



Los Angeles County
QUALITY AND PRODUCTIVITY COMMISSION

MINUTES OF THE MEETING OF (REVISED)

December 15, 2025, 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) 900-9128

Meeting ID: 844 2814 0093

Passcode: 847856

https://bos-lacounty-
gov.zoom.us/j/84428140093?pwd=b3plD0Juabka1WeTPOuy0H4bjFldNa.1

CALL TO ORDER

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

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

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

ABSENT

Marsha D. Mitchell

PRODUCTIVITY MANAGERS' NETWORK (PMN)

Arman Depanian, Second Vice Chair
Patricia Soltero Sanchez, Productivity and Quality Awards (PQA) Chair

OPENING REMARKS

Commissioner Parent welcomed everyone and noted the meeting is being
recorded. He announced that members of the public could send their
questions or comments to Jackie Guevarra during the meeting via email at
jguevarra@bos.lacounty.gov or via the chat feature. The public can inform
Jackie Guevarra via email or the chat feature which item(s) they have a
comment on. Any information received will become part of the official
meeting record.

Chair

William B. Parent

First Vice Chair

Will Wright

Second Vice Chair

Marsha D. Mitchell

Immediate Past Chair

Nichelle M. Henderson

Jacki Bacharach*

Viggo Butler

Barry Donelan

Rodney C. Gibson, Ph.D.*

Nancy G. Harris

J. Shawn Landres, Ph.D.*

Huasha Liu

Edward T. McIntyre*

E. Scott Palmer

Jeffrey Jorge Penichet

Dion Rambo

Mark A. Waronek

Joe Waz

Executive Director

Jackie T. Guevarra, CPA

Program Manager

Jane Lam

Program Coordinators

Betty Belavek

Ruben Khosdikian

*Chair Emeritus

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

"To enrich lives through
effective and caring service"

Members of the public were also given the opportunity to send their comments and questions to Jackie Guevarra by December 14, 2025, 4:00 p.m. No written comments were received.

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

LAND ACKNOWLEDGEMENT (AGENDA #2)

On November 1, 2022, the Board of Supervisors adopted a formal Land Acknowledgement for the County. 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/>.

ASSEMBLY BILL (AB) 2449 (AGENDA #3)

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

APPROVAL OF THE OCTOBER 27, 2025, MINUTES (AGENDA #4)

Commissioner Bacharach moved to approve the minutes of October 27, 2025, seconded by Commissioner Wright, with the following revisions:

- Page 3, under Chair's Report (Agenda #7):
 - Add "Chair," after "Commissioner Parent," on the first line
 - Change "Director Guevarra and I" to "the Commission Chair and Executive Director" – under 4th and 6th bullet points
 - Added to the last bullet point: "[Correction: Only 6 Commissioners have terms expiring January 1, 2026.]"

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

PRODUCTIVITY INVESTMENT FUND (PIF) STATUS AND FUND BALANCE REPORT AS OF FISCAL YEAR 2024-25, 2ND QUARTER (AGENDA #5)

Commissioner Gibson, Productivity Investment Board (PIB) Chair, reported the following:

- As of November 17, 2025, the PIF balance is \$3,690,937.
- In 2025, fifteen PIF applications were submitted, four of which were approved by the full Commission and received funding for their projects.
- In the second quarter of Fiscal Year (FY) 2025-2026, the PIB heard two projects. Neither project was passed by the PIB to the full Commission for consideration.
- With the budget challenges and the Commission not receiving any additional funds for FY 2025-2026, Commissioner Gibson opened the floor for discussion regarding the future of PIF. Commissioners made the following comments:
 - Recommend that the Chair appoint an ad hoc Committee that includes members of the PIB and PMN to understand why departments are submitting proposals that do not meet the PIF requirements.
 - Provide clearer instructions to potential applicants on the PIF requirements, including what the Commission will and will not do, and formulate it into a simple, shareable

report that includes proposals that would be considered favorably and problems that have been identified with previously submitted proposals.

- Meet with the PIB Advisory Committee members to discuss the quality of applications being received in the past year. Many proposals are not ready to be presented to the PIB. The PIB Advisory Committee needs to be more empowered so that departments take their recommendations seriously.
- Articulate that a successful application is one that directly results in cost savings or revenue generation.
- Ensure due process, but also create moments of check-in. When a project is reviewed by the PIB Advisory Committee, the PIB hears a presentation and almost every time, the PIB Advisory Committee Chair runs through a checklist. Part of the department's revisions should include a box to indicate how the presentation has changed since it was presented to the PIB Advisory Committee.
- If a loan defaults, the department can come back to the Commission to ask for loan forgiveness.
- There are two separate decisions for the Commission to make: 1) whether to fund a project or not, and 2) how to fund the project. In terms of whether to fund the project or not, the Commission already has a good process in place. For how to fund the project, the Commission will not be able to give loans if there is no additional funding/budget.
- Commissioners also expressed that some Productivity and Quality Awards (PQA) applications submitted in 2025 were not all good quality and did not reflect the type of innovative projects the Commission wants to see.
- The QPC Chair will work with QPC staff to prepare and summarize background materials needed for a deeper discussion at the January 26, 2026 full Commission meeting.

Productivity Managers in attendance made the following comments:

- In response to the PIF comments: The PIB Advisory Committee is typically fiscally conservative. However, the Committee cannot stop departments who choose to move forward even after receiving a "no recommendation" feedback from the Committee.
- In response to PIF comments: There are communication gaps between the Productivity Managers and the executives that they report to. There are no guidelines on who can be a Productivity Manager.
- In response to the PQA comment: At the ~~intersection~~ core of QPC is ~~improvement~~ **innovation**. It is not productive to read over 100 PQA applications in eight hours. Applications need to show fundamental baseline of data, numbers, and show how there is improvement. There are many fantastic programs, but not all are innovative in nature.

After discussion, Commissioner Landres made a motion that the QPC Chair strongly consider coordinating with the Chairs of the PMN Executive Committee, PIB Advisory Committee, and the PMN PQA ad hoc Committee to establish joint committees to review the PQA and PIF processes. The motion was seconded by Commissioner Bacharach and unanimously approved by voice vote.

Additionally, the following requests were made by the Commissioner Parent:

- Agendize, for discussion and possible action, the PIF Status and Fund Balance Report for the January 2026 full Commission meeting.
- Agendize, for discussion and possible action, the review of PQA applications and guidelines for the first PQA ad hoc Committee meeting in January 2026.

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

Commissioner Parent, Chair, reported the following:

- The next QPC meeting is scheduled for Monday, January 26, 2026.
- As reported at the October 27, 2025, Commission meeting, Fesia Davenport, Chief Executive Officer (CEO), went on extended leave effective Wednesday, October 8, 2025, through early 2026. Joe Nicchitta will serve as the Acting CEO and Jeramy Gray will serve as Acting Chief Deputy.
 - In place of the biannual meeting with Fesia Davenport, the Commission Chair and Executive Director are scheduled to meet with Joe Nicchitta on Thursday, January 29, 2026 (originally scheduled for November 20, 2025).
- There are 6 Commissioners with terms expiring on January 1, 2026. All 6 have confirmed their interests for reappointments. The related Board Offices will contact and work with their appointees on their reappointments. We have sent a request to the CEO to reappoint the 3 joint appointees.

Last Name	First Name	Term Expires January 1	Appointed by
Penichet	Jeffrey Jorge	2026	1 st District
Harris	Nancy G.	2026	2 nd District
Mitchell	Marsha D.	2026	2 nd District
Gibson	Rodney C.	2026	CEO/QPC
McIntyre	Edward T.	2026	CEO/QPC
Wright	Will	2026	CEO/QPC

- On April 1, 2025, the Board approved the Motion on “*Reviewing Best Practices and Exploring the Creation of a Comprehensive Emergency Registry System for Older Adults and Persons with Disabilities in Los Angeles County.*” The motion directed the Director of Aging and Disabilities Department in collaboration with the CEO, Office of Emergency Management (OEM), the LA County Fire Chief, and the Sheriff, and in consultation with the Directors of various departments, including the QPC to conduct an unbiased feasibility study to incorporate recommendations for the development and implementation of a functional needs registry, inter-department and inter-jurisdictional information sharing protocols, and recommendations on protocols for proactive outreach during an emergency where evacuation assistance may be required by using existing departmental resources, subject matter experts, and stakeholders and report back with a written report within 120 days.
 - Jane Lam, Program Manager, has been in contact with the Aging and Disabilities Department since April through December 2025. On July 29, 2025, the Department indicated that they had asked for an extension so that they can hire a consultant. The work of the consultant will include reaching out to the QPC. This should have occurred

in late September or early October. As of December 1, 2025, Commission staff have not received a new update.

- The 2026 Leadership Conference ad hoc Committee met on December 10, 2025. Commissioner Parent asked Commissioner Bacharach, ad hoc Committee Chair, to provide an update on the meeting. Commissioner Bacharach shared that the Music Center is under new operational management, and there is concern about increased costs. QPC staff researched six venues: Bob Hope Patriotic Hall, Hall of Administration–Board Hearing Room, Los Angeles County Museum of Art, Los Angeles River Center and Gardens, The Music Center, and Natural History Museum. After discussion, it was decided that the conference would continue to be held at the Music Center primarily for the following reasons:
 - Higher possibility of Supervisor attendance due to proximity to the Music Center
 - Increase in time/planning/burden on Commission staff would outweigh a possible increase in cost with the Music Center
- Senate Bill (SB) 707, signed by the Governor in 2025 and taking effect next year in 2026, amends the Brown Act, which will have significant impacts on counties, particularly on Board of Supervisors’ meetings and meetings of subsidiary bodies. There is a webinar designed for County employees on December 15, 2025, at 10:00 a.m. Discussion topics will include an overview of key changes to the law pursuant to SB 707, as well as exploration of the evolving legislative landscape of the Brown Act. The webinar will be recorded, and Commission staff will share any information provided at that meeting.

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

Arman Depanian, PMN Second Vice Chair, reported the following on behalf of Keisha Belmaster, PMN Chair:

- There were 22 Productivity Managers who joined the PMN for its final General Meeting and Training of the year on Wednesday, November 5, 2025, at the Rancho Los Amigos National Rehabilitation Center. Patricia Soltero Sanchez, Productivity Manager (Health Services), hosted the meeting. Shadi Kardan, Assistant Executive Director, Executive Office of the Board of Supervisors, presented on the Governance Reform Task Force and Measure G efforts. Jackie Guevarra, Executive Director, presented on the Department Visit process.
- The PMN Holiday Reception was held on Wednesday, December 3, 2025, at the Vermont Corridor. Julie Benavides, Productivity Manager (Human Resources), hosted the reception. There were 19 Productivity Managers in attendance, as well as Commissioners McIntyre, Palmer, and Waz.
- Sammy Skinner, 2025 Nominating Committee Member, announced the results of the PMN election at the holiday reception. The 2026 PMN Executive Committee members are:
 - Chair: Keisha Belmaster (Health Services-Harbor-UCLA)
 - First Vice Chair: Heidi Oliva (Fire)
 - Second Vice Chair: Arman Depanian (Children and Family Services)
 - Training and Education Chair: Walter Tucker IV (Internal Services)
 - PQA Co-Chairs: Sara Keating (LA County Library) and Patricia Soltero Sanchez (Health Services-Rancho Los Amigos National Rehabilitation Center)
 - Executive Advisor: Jennifer Coultas (Child Support Services)

- Arman Depanian will continue to chair the PIB Advisory Committee and Stephanie Todd (CEO/Chief Information Office) will continue as Vice Chair
- The PMN Executive Committee will meet on January 7, 2026, to plan the first PMN General Meeting and Training, scheduled for Wednesday, February 11, 2026.

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

Jackie Guevarra, Executive Director, reported the following:

- Staff are working on and/or preparing for various activities/meetings:
 - Winter 2025 Quarterly Newsletter (due out by December 31, 2025).
 - PIF 40th Anniversary commemorative booklet.
 - Finalizing the ad hoc committee membership.
 - Distributing the 2026 calendar. The first meeting in 2026 is the Department Visit ad hoc Committee meeting on January 5, 2026.
 - Scheduled speakers/topics for the January 26, 2026 meeting. Suggestions include:
 - Sheriff Robert Luna, Sheriff's Department
 - Matt Peterson, Chair, Blue Ribbon Commission, CEO, Los Angeles Cleantech Incubator; Former Chief Sustainability Officer, City of Los Angeles
 - Homeless Initiative update after Measure A passed
 - Michael Owh, Director, Internal Services Department for an eProcurement update
- Working on the FY 2026-2027 budget and a request for a mid-year budget adjustment. (Note: The QPC's Head Board Specialist position was curtailed from the Commission's FY 2025-2026 budget. Staff assigned to the position was transferred to the Commission Services Division and will continue working with the QPC on an as-needed basis.)
- Status report on Analysis of County Commissions:
 - Waiting for Board of Supervisors' adoption of the report's recommendations.
 - Planning to have a preliminary discussion with the Executive Officer on the potential merger with the commissions noted in the report.
 - Commissioners commented that the Executive Office of the Board of Supervisors should consider the non-budgetary cost of each decision made. Residuals for the commissions that are sunseting can be absorbed by the QPC, but merging should be postponed until the Board of Supervisors expands as approved under Measure G.

ELECTION OF COMMISSION OFFICERS FOR 2026 AND NOMINATING AD HOC COMMITTEE REPORT (AGENDA #9)

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

- ~~Commissioners~~ Acknowledged the participation of Commissioners Gibson, Harris, and McIntyre on the ad hoc Committee.
- Based on the responses and nominations received from Commissioners, the recommended slate of officers was as follows:
 - William B. Parent, Chair
 - Will Wright, First Vice Chair
 - Joe Waz, Second Vice Chair
- After Commissioner Bacharach opened the floor for further discussion and/or nominations, Commissioners acknowledged the lack of diversity in the proposed slate. However, Commissioners also affirmed that the QPC has a positive track record of balanced slate of officers in gender, ethnicity, expertise, etc. At this time, continuity of

Commission leadership is critical, given the budget crisis, challenges within the County, and the upcoming changes brought on by Measure G. Commissioners emphasized their commitment to shared leadership. No other nominations were made from the floor.

- After discussion, Commissioner Landres made a motion to approve the recommended slate of officers by acclamation, seconded by Commissioner Gibson. **The motion, having received a three-fifths (60%) majority vote of voting Commissioners, as required by Commission Policy 5.0 Nominations and Appointments, was unanimously approved by voice vote.**

DEPARTMENT VISIT AD HOC COMMITTEE REPORT (AGENDA #10)

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

- All 21 Department Visits were completed for the year.
- On the agenda to be received and filed is the Department Visit Report for the Executive Office of the Board of Supervisors (October 23, 2025).
- Commissioners were thanked for their time and attendance at the visits this year. This supports the Commission's core mission to promote quality, productivity, efficiency and innovation throughout the County.
- Commission staff are working to schedule 16 Department Visits in 2026. So far, the first visit is scheduled for March 5, 2026, with the Fire Department.
- Commissioners were reminded that the QPC policy requires each Commissioner to sign up for at least 3 Department Visits every year.

COMMISSION STRATEGIC PLAN UPDATE (AGENDA #11)

Commissioner Parent, Chair, reported that the Strategic Plan is an excellent vehicle for the Commission to formally discuss and show its agenda. The consultant takes work off the plate of the staff and organizes all the ambitious things the Commission has been discussing. It also engages the Commission's authorizing environment from the Executive Office of the Board of Supervisors, in that discussion in a way where the Commission is not one-on-one defending or executing things. The Strategic Plan can be used as a tool to make the case for the Commission's future.

Jackie Guevarra, Executive Director, added that in light of all the changes that are coming, it is important for all the Commissioners to hear the same message.

Commissioners expressed concerns about the utility of the Strategic Plan and the associated cost to hire a consultant. Commissioners added that the strategic planning process is an opportunity to showcase how the County can advance priorities through time. The Strategic Plan is an asset which demonstrates the efforts by the Commission to preserve the innovation function in a reimagined County government structure. The consultant should not be a traditional strategic planning facilitator, rather they should be experts in how local governments innovate.

COMMISSIONER ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS, AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA #12) – FOR DISCUSSION ONLY

Commissioner Parent, Chair, reported the following:

- The Los Angeles County Training Center (LACTC) Graduation Ceremony for cohort #2, the first all-women firefighters with the Justice, Care and Opportunities Department (JCOD) Firefighter Training Program, was held on December 5, 2025. The QPC awarded the Silver Eagle Award to JCOD for the LACTC at this year's PQA luncheon. Commissioners Henderson and Waz attended the graduation and noted that it was a beautiful event. They left the event thinking about how they could help better promote the program.
- Commissioner Landres also commented that JCOD hosts an annual summit at WePlay Studios in Inglewood to serve the community. Multiple department heads, including the District Attorney and Sheriff, attended and spoke. There is a community element where they did expungements and had County informational booths. He suggested that we consider their venue for a future leadership conference.

COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS, AND/OR DIRECTION OF THE COMMISSION (AGENDA #13) – FOR DISCUSSION ONLY

None

MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACED ON A FUTURE AGENDA (AGENDA #14) – FOR DISCUSSION ONLY

None

PUBLIC COMMENT (AGENDA #15)

None

ADJOURNMENT

Commissioner Waronek moved to adjourn the meeting, seconded by Commissioner Palmer. The meeting adjourned at 11:58 a.m. The next full Commission meeting will be on Monday, January 26, 2026, at 10:00 a.m.