process significantly reduced delays and miscommunication and eliminated the need for applicants to submit separate applications to multiple departments.
- Implementing the Eaton Fire Disaster Recovery Ordinance which removed procedural bottlenecks that prolonged the discretionary review process. The Ordinance introduced development standards unique to the Eaton Fire area and allowed modification to the standards without a public hearing.
- Collaborating with the Department of Parks and Recreation to provide drone imagery for fire damage assessment.

Commissioners also strongly supported the Department's collaboration with the Department of Economic Opportunity on economic development. Notably, the Department proactively identifies strategic opportunities to optimize land use in ways that benefit communities, support businesses that contribute to complete neighborhoods, and provide the County with enhanced avenues to leverage property tax revenues.

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

- Partnering with Archistar to launch eCheck, an artificial intelligence (AI) plan review tool to review architectural plans prior to a formal application submission. The software identifies potential zoning compliance issues early, reducing the number of corrections and resubmittals before plans are approved. Notably, within the first round of review using eCheck, 181 of 253 applications received (72%) zoning clearance.
- Partnering with Canibuild, an AI-powered pre-construction platform to provide residents with an easy, guided experience for evaluating rebuilding options. The pre-approved standard plans and streamlined permitting process help homeowners rebuild more efficiently, safely, and affordably. Permits issued

through the pre-approved plans program are processed in less than half the time – an average of 47 days compared to 118 days for applicants not using the program.

- Advancing Transformation efforts aimed at developing enhanced, education- and resource-focused enforcement processes and tools designed to help residents and businesses navigate compliance in a fair, transparent, and supportive manner, while improving the overall effectiveness and efficiency of the enforcement program.
- Expanding the Los Angeles County Planning Drone Program which was previously funded by the Commission's Productivity Investment Fund. The Drone Program has expanded from 10 drones and 10 pilots during its pilot phase to 18 drones and 15 Federal Aviation Administration (FAA)-certified pilots, enhancing the County's ability to respond to critical and emergency situations through improved drone imagery and advanced mapping capabilities.

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

- Integrating AI tools into holistic research, design, and implementation of new policies and procedures.
- Advancing the EPIC-LA system toward certification as a legally compliant digital records system, enabling the County to eliminate reliance on paper documents.
- Strengthening community trust by finding ways to reduce fines and repositioning the Department as a supportive resource – rather than solely an enforcer – to help residents achieve compliance with Southern California Edison requirements in a fair and equitable manner throughout recovery efforts.
- Implementing joint inspections to help ensure that property owners receive early counseling on how to abate the violation and complete the permitting process.

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

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JTG:jl

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Commissioner Will Wright  
Keisha Belmaster, PMN Chair  
Julie Moore, Productivity Manager



June 15, 2026

Kelly LoBianco  
Director  
Department of Economic Opportunity  
510 S. Vermont Avenue, 11th Floor  
Los Angeles, California 90020

Dear Ms. LoBianco:

Thank you for a very informative visit on May 11, 2026. Commissioners appreciated the update on departmental efforts to help residents work, live and do business in the County. In the last three years, the Department enrolled 8,222 youth in Youth@Work with more than 900 employer partners. More than 61% of placements are in high-growth sectors including healthcare, infrastructure, logistics, and creative economy. The Department also awarded over \$1.5 billion in contracts to certified small businesses.

Commissioners commend the Department's efforts on key priorities, including:

- Economic Mobility Initiative (EMI): Expanding access to education, training and technical assistance, and capital for 10,000+ historically disinvested small businesses through a network of 15+ community partners and drive anti-displacement, wealth generation, and economic mobility outcomes
- Equity in Infrastructure Pledge (EIP): Advancing equitable access to public contracting opportunities for small and diverse businesses in partnership with County departments and external institutions and a goal to triple County certifications prior to the 2028 Olympic and Paralympic Games
- Preparing Los Angeles for County Employment (PLACE): Increasing direct pathways into public sector employment with a focus on accessible entry points for high-barrier populations
- Reentry Employment, Navigation, Engagement, and Wellbeing (RENEW): Launching the RENEW program to provide transitional jobs, skills training, supportive services and incentives, peer mentorship, and quality job opportunities and empower justice-impacted residents

Commissioners also appreciated the update on the Department's strategic plan and reorganization. The Department is transitioning from a start-up department to a high-performing, scalable organization with the right structure, talent and systems in place to deliver its mission and vision. Since it was created in 2022, the Department has focused on:

- Finalizing a Strategic Plan to align with Board priorities and economic need
- Hiring talent with expertise in workforce systems, economic development, capital projects, and data, policy and program design
- Developing standardized policies, procedures, and performance systems
- Investing in training, culture, and continuous improvement practices
- Building systems to support real-time decision making and transparency

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

- Building infrastructure for rapid crisis response that has deployed \$95 million to small business and workers impacted by economic disruptions like the 2025 wildfires, entertainment industry strikes, and road closures

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- Partnering with all County departments and working closely with public, private, social, education, philanthropic sectors and the community to co-design programs
- Emphasizing customer-centered service delivery, meeting residents and businesses where they are through efforts like the Economic Mobility Initiative
- Launching the Capital Development branch to align economic development, housing, and revitalization strategies including investments in mixed-use development, commercial corridor revitalization and anti-displacement strategies
- Leading economic recovery strategies for wildfire-impacted communities including workforce programs, business relief funds, and long-term rebuilding efforts

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

- Undertaking the changes in federal policies, budget allocation and regulatory guidance that impact the structure, eligibility, and sustainability of locally administered programs
- Preparing for the 2028 Olympic and Paralympic Games and advancing programs to ensure local workers and small businesses benefit from procurement, workforce training, and long-term legacy investments tied to LA28
- Implementing an integrated data system to improve real-time coordination and outcome tracking
- Addressing delays in scaling programs in high-demand environments due to hiring challenges and workforce capacity

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

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JTG:jl

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Steven Hernandez, Chief Deputy, Executive Office of the Board of Supervisors  
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Kevin Anderson, Productivity Manager  
Stephanie Holloway (Alternate)



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June 9, 2026

Dr. Jackie Contreras  
Director  
Department of Public Social Services  
12801 Crossroads Parkway South  
City of Industry, California 91746

Dear Dr. Contreras:

Thank you for a very informative visit on May 13, 2026. Commissioners appreciated the update on the largest social services department in the nation. As of March 2026, the Department serves 3.2 million clients on Medi-Cal. The Department also serves 1.5 million on CalFresh, 306,845 In-Home Supportive Services recipients, 259,319 on CalWORKS, and 115,334 on General Relief. Through its current Strategic Plan, launched in 2022, the Department has focused on transforming service delivery from transactional to relational and by connecting individuals and families to social services for lasting economic mobility and well-being.

Commissioners recognized the impact of the One Big Beautiful Bill Act (H.R. 1) on the Department's two largest programs: CalFresh and Medi-Cal. Despite the challenges created by the H.R. 1 Bill, the Department acted quickly to manage the increased administrative workload, prepare for potential reductions in federal funding, mitigate possible impacts on customer benefits, and conduct targeted outreach to ensure customers had access to resources and up-to-date information. For example, the Department created the "Keep Your Benefits" web page to share information regarding the policy changes, flyers, toolkits, and videos related to H.R. 1.

Commissioners also noted the 90<sup>th</sup> Anniversary of the Department's Toy Loan Program, celebrated in 2025. The event provided an opportunity to highlight the Program's successes, demonstrate the Department's ongoing commitment to supporting children, and its impact on the community. In addition to loaning toys, the Program oversees initiatives such as the *Adopt-A-Family* Program during the holidays and annual backpack giveaways at the start of the school year, serving as an important point of connection for families.

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

- Leveraging technology and social media optimization for outreach, including the release of informational YouTube videos, call and text message campaigns, media and radio interviews, local newspaper features, and targeted marketing campaigns to keep customers informed
- Prioritizing research, data collection, and analysis to drive informed decision-making through dashboards, reports, quality assurance reviews, audits, evaluations, and the examination of gaps in sources of information

- Partnering with other County departments, community-based organizations, faith-based organizations, colleges and universities, etc. to educate, outreach, and keep constituents informed of updates and changes to their benefits
- Participating in the Benefits Cliff Mitigation Pilot led by the Chief Executive Office Poverty Alleviation Initiative (PAI). The pilot is a research initiative to identify strategies that support a more gradual transition off social welfare benefits. This new pilot program emerged from the findings of the Department's Economic Mobility project, which was funded by the Commission's Productivity Investment Fund.
- Developing tools to increase the CalFresh Payment Accuracy rate to avoid fiscal penalties, such as the Automated Payment Verification System process, CalFresh Toolbox, and Pyramid.

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

- Expanding funding opportunities by establishing a Grant Writing Section, which the Commission identified as a critical departmental need and has the potential to bring in additional dollars to supplement limited general funds and support innovative programming.
- Addressing trends impacting the Department's operations, including modernization and automation efforts and integrating artificial intelligence (AI) into daily workstreams, such as leveraging AI to close equity gaps through language translation, formulating standard language for common parts of contracts, developing call summarization and field notes to go with case records for various programs, such as the In-Home Supportive Services program.
- Implementing the Move-In Assistance Payment pilot program in partnership with the PAI, that helps adults without children and are unhoused, or about to lose their housing, with up to \$500 to pay for move-in costs. Move-in costs may be used for security deposits, utility deposits/turn on fees, moving costs (including truck rental), overdue storage facility fees, refrigerator and/or stove (if the rental lacks the appliance), and any other required costs (e.g., key deposits). The Move-In Assistance Fund is only available to those who have been approved for a General Relief Housing Subsidy.

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Maria Rivera, Elizabeth Herrera, and Sonia Santana. Please contact Jackie Guevarra, Executive Director, at [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov) for additional information.

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JTG:jl

Dr. Jackie Contreras

June 9, 2026

Page 3

c: Edward Yen, Executive Officer, Board of Supervisors  
Steven Hernandez, Chief Deputy, Executive Office of the Board of Supervisors  
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Jeremy Gray, Acting Chief Deputy, Chief Executive Office  
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Commissioner Nancy Harris  
Commissioner Edward McIntyre  
Commissioner Joe Waz  
Keisha Belmaster, Chair, Productivity Managers' Network  
Maria Rivera, Productivity Manager  
Elizabeth Herrera, Productivity Manager (Alternate)  
Sonia Santana, Productivity Manager (Alternate)



June 15, 2026

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Ricardo D. Garcia  
Public Defender  
Office of the Public Defender  
210 West Temple Street, 19th Floor  
Los Angeles, California 90012

Dear Mr. Garcia:

Thank you for a very informative visit on May 14, 2026. Commissioners appreciated the update on the Partners for Justice (PFJ) project that increased the Department's capacity to provide holistic representation and assist clients involved in the legal system. The Department received a Productivity Investment Fund grant to start the project. Currently, the project has 35 Client Advocates providing wrap-around support to stabilize clients, promote wellness, and reduce days of incarceration at eleven offices. Since July 2024, PFJ Client Advocates have served 6,002 clients, provided services in 93% of closed cases, returned an estimated 2,768 years of freedom, and reduced sentences by 85–90% compared to state and national averages.

Commissioners also complimented the Department's efforts on the following programs:

- Since March 2024, the Community Outreach Court (COC) has helped more than 879 people experiencing homelessness with record clearance, ticket relief, warrant resolution, and housing assistance. The COC convenes at the Skid Row Community Refresh Spot, a 24/7 public safe space offering essential amenities such as showers, restrooms, laundry facilities, phone charging, drinking water, access to social services, and pet supplies. The COC was a Productivity and Quality Awards Top Ten Winner in 2025;
- The Holistic Early Assessment and Linkage (HEAL) Program is a pilot which expands a concept originally funded through Productivity Investment Fund in 2023. The current HEAL Program began in January 2026. The purpose of this program is to provide attorney-client privileged assessments at the earliest point to provide guidance to the trial attorneys and, when able, expedited Mental Health Diversion (MHD) reports which allows for faster linkages to services and possible expedited releases;
- The Rapid Diversion Program (RDP) has screened over 13,820 clients with over 4,061 cases diverted to date. The RDP celebrated over 1,347 graduations resulting in no criminal record for those clients, with 91% of graduates having no further contact with the criminal legal system. The RDP currently operates in both Misdemeanor and Felony courts in 8 court houses- Central, Airport, Van Nuys, Long Beach, Antelope Valley, Compton, Pasadena and San Fernando.

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

- Engaging the RAND corporation in a one-of-a-kind Los Angeles specific Public Defender workload study designed to utilize a data-driven approach to public defender workloads, to help the Department and the County identify resource needs

- Navigating attorney attrition and funding its attorney pipeline program by obtaining a JAG Training grant to cover critical training expenses for one year; the County is currently under a hiring freeze to mitigate AB 218 costs and potential federal and state cuts
- Measuring performance with innovative tools within its Client Case Management System (CCMS), establishing a CCMS Steering Committee, and developing a 10-point scale to distinguish the complexity and differences between types of cases assigned to attorneys
- Partnering with the Department of Mental Health to provide Mental Health treatment as opposed to incarceration, with the Office of Diversion and Re-entry for pre and post plea diversion programs and support, and with the Department of Consumer and Business Affairs to refer clients for a wide variety of training to assist with successful re-entry and combating recidivism

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

- Working on innovative programs such as a Forensics Specialty Intern Program to develop a pipeline of specialists
- Integrating artificial intelligence (AI) to enhance case management, enable more efficient workflow, and stronger data-informed case strategies
- Leveraging external funding to expand the following programs: the PFJ, the RDP in collaboration with the Justice Care and Opportunities Department, HEAL to all arraignment courts, and the COC to Lancaster, Hollywood and Macarthur Park

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, John Matthews, Dana Cherry and Marcus Huntley. Please contact Jackie Guevarra, Executive Director, at [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov) for additional information.

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JTG:jl

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Steven Hernandez, Chief Deputy, Executive Office of the Board of Supervisors  
Joseph Nicchitta, Chief Executive Officer  
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John Mathews, Productivity Manager  
Dana Cherry, Alternate Productivity Manager  
Marcus Huntley, Alternate Productivity Manager



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

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

June 11, 2026

Dr. Odey C. Ukpo  
Chief Medical Examiner  
Medical Examiner  
1104 North Mission Road  
Los Angeles, California 90033

Dear Dr. Ukpo:

Thank you for a very informative visit on May 20, 2026. Commissioners congratulated the Department on receiving full accreditation on August 24, 2025 from the National Association of Medical Examiners (NAME) accrediting body, which represents the highest quality standard of a death investigation system. The overall objective of accreditation is to ensure that the application of the standards set forth by NAME will aid in developing and maintaining a high caliber medicolegal death investigation system for the communities in the Department's jurisdiction.

Commissioners commended the Department for its prompt action in identifying the link between three unexplained youth fatalities in Los Angeles County in September 2025 and the commercially available synthetic kratom compound known as 7-Hydroxymitragynine (7-OH). The Department immediately notified the Department of Public Health, facilitating the rapid implementation of a ban on the substance – an intervention that likely prevented many more fatalities.

Commissioners appreciated the updates on several projects funded by the Productivity Investment Fund (PIF):

- Publishing informational animated videos for grieving families in eight different languages, including American Sign Language, on the Department's website as part of the *DME Informational Video Project*
- Expanding the Department's Genetic Genealogy Program to search for relatives for all cases deemed suitable for upload to the GEDmatch database, which is a public online platform that stores and compares DNA data.

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

- Revising its approach to hospital-based deaths to avoid holding remains when hospital physicians had already made the same determinations to minimize delays for families, reduce staff workload, and ensure more equitable and timely examinations compared to deaths occurring on scene;
- Collaborating with the Department of Public Health to hire psychological social workers to support grieving families and contract with the Department of Mental Health to hire a Chief Psychologist (Chief Wellness Officer) to support staff well-being;

- Relocating the Department's current Antelope Valley office onto the Department of Probation's Challenge camp site, making the facility more accessible to the community. The new facility includes ten decedent crypts, new furniture, and improved technological equipment;

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

- Opening the new crypt at the Department's main facility in 2027, which will double the current decedent storage space from about 500 spaces to 1000 spaces
- Partnering with colleges (i.e., Quinnipiac University and Rosalind Franklin University) to train, garner interest, and create a pipeline of pathologist assistants; the Department is also hiring its first pathologist assistant—a rare but innovate practice nationwide—to offset the challenges with recruitment and attrition in the forensic pathology field
- Incorporating the use of Radio Frequency Identification (RFID) as part of the Department's daily operations to streamline the tracking of decedents, case files, toxicology, etc.
- Utilizing artificial intelligence (AI) to improve departmental efficiency and processes, such as for gunshot wound identification
- Fully implementing the Laboratory Information Management System (LIMS), a PIF project, by summer 2026
- Completing a feasibility study in collaboration with the Chief Executive Office to determine costs to obtain appropriate facility space, equipment, and technology required to ensure continued effective service delivery

Thank you for a productive meeting. We will continue to work closely with the Department's Productivity Manager, Dr. Nichelle Shaw. Please contact Jackie Guevarra, Executive Director, at [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov) for additional information.

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JTG:jl

- c: Edward Yen, Executive Officer, Board of Supervisors  
Steven Hernandez, Chief Deputy, Executive Office of the Board of Supervisors  
Joseph Nicchitta, Chief Executive Officer  
Jeremy Gray, Acting Chief Deputy, Chief Executive Office  
Commissioner Viggo Butler  
Commissioner Rodney Gibson  
Commissioner Shawn Landres  
Commissioner Edward McIntyre  
Commissioner Joe Waz  
Commissioner Will Wright  
Keisha Belmaster, PMN Chair  
Dr. Nichelle Shaw, Productivity Manager (Alternate)



June 17, 2026

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Nathan J. Hochman  
District Attorney  
District Attorney's Office  
211 West Temple Street, Room 1200  
Los Angeles, California 90012

Dear Mr. Hochman:

Thank you for a very informative visit on May 27, 2026. Commissioners appreciated the update on the Electronic Charge Evaluation Request (eCER) system that contributed to reducing the backlog of more than 10,000 felony warrants to approximately 3,200 within two years. The eCER system improved efficiency and productivity with almost 95% of cases being submitted by law enforcement agencies (LEA) through eCER compared to only about 17% in 2020. The 24/7 access to eCER played a critical role in reducing the backlog and allowing supervisors to adjust staffing in response to surges in case submissions.

The Department also receives digital evidence through Evidence.com from about 81 LEAs, including nearly all municipal departments, specialized agencies (e.g., airport, port, school/university police, other prosecutors), and several out-of-county partners.

The Commissioners recognized the significant work required of the Department to investigate and prosecute the \$4 billion Assembly Bill (AB) 218 settlement fraud while ensuring that victims receive appropriate compensation. There were 17,000 cases related to the AB 218 settlement with an anticipated 6,000 additional lawsuits forthcoming. The Department established the Justice System Integrity Division, a specialized task force, to ensure there is strategic oversight, enhanced investigative capacity, and coordinated resource deployment to investigate and prosecute AB 218 fraud cases.

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

- Upgrading the Digital Evidence Management System (Justice Premier) to allow automatic searchable artificial intelligence (AI) transcription of all digital media, enabling faster evidence review and filing decisions
- Expanding prosecutions of illegal street-car racing and cannabis operations
- Addressing the backlog of employee performance evaluations to improve organizational accountability, strengthen workforce performance, and reinforce a consistent, timely evaluation process
- Establishing Advisory Boards (e.g., African American, Asian and Pacific Islander, Crime Victims, Homelessness, Interfaith, LGBTQ+, Latino, and Women's) and the Homelessness Task Force to represent diverse populations and communities

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

- Utilizing artificial intelligence (AI) to monitor, track, surface, and mine information to improve efficiency and productivity and as background for independent policy-making and prosecutorial determinations
- Launching a new \$20-30 million case management system with AI integration by (complete a Request for Proposal by end of 2026 and full launch by 2027)
- Hiring experienced prosecutors and fraud investigators to help staff the Healthcare Fraud Division and look into hospice care fraud pursuant to a Board Motion to “Combat Home Health and Hospice Fraud in Los Angeles County” (April 7, 2026)
- Continuing to address retention and recruitment challenges to ensure the Department recruits the highest quality candidates

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

Sincerely,



WILLIAM B. PARENT  
Chair

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