



**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](http://qpc.lacounty.gov)

**Chair**

William B. Parent

**First Vice Chair**

Will Wright

**Second Vice Chair**

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Nichelle M. Henderson

Jacki Bacharach\*

Viggo Butler

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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 Support**

Betty Belavek

Ruben Khosdikian

*\*Chair Emeritus*

**EXECUTIVE OFFICE**



BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

*"To enrich lives through  
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**Monday, July 28, 2025, 10:00 a.m.  
Kenneth Hahn Hall of Administration, Room 140  
500 West Temple Street, Los Angeles, CA 90012**

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

Join Zoom Meeting

[https://bos-lacounty-  
gov.zoom.us/j/83699171209?pwd=7NabJaxu7V7OI38atxbBBEraemJRC3.1](https://bos-lacounty-gov.zoom.us/j/83699171209?pwd=7NabJaxu7V7OI38atxbBBEraemJRC3.1)

Meeting ID: 836 9917 1209

Passcode: 601516

Call in Number: (669) 900-9128

**Written Public Comment may also be submitted to Jane Lam by  
Sunday, July 27, 2025 (received by 4:00 p.m.) at**

[jalam@bos.lacounty.gov](mailto:jalam@bos.lacounty.gov)

***\*Any information received from the public by Sunday, July 27, 2025, at  
4:00 p.m. will become part of the official meeting record.***

**MEETING AGENDA**

1. Call to Order.....Commissioner Parent
2. Land Acknowledgment\* .....Commissioner Parent
3. Assembly Bill 2449.....Commissioner Parent
4. Approval of the June 23, 2025, Meeting Minutes
5. Presentation on County AI Policy (45 minutes).....Peter Loo, Chief  
Information Officer, Chief Executive Office
6. Chair's Report: Administrative Items, Ad Hoc Committee Status (5  
minutes).....Commissioner Parent
7. Productivity Managers' Network Chair's Report: General Meeting and  
Training (5 minutes).....Heidi Oliva
8. Executive Director's Report: Commission Events Update, Calendar of  
Events, Deadlines, Administrative Items (2 minutes)  
.....Jane Lam
9. Department Visit Ad Hoc Committee Report and Discussion (5  
minutes).....Commissioner Henderson

- Parks and Recreation (May 29, 2025)
  - Arts and Culture (June 16, 2025)
  - Beaches and Harbors (June 18, 2025)
  - Internal Services Department (July 2, 2025)
  - Human Resources (July 7, 2025)
10. Countywide Criminal Justice Coordination Committee (CCJCC) General Committee Meeting Update (2 minutes).....Commissioner McIntyre
  11. Formation of the QPC Austerity Opportunities and Strategies ad hoc Committee (5 minutes).....Commissioner Parent
  12. Commissioner Announcements regarding conferences, meetings, and gatherings of interest to the Commission (2 minutes) – *For Discussion Only*
  13. Commissioner Discussion on goals, ideas, future projects, and/or direction of the Commission (2 minutes) – *For Discussion Only*
  14. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda – *For Discussion Only*
  15. Public Comment (3 minutes for each speaker)
  16. The next full Commission meeting will be held on Monday, August 25, 2025, 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) 974-1431 (voice) or (213) 974-1707 (TDD), from 8:00 a.m.-5:00 p.m., Monday through Friday.

#### **SUPPORTING DOCUMENTATION**

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

#### **PUBLIC COMMENT**

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

**\*LAND ACKNOWLEDGEMENT**

**ON NOVEMBER 1, 2022, THE BOARD OF SUPERVISORS ADOPTED A FORMAL LAND ACKNOWLEDGMENT FOR THE COUNTY. ([STATEMENT OF PROCEEDINGS](#))**

"The County of Los Angeles recognizes that we occupy land originally and still inhabited and cared for by the Tongva, Tataviam, Serrano, Kizh, and Chumash Peoples. We honor and pay respect to their elders and descendants -- past, present, and emerging -- as they continue their stewardship of these lands and waters. We acknowledge that settler colonization resulted in land seizure, disease, subjugation, slavery, relocation, broken promises, genocide, and multigenerational trauma. This acknowledgment demonstrates our responsibility and commitment to truth, healing, and reconciliation and to elevating the stories, culture, and community of the original inhabitants of Los Angeles County. We are grateful to have the opportunity to live and work on these ancestral lands. We are dedicated to growing and sustaining relationships with Native peoples and local tribal governments, including (in no particular order) the: Fernandeano Tataviam Band of Mission Indians, Gabrielino Tongva Indians of California Tribal Council, Gabrieleno/Tongva San Gabriel Band of Mission Indians, Gabrieleño Band of Mission Indians - Kizh Nation, San Manuel Band of Mission Indians, San Fernando Band of Mission Indians. To learn more about the First Peoples of Los Angeles County, please visit the Los Angeles City/County Native American Indian Commission website <https://lanaic.lacounty.gov/>."



## Los Angeles County QUALITY AND PRODUCTIVITY COMMISSION

### MINUTES OF THE MEETING OF

June 23, 2025, at 10:00 a.m.

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

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Meeting ID: 822 9512 4427

Passcode: 827582

<https://bos-lacounty->

[gov.zoom.us/j/82295124427?pwd=syKL6wklwcaa5rE4JLbsvbRrkVehlb.1](https://gov.zoom.us/j/82295124427?pwd=syKL6wklwcaa5rE4JLbsvbRrkVehlb.1)

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### **CALL TO ORDER**

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

### **THE FOLLOWING COMMISSIONERS WERE PRESENT (TAKEN BY**

#### **ROLL CALL):**

Jacki Bacharach  
Barry Donelan  
Rodney Gibson  
Nancy Harris  
Nichelle Henderson  
J. Shawn Landres  
Edward McIntyre

Marsha Mitchell  
E. Scott Palmer (Virtual)  
William Parent  
Jeffrey Jorge Penichet  
Dion Rambo  
Joe Waz  
William Wright

### **ABSENT**

Viggo Butler  
Huasha Liu  
Mark Waronek  
Jackie Guevarra, Executive Director

### **PRODUCTIVITY MANAGERS' NETWORK (PMN)**

Keisha Belmaster, Chair (Virtual)

### **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 Jane Lam during the meeting via email at [jalam@bos.lacounty.gov](mailto:jalam@bos.lacounty.gov) or via the chat feature. The public can inform Jane Lam 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.

Members of the public were also given the opportunity to send their comments and questions to Jane Lam by June 22, 2025, 4:00 p.m. No written comments were received.

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

**LAND ACKNOWLEDGEMENT (AGENDA #2)**

On November 1, 2022, the Board of Supervisors adopted a formal Land Acknowledgement for the County. The Commission opened its public meeting with a video recording of the Land Acknowledgement, which can be read here: <https://lacounty.gov/government/about-lacounty/land-acknowledgment/>.

**ASSEMBLY BILL 2449 (AGENDA #3)**

Commissioner Parent announced that AB 2449 became effective on January 1, 2023. Provisions of this bill permit members of a legislative body of a local agency to participate remotely and to not identify their location.

Commissioner Parent announced that Commissioner Palmer attended the meeting remotely under AB 2449 (for just cause). Commissioner Palmer confirmed that no person over 18 years old was present as a member of the public at his respective location.

Due to technical difficulties with the virtual component of the meeting (Zoom), Commissioner Palmer was unable to participate for the remaining of the meeting.

**APPROVAL OF THE APRIL 28, 2025, MINUTES (AGENDA #4)**

Commissioner Landres moved to approve the minutes of April 28, 2025, seconded by Commissioner Bacharach, with the following revisions:

- Page 2, under Approval of January 27 minutes, add Commissioner Waz for “Yes”
- Page 4, under Executive Director’s report, add ‘s’ to “Commissioner”, under 3<sup>rd</sup> sub-bullet
- Page 6, under Agenda #14, 2<sup>nd</sup> bullet, change “Horvath” to “Hahn”
- Page 7, under Agenda #16, add sentence to end of section: “The matter was placed on the Productivity Investment Board agenda for further consideration.”

The minutes were approved, as amended, by the following vote (taken by roll call):

Yes: Commissioners Bacharach, Gibson, Harris, Landres, McIntyre, Parent, Penichet, and Waz

No’s: None

Abstain: Commissioners Donelan and Wright

Commissioners Henderson, Mitchell, and Rambo had not yet arrived at the meeting and did not vote. Due to technical difficulties, Commissioner Palmer was unable to vote.

**CHAIR'S REPORT: ADMINISTRATIVE ITEMS, DEPARTMENT VISITS, AD HOC COMMITTEE (AGENDA #5)**

Commissioner Parent, reported the following:

- Jackie Guevarra is currently on leave and is expected to be off until July 8, 2025. Jane Lam will be overseeing QPC activities in the interim. Please direct all communications normally sent to Jackie over to Jane.
- The next QPC meeting is scheduled for Monday, July 28, 2025, in Room 140 at 10:00 am. Please let staff know if you have any suggestions for speakers.
- The Natural History Museum withdrew their Productivity Investment Fund (PIF) proposal, so we do not have any PIFs to hear this meeting.
- Update on Board Motion (April 1, 2025): *Reviewing Best Practices and Exploring the Creation of a Comprehensive Emergency Registry System for Older Adults and Persons with Disabilities in Los Angeles County*
  - Based on the authors of the motion (Supervisors Hahn and Barger) and area of expertise, the following Commissioners have been asked to serve with the QPC Chair on this special assignment: Jacki Bacharach (4<sup>th</sup> District), Scott Palmer (5<sup>th</sup> District) and Marsha Mitchell (2<sup>nd</sup> District).
  - Victoria Jump, Assistant Director at the Department of Aging & Disabilities, will be contacting Commissioners about meetings and next steps regarding the Board Motion. Commissioners will attend the meetings once they are scheduled, provide feedback, and report back to the Commission.

**PRODUCTIVITY MANAGERS NETWORK (PMN) CHAIR'S REPORT: GENERAL MEETING AND TRAINING (AGENDA #6)**

Jane Lam, Program Manager, reported the following on behalf of Keisha Belmaster, PMN Chair, who due to technical difficulties with the virtual component of the meeting could not continue participating in the meeting:

- The PMN's quarterly general meeting and training was held on May 7, 2025, at the West Hollywood Library. There were 36 attendees including QPC-PMN Liaison, Commissioner Joe Waz. There were two presentations:
  - The first presentation was by Sammy Skinner, LA County Library Productivity Manager, who provided a comprehensive overview of the library's mission, its four pillars of services, and a few unique programs and partnerships with other County departments related to sustainability, civic art, cultural resource centers, and the availability of libraries as meeting spaces, distribution centers and social service hubs.
  - The second presentation by Patricia Soltero Sanchez, Productivity Manager (Health Services-Rancho) and Executive Director, Jackie Guevarra, was an overview of the Productivity and Quality Awards (PQA) guidelines, including helpful tips and resources.
- A New Managers' Orientation was held virtually via Zoom on May 21, 2025. Thirteen new Managers attended and received an overview of the different QPC programs from Jackie Guevarra and Keisha Belmaster. New Managers also received the PMN Handbook and were encouraged to reach out to QPC staff if they had any questions.
- Applications for the 38<sup>th</sup> Annual Productivity and Quality Awards (PQA) were due to Jane Lam, QPC Program Manager, by 5 pm on Friday, June 20, 2025. The PMN Executive Committee will meet on Wednesday, June 25<sup>th</sup> to conduct an initial review of the applications. Three Commissioners will attend to address any questions and/or concerns.

- As a reminder, the PQA Evaluation will be held on Wednesday, August 6, 2025, from 9:30 am-3:30 pm at the Hacienda Heights Community Center. Commissioners are encouraged to attend to review and score applications.
- Fiscal Year 2025-26 1<sup>st</sup> Quarter Productivity Investment Fund (PIF) proposals are due July 7, 2025, by 5 pm. The Productivity Investment Board (PIB) Advisory Committee will meet on July 16, 2025, to review and discuss the proposals with department representatives.
- Lastly, as previously announced, PIF turned 40 last year. An email was sent to the PMN asking for 1-3 project ideas to include in the PIF 40<sup>th</sup> Anniversary booklet. Managers were encouraged to include photos, press releases, flyers, videos, marketing/branding, etc. if applicable. Ideas are due to Jane by September 5, 2025.

#### **EXECUTIVE DIRECTOR'S REPORT: COMMISSION EVENTS UPDATE, CALENDAR OF EVENTS, DEADLINES, ADMINISTRATIVE ITEMS (AGENDA #7)**

Jane Lam, Program Manager, reported the following on behalf of Executive Director Jackie Guevarra:

- Staff have been working on and/or preparing for various meetings:
  - Summer 2025 Quarterly Newsletter which is due out by June 30, 2025.
  - 2024 Annual Report – in progress: pending Operational Trends Report, which Jackie will complete.
  - Staff have completed the intake of PQA applications and are preparing for the PMN Executive Committee meeting where initial application reviews will take place. 107 submissions were received.
- PQA Master of Ceremonies – A follow up was sent to Cher Calvin from KTLA 5 inquiring her fee to emcee for PQA. She will try to get back to us by the first week of July. In case it does not work out with Cher, QPC staff will reach out to Lolita Lopez from NBC4 as recommended by Commissioner Landres. Commissioners were encouraged to let staff know if they have any other recommendations.
- Speakers for July 28, 2025, QPC meeting – need suggestions for 1-2 speakers for the next full Commission meeting on July 28, 2025.
- 2025 Department Visits (21) – We have 4 Department Visits remaining. Staff will be checking that all Commissioners have met their minimum 3 Department Visits per year requirement and will reach out to schedule if you have not met the minimum number of visits.
- Conflict of Interest / Form 700: Reminder to complete the form if you have not done so already.

#### **DEPARTMENT VISIT AD HOC COMMITTEE REPORT (AGENDA #8)**

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

- 17 of the 21 Department Visits have been completed this year.
- On today's agenda to be received and filed are 11 Department Visit Reports for the Departments of:
  - Probation (April 7, 2025)
  - Auditor-Controller (April 10, 2025)
  - Agricultural Commissioner/Weights & Measures (April 14, 2025)

- Los Angeles County Museum of Art (April 17, 2025)
- Natural History Museum (April 24, 2025)
- Public Works (April 30, 2025)
- LA County Library (May 1, 2025)
- Treasurer and Tax Collector (May 5, 2025)
- Registrar-Recorder/County Clerk (May 12, 2025)
- Animal Care & Control (May 22, 2025)
- Alternate Public Defender (May 28, 2025)
- Thank you to Commissioners Gibson, Henderson, Landres, McIntyre, Penichet, and Wright for leading the visits.
- To date, the reports are received and filed.
- As a reminder, please notify Commission Staff well in advance if you are unable to attend a visit you are scheduled so they can identify a replacement.

After discussion, a request was made to include all 2025 department visits final reports to date in the July 28, 2025, QPC meeting packet, agendaize the discussion of department visit reports, and identify any reoccurring trends.

#### **LEADERSHIP CONFERENCE AD HOC COMMITTEE REPORT (AGENDA #9)**

Shawn Landres, Chair, Leadership Conference ad hoc Committee, reported the following:

- Statistics on the conference included the following:
  - Approximately 160 in-person attendees
  - Approximately 136 viewers through live stream
  - Evaluation comments included: good content and great speakers with the highest turnout in evaluations since 2016
  - A copy of the survey results will be sent out to all Commissioners after today's meeting

#### **COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE (CCJCC) GENERAL COMMITTEE MEETING (AGENDA #10)**

Ed McIntyre, CCJCC Liaison, will provide an update at the July 28, 2025, QPC meeting.

#### **COMMISSIONER ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS, AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA #11) – FOR DISCUSSION ONLY**

Commissioner Waz attended the Department of Human Resource's Board Leadership Training Program Graduation and Networking Event on June 12, 2025, which hosted 25 non-governmental organizations. The Board Leadership Training Program (BLTP) was a PIF project approved as a grant in 2022.

#### **COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS, AND/OR DIRECTION OF THE COMMISSION (AGENDA #12) – FOR DISCUSSION ONLY**

Commissioner Landres requested that the 2025 Blue Ribbon Commission Final Report be circulated to the Commission. Jane Lam will forward a copy. Commissioner Landres suggested that Matt Petersen, Chair of the Blue-Ribbon Commission, present to the full Commission at a future meeting.



Commissioners also suggested the following as topics for future presentations: Countywide AI policy, an overview of homeless services, contracting, and Productivity and Quality Awards overview.

Commissioner Parent suggested creating an ad hoc committee considering recent and future financial challenges. The purpose of the committee would be to discuss and strategize what the Commission can do to support departments and Productivity Managers through these challenges.

**MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACED ON A FUTURE AGENDA (AGENDA #13) – FOR DISCUSSION ONLY**

None

**PUBLIC COMMENT (AGENDA #14)**

None

**ADJOURNMENT**

Commissioner Henderson moved to adjourn the meeting, seconded by Commissioner Harris. The meeting adjourned at 11:06 a.m. The next full Commission meeting will be on Monday, July 28, 2025, at 10:00 a.m.



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**BOARD OF SUPERVISORS  
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June 23, 2025

Ms. Norma Garcia

Director

Parks and Recreation

1000 South Fremont Avenue, A-9 West, 3rd Floor

Alhambra, CA 91803

Dear Ms. Garcia:

Thank you for a very informative visit on May 29, 2025. Commissioners congratulated the Department on winning the 2025 National Recreation and Park Association's Innovation in Health and Well-Being Award for Care Camp. Noteworthy, Parks and Recreation launched Care Camp within 72 hours of the Eaton Fire with a vision to create a command center model for rapid coordination, a nurturing, safe space for children so that their caregivers could seek help from the Fire's impact. Care Camp opened four locations on January 13, 2025, and a fifth site opened the following day to meet demand.

Commissioners also congratulated the Department for Loma Alta Park as the first park to reopen after the Eaton Fire which featured spaces for healing, including an outdoor well-being lounge, outdoor "Altadena Chat" lounges, a youth zone and indoor dramatic play and block centers for children and sports amenities. Additionally, the park provides therapeutic services that are embedded in programs to support those recovering from trauma.

Commissioners appreciated your update on collaboration efforts on the following programs including:

- Securing Measure A funding to create Alta Chat, community gathering spaces, at Loma Alta Park
- Partnering with the Department of Economic Opportunity by placing over 50 workers impacted by the fire back-to-work in leading children and community cohesion programs at Arcadia and Altadena Parks
- Hosting a satellite library at Loma Alta Park with Altadena Public Libraries
- Enhancing community programs such as SPOT Teen Centers, ESTEAM Summer Camps, Overnight Camping, and Junior Lake Lifeguard Scholarships.

The Department also provided an update on mutual aid hiring which included professional park and recreation staff from the cities of Lakewood, San Gabriel, Commerce, Gardena, Lancaster, and Huntington Park. Additional staff support came from LA County Departments of Public Health and Mental Health. Significantly, Altadena Library assigned 20 librarians and created reading corners, storytelling, and literacy events which contributed to success of Care Camp.

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

- Working with a UCLA scholar to study the impacts of caring for children with trauma histories using the Care Camp intervention model

- Integrating Mental Health expertise at Care Camp which included onsite clinicians, calming zones, mental health workshops, and trauma counseling thus creating a holistic approach that could be mirrored in any public-serving department
- Enhancing cross-training and staff readiness by providing staff with various levels of trauma-informed care training
- Hosting mega events at various park locations and having County Departments use them as training facilities
- Piloting ongoing wellness hubs at parks that combine recreation with mental health support, calming spaces, and family-centered activities.

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

- Breaking ground at Puente Hills Landfill and the Puente Hills Regional Park Habitat Restoration project
- Responding to an increased frequency and severity of wildfires, winter storms, landslides, and natural disasters have positioned parks as essential emergency response hubs
- Launching the Eaton Canyon Landscape Recovery Center and the first public nursery with efforts to restore native plants
- Collaborating with the LA County Museum of Art (LACMA) to provide resources and public facing services
- Increasing digital expectations and on-demand access as residents seek real-time updates, online registration, and flexible participation options in public services.

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

Sincerely,



WILLIAM B. PARENT  
Chair

WBP:JG:RK

c: Fesia Davenport, Chief Executive Officer  
Joseph Nicchitta, Chief Deputy, Chief Executive Office  
Edward Yen, Executive Officer, Board of Supervisors  
Steven Hernandez, Chief Deputy, Executive Office of the Board of Supervisors  
Commissioner Viggo Butler  
Commissioner Rodney Gibson  
Commissioner Nichelle Henderson  
Commissioner Shawn Landres  
Commissioner Edward McIntyre  
Commissioner Joe Waz  
Keisha Belmaster, Chair, Productivity Managers' Network  
Johanna Hernandez, Productivity Manager  
Astrid Ochoa, Productivity Manager (Alternate)



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July 14, 2025

Ms. Kristin Sakoda

Director

Arts and Culture

500 West Temple Street

Los Angeles, CA 90012

Dear Ms. Sakoda:

Thank you for a very informative visit on June 16, 2025. Commissioners congratulated the Department in publishing its first Annual Report. The 2023-2024 report combined the Cultural Policy Report, the Civic Art Report and the Public Art in Private Development Report, including a comprehensive impact narrative that summarized annual accomplishments across all Department divisions and highlighting the work of the Arts Commission.

Commissioners commended the Department for partnering with the LA County Museum of Art in 2024 and the Natural History Museum in 2025, by hosting LA County Employee Wellness, Arts, and Culture Festivals, along with the Department of Human Resources. The event included opportunities for creative expression, wellness activities, and engagement with arts and culture. Notably, Arts and Culture worked with community-based organization (CBO) partners to provide youth who are detained at juvenile camps and halls with arts programming. In response to a lack of programming for the youth at Los Padrinos Juvenile Hall, the Department provided youth in all 20 units with robust and frequent arts programming responsive to their needs. Youth are being engaged through 75 program sessions per week, totaling 300 sessions per month.

Commissioners appreciated your update on collaboration efforts on the following programs including:

- Enhancing creative career pathways for youth by supporting internships for 17-24 year olds by careers in arts and providing leadership opportunities
- Supporting the Creative Strategist Artist-in-Residence program, which embeds artists in County departments to develop creative, arts-based approaches to address civic issues, and our work in arts education and justice reform
- Launching grantmaking by directing funding from FireAid to nearly 300 artists and creatives who lost homes and studios
- Partnering with the Office of Diversion and Reentry (now the Adult Reentry Programs Division of the Justice, Care, and Opportunity Department) to embed arts-based healing strategies and programming into the Developing Opportunities Offering Reentry Solutions Center (D.O.O.R.S.) which provides reentry services to adults on felony probation supervision, their families, and the community.

The Department also provided an update for planning and preparedness efforts on the 2028 Cultural Olympiad and Olympic/Paralympic Games. It was noted that Arts and Culture, with the City of Los Angeles, worked with Arts for LA, and its subcontractors, Community Arts Resources (CARS) and LA Commons, to

host 11 virtual and in-person meetings in 2024 in collaboration with City of Los Angeles Department of Cultural Affairs (DCA) and LA28. Various key stakeholders included: philanthropy, municipalities, artists, event and festival planners, arts education, Native American and Indigenous organizations, youth-serving organizations, disability serving organizations, and LA County Arts Commissioners. The convenings welcomed over 300 participants across 24 hours of engagement.

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

- Enhancing Arts Ed Profile, a web-based tool that combines survey data with data collected by the California Department of Education to understand the quantity, quality, and equity of arts education
- Exploring Artificial Intelligence (AI) during the annual Arts Datathon, which brought together arts administrators, artists, educators, data scientists, students, community advocates, researchers, civic technologists, and others to explore how to use data to improve access to the arts. Participants investigated GenAI tools that can help complete administrative tasks, learned how to create an AI policy for their organization, discussed how to recognize and protect personally identifiable information.
- Enhancing a Creative Wellbeing approach for healing-informed approaches, self-attunement, and the preventative significance of self-care for arts instruction for youth, facilitated self-care sessions for adults, and professional development for educators and staff and community-based organizations who work with systems-impacted youth.

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

- Collaborating with the Chief Executive Office for a new Department headquarters location and storage for art preservation
- Responding to budgetary cuts with a reduction in the Organizational Grant Program, Community Impact Arts Grants, and Arts Internship Program
- Identifying staffing challenges with the need for having enough project managers in the Civic Art Division and temporary staff
- Enhancing PAiD: The Public Artists in Development (PAiD) program, launched in Fall 2023 by the Civic Art Division with support from the Mellon Foundation, aims to empower underrepresented artists in Los Angeles County which provides educational resources, training, mentorship, and project opportunities to help artists advance their careers and achieve economic independence.

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Megan Moret and Heather Rigby. 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:JG:rk

Ms. Kristin Sakoda

July 14, 2025

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July 24, 2025

Mr. Gary Jones

Director

Beaches and Harbors

13837 Fiji Way

Marina Del Rey, CA 90292

Dear Mr. Jones:

Thank you for a very informative visit on June 18, 2025. Commissioners congratulated the Department on marking the 60<sup>th</sup> anniversary of the construction of Marina del Rey's harbor, North America's largest human-made small craft harbor and hub for coastal recreation, housing, shopping, and dining. Commissioners look forward to being apprised of any steps taken by the Department and County executives toward creating a comprehensive and long-term strategic plan that allows the Department to play a more transformative leadership role in the development and management of Marina del Rey.

The Commissioners commended the Department for its impressive array of achievements, collaborations, and initiatives maintaining the public resources and services across the County's waterfronts, which are listed below. The Department:

- Received a \$1 million grant from the California Ocean Protection Council (OPC) to advance coastal resilience efforts to protect the County's iconic beaches from climate change-accelerated erosion threats
- Developed a Coastal Resilience Study to update its inventory of beaches and corresponding facilities by the 2023 Board Motion, *"Protecting Los Angeles County's Beaches from Coastal Erosion through the Beneficial Reuse of Sediment and by Deploying Living Shorelines"*
- Partnered with the Internal Services Department by installing 75 Electric Vehicle (EV) charging stations to date at Beaches and Harbors facilities and public parking lots with approximately 100 future EV charging stations in the pipeline; the Department also continues to maintain two eco-certifications at facilities in Zuma Beach and Marina del Rey
- Improved access to the beach and on the Marina's waterside for aging and disabled populations by offering beach access mats, floating docks, access ramps and special wheelchairs to allow persons with disabilities access to the ocean
- Completed Wi-Fi installation at all its public Marina facilities, including the Administration Building, the Visitors Center, Chace Park, the Boathouse, as well as at the Dockweiler Youth Center and Dockweiler RV Park

The Department also provided an update on the "MdR for All" initiative. The initiative has sought resources for more creative and equitable community programming, targeted outreach by the WATER Program to youth from underserved and special needs populations and implementing a framework for equitable beach use permitting and access. Also, the initiative encompasses redevelopment equity and a revised affordable housing policy with an



increased requirement for affordable units from 15% to 30% for all new residential construction in Marina del Rey.

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

- Installing Automatic Emergency Defibrillators (AED) in various Department locations and will train all staff on CPR and AED use
- Launching the world's first Beach Emergency Evacuation Lights System (BEELS) for the deaf and hearing-impaired community at Torrance Beach and planning for expansion along the coastline, and installing a Video Remote Interpreting (VRI) service at the Visitors' Center in Marina del Rey
- Procuring Next Request software to more efficiently respond to Public Records Act requests
- Maintaining safety and efficiency on sanitation efforts and rebuilding sewers and septic systems in the Malibu area
- Replacing the Maximo Work Order System with an in-house staff-developed system that is more customizable to the Department's needs and saving \$140,000 annually in maintenance fees to the vendor.

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

- Hiring skilled craft positions, such as electricians/plumbers, and planning for employee succession
- Working to offer multi-modal transportation options such as seasonal weekend Beach Shuttle, water taxi, e-scooters and bikes, additional public bike racks, and developing a new visitor-serving public parking structure and multi-modal transportation hub in Marina del Rey
- Expanding on three pilot projects aimed at replenishing sand on northern, central, and southern beaches as a holistic process
- Installing a license plate recognition (LPR) system and implementing parking automations
- Ensuring affordable housing residents have equitable access to daily services including groceries and not limited to EBT use.

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Stefan Popescu and Angelica Vicente (Alternate). 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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July 24, 2025

Mr. Michael Owh  
Director  
Internal Services Department  
1100 North Eastern Avenue  
Los Angeles, CA 90063

Dear Mr. Owh:

Thank you for a very informative visit on July 2, 2025. Commissioners commended the Department on recovery efforts in leading Countywide logistics by working 24/7 at the Emergency Operations Center, running three Disaster Recovery Centers, and providing support for the daily press conferences during the January wildfires. Commissioners praised staff's efforts on swiftly delivering generators to ensure that radio towers had power for the Fire and Sheriff's Departments to communicate with each other during the disaster and incorporating lessons learned to enhance the County's readiness for future catastrophic events.

Commissioners also commended the Department for creating the Equity in Countywide Contracting Office of Countywide Contracting. Notably, the new office aims to boost economic opportunities for local small businesses by streamlining and providing governance to all 39 currently decentralized contracting units within each department. Significantly, Commissioners were encouraged to hear the progress on the e-Procurement transformation coordination with County departments and stakeholders to modernize the County's procurement process.

Commissioners appreciated your update on collaboration efforts for the following programs including:

- Operating more than 1,650 electric vehicle (EV) charging stations across the County to date
- Hosting Disaster Recovery workshops for all County departments with the Chief Information Security Officer (CISO) and developing runbook templates, documenting various service recovery steps, and recovery time objectives
- Preparing to launch a new "Delete the Divide Internship" in partnership with Per Scholas, pending a \$1 million dollar grant award from the Department of Economic Opportunity (DEO).

The Department also provided an update on the County Careers Transition Program. The program provides an opportunity for motivated employees to transition out of limited career paths into those with greater growth potential. It was noted that 35 interns were hired for full-time positions with County, mostly with the Internal Services Department. Significantly, the Department also contributes to workforce development through programs such as Career Development Internship (CDI), Women in Technology (WIT), Countywide Youth Bridges Program (CYBP), and Veterans Internship Program (VIP) in partnership with the Department of Human Resources.

Mr. Michael Owh  
July 24, 2025  
Page 2

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

- Launching Delete the Divide Initiative (DTD) by offering opportunities for underserved residents of Los Angeles County to enhance their digital skills, providing free laptops, training, and IT certificates
- Enhancing dashboards that present graphical and tabular data which provide rapid identification of areas to celebrate and pinpoint areas for improvement
- Adapting to emergency situations and being flexible during critical times such as disasters.

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

- Recruitment and retention of employees, especially in specialized and craft positions that require expertise in operating outdated equipment
- Responding to the need of a sustainable EV infrastructure and developing strategic solutions while building on opportunities with public-private partnerships
- Piloting Community Broadband by providing low-cost internet access to residents of East Los Angeles/Boyle Heights and South Los Angeles
- Modernizing geographic information system (GIS) platforms through cloud adoption for providing reliable real-time data needed for upcoming major events, such as the 2026 World Cup and the 2028 Los Angeles Olympics and Paralympics
- Addressing challenges to the loss of federal funds that would support the continuance of digital inclusion programs
- Leveraging Artificial Intelligence (AI) for cost-effective solutions.

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Walter Tucker IV and Dora Nunez (Alternate). 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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Mr. Michael Owh  
July 24, 2025  
Page 3

Walter Tucker IV, Productivity Manager  
Dora Nunez, Productivity Manager (Alternate)



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July 24, 2025

Ms. Lisa Garrett  
Director of Personnel  
Department of Human Resources  
500 West Temple Street, Suite 579  
Los Angeles, CA 90012

Dear Ms. Garrett:

Thank you for a very informative visit on July 7, 2025. Commissioners commended the Department's ongoing efforts to leverage technology and innovate solutions to improve efficiencies. They also commended the Department's successful *Executive Leadership Training Program* [funded by the Commission's Productivity Investment Fund (PIF)], which has trained about 330 individuals to date. Commissioners continue supporting the Department's innovation projects funded by PIF: *Board Leadership Training Program*, *County Recruitment Marketing Campaign*, and *Situational Judgment Tests*.

Commissioners applauded the Department's efforts to expedite hiring beyond the Board of Supervisors' emergency declaration on homelessness on January 10, 2023. Notably, over 2,000 positions have been filled through this process. The Department has utilized this process for several other Countywide emergencies, including the January 2025 Windstorm and Wildfire emergency, the Department of Probation staffing emergency, and the correctional health Department of Justice consent decree emergency. Commissioners also congratulated the Department on creating a new Chief Hiring Strategist position for the Strategic Workforce Hiring and Planning Branch.

Commissioners appreciated the Department's updates on the following programs:

- Supporting staff well-being through the Employee Wellness, Arts and Culture Festival in collaboration with the Los Angeles (LA) County Department of Arts and Culture, Museum of Art, and Natural History Museum.
- Implementing the Disability Management and Compliance System (DMCS), which tracks claims and serves as the County's singular system of record for case management for Occupational Health and Leave Management.

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

- Procuring a platform that links the County to a network of career centers of thousands of educational institutions to target recruitment of highly qualified individuals to apply for hard-to-fill County jobs
- Developing the Countywide Daily Human Resources (HR) Snapshot Dashboards, containing over 50 HR data analytics/metrics focused on Countywide workforce composition, hiring, turnover, retirement projections, workforce demographics, tenure, position vacancies, and more
- Launching of the Equal Pay Policy Dashboard on January 1, 2025, and the Pay Transparency Dashboard on June 16, 2025. Both dashboards incorporate gender, race, ethnicity, age, and compensation data.

- Developing and implementing the Fair Chance Hiring Dashboard to digitize and track the assessment process, standardize workflows across all County departments, and generate metrics on the number of justice-involved individuals hired by LA County. Notably, the dashboard won the National Association of Counties (NACo) Award.
- Deploying video interviewing using artificial intelligence (AI) to automate the review of job interviews, with over 80,000 interviews conducted through this process to date
- Upgrading the TalentWorks system to allow employees to complete trainings on mobile devices, with or without an internet connection.

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

- Creating and establishing a Countywide Chief Well-being Officer (CCWO) position to unify and elevate wellness efforts across all departments
- Implementing an expanded Countywide Employee Assistance Program (EAP) with specialized services for first responders
- Launching of Departmental Equal Employment Opportunity (EEO) Dashboards to easily highlight departmental workforce demographics, County Policy of Equity compliance, and EEO Training compliance rates on one page
- Developing a process for handling complaints alleging violation of the County's Fair Chance Ordinance by enhancing the Investigation Case Management System (ICMS) to ensure accurate management and tracking of complaints.

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Lana Ghil and Julie A. Benavides (Alternate). 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:JL

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Lana Ghil, Productivity Manager  
Julie A. Benavides, Productivity Manager (Alternate)



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March 20, 2025

Mr. David Carroll

Director

Youth Development

320 West Temple Street, Suite 7001

Los Angeles, CA 90012

Dear Mr. Carroll:

Thank you for a very informative visit on March 3, 2025. Commissioners commended the Department's success since becoming a County department in 2022. They also congratulated the Department in receiving a Top Ten Award for their *DYD Credible Messenger Mentorship Pilot* project at the Commission's 37<sup>th</sup> Annual Productivity and Quality Awards.

Commissioners support the Department's collaborative efforts in partnership with the Prevention and Promotion Systems Governance Committee and Office of Child Protection System of Care initiative for a Youth Development Learning Collaborative (YDLC) which paved the way for the County's Transition Age Youth Table. The YDLC is one of Department's Strategic Plan priorities and has been developed with input and feedback from community and County partners with the goal of formalizing best practices for shared learning and aligned priorities among youth-serving agencies.

Commissioners appreciated an update on Board-directed initiatives and efforts with collaborating departments including:

- Working with the Chief Executive Office, Department of Public Works, Sheriff's Department, and County Counsel on Street Racing Prevention
- Partnering with the Department of Parks and Recreation so that youth development service providers can offer extended hours and programming at park teen centers
- Connecting Department of Public Health's Substance Abuse Prevention and Control providers to the Department's Youth Development Network to expand access to youth development programming and supportive services
- Collaborating with the Probation Department on the Programming Calendar for Juvenile Hall and Camp

The Department also provided an update on their Research, Policy, and Innovation (RPI) team which supports each of the program areas by creating objectives, measures, and data collection tools to support ongoing monitoring of programs. The RPI team supports monthly quality assurance monitoring with providers and offers technical assistance to mitigate quality concerns. These quality assurance and technical assistance activities support quality data that supports quarterly briefs.

Commissioners commend your initiatives to improve productivity and efficiency throughout the Department, including the following areas:



- Streamlining efforts, advancing shared learning, and building support for shared priorities through meaningful collaboration with other County departments and community organizations
- Discussing program data with Provider and Staff Learning Communities to identify opportunities for improvement and receive comprehensive training on priority projects
- Leading Strategic Design Sessions with the Department's Coordination & Innovation Branch and various program teams to brainstorm ideas, troubleshoot challenges that impact the goals of the Department, design evidence-informed initiatives, and build out implementation plans

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

- Allowing Credible Messengers access to laptops for data collection for full case management support to young people in facilities
- Contracting with a vendor to build a robust, department-wide data system
- Working with a consultant to develop a pilot for 24-hour Youth Centers where young people can access any of the Department's programs
- Developing a strong program model for Safe Healing Centers to serve as a home-like alternative to incarceration aimed at supporting step-down placements for girls and gender expansive youth who are currently incarcerated

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Taylor Schooley and Sahar Moheize. 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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April 14, 2025

Dr. Christina Ghaly

Director

Department of Health Services

313 North Figueroa Street, Room 912

Los Angeles, CA 90012

Dear Dr. Ghaly:

Thank you for a very informative visit on March 13, 2025. Commissioners appreciated the update on the Department's online publications, including their Annual Report and newsletters which reached over a 78,000 target audience including staff, media and the Board of Supervisors. They also congratulated the Department on receiving a Top Ten Award for their *Safer@Home* project and a Bronze Eagle Award for *Paving a Bright Future for Nursing* at the Commission's 37<sup>th</sup> Annual Productivity and Quality Awards.

Commissioners commended the Department's efforts on participating in the nationwide esteemed "Magnet Recognition Program." The program recognizes healthcare organizations for nursing excellence, high-quality patient care, and innovative nursing practices. It was noted that LA General Medical Hospital and Rancho Los Amigos National Rehabilitation Center will have review visits this year.

Commissioners appreciated an update on the Department's 2024-2027 Strategic Goals with four areas of focus:

- **Population Health and Clinical Quality:** A community-centered care delivery with equitable clinical outcomes for all patients
- **Patient Access and Experience:** Improving patients' access to and experience of care and a rebranding effort to amplify a united system-wide identity of shared mission, vision and values
- **Workforce Enrichment:** Building a highly skilled, and diverse workforce and equip them with technology and data
- **Fiscal Sustainability:** Implementing a foundational infrastructure to better manage expenditures, improving revenue capture and reducing avoidable costs

The Department also provided an update on improving revenue capture and reducing avoidable costs through reforms including reducing inpatient non-billable stays/days, comprehensive coding of patient charts, and maximizing Cal-AIM billing. This revenue supports housing and justice-involved initiatives per Board priorities. The Housing for Health initiative has supported over 20,000 clients with permanent and intermittent housing services.

Commissioners appreciated your initiatives to improve productivity and efficiency throughout the Department, including the following areas:

- Launching a "One System" identity defining the system's role, services, target population, mission/values and the managed care environment which is currently in progress at LA General Medical Hospital

- Implementing Project Monarch to enhance documentation and coding practices which is launching August 2025
- Launching the software application ASTER (Acuity, Scheduling, and Time Employee Resource) which provides nursing staff the ability to self-schedule, swap shifts, schedule time off, opt-in on shift opportunities; this platform replaced labor intensive, manual scheduling, timekeeping and reporting processes

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

- Seeking additional delegated authority and civil service reform in hiring and retaining doctors/nurses to ensure patient care
- Implementing safe patient centered technology to promote “patient empowerment” such as the ability to monitor patients at home
- Exploring use of safe and cost-effective new technology for diagnosing, monitoring and treatment

Thank you for a productive meeting. We will continue to work closely with your Productivity Manager, Connie Salgado-Sanchez. 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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Yvette Kemhadjian, Productivity Manager, Olive View-UCLA Medical Center  
Dr. Ellen Rothman, Productivity Manager, Martin Luther King, Jr. Outpatient Center  
Patricia Soltero Sanchez, Productivity Manager, Rancho Los Amigos National Rehabilitation Center  
Jamie Wells, Productivity Manager, LA General Medical Center  
Deedra Williams, Productivity Manager, High Desert



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*"To enrich lives through  
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April 16, 2025

Judge Songhai Armstead, *ret.*

Director

Justice, Care and Opportunities Department  
500 West Temple Street, Suite 100  
Los Angeles, CA 90012

Dear Judge Armstead:

Thank you for a very informative visit on March 27, 2025. Commissioners commended the Department's success since becoming a County department in 2022, including the Department's efforts to serve over 13,000 justice involved individuals through prevention, diversion and reentry services. The Department also served over 18,000 justice-involved individuals through their Justice Connect Support Center and launched a companion website [Justiceconnect.org/](http://Justiceconnect.org/) with information about key services and resources.

The Commissioners also congratulated the Department in receiving four National Association of Counties (NACo) Achievement Awards in 2024! The NACo acclaimed call center was launched in 45 days and has connected individuals and families with transportation resources, housing and court reminders.

Commissioners appreciated an update on collaboration efforts on the following programs including:

- Incubation Academy: 194 participating organizations and 8 cohorts launched with graduates receiving over \$55 million in combined Capacity-Building and Care First Community Investment (CFCI) Grants
- Rapid Diversion Program (RDP): Rapidly assessing and diverting clients by linking them to clinical and housing needs and providing case management while operating in 7 courthouses with over 3,000 diversions granted
- Providing Opportunities for Women in Reentry Services (POWR): Linking systems-impacted women to safe housing, employment, family reunification, support groups, mental health, and substance use treatment, to achieve self-sufficiency
- Reentry Housing: With 136 total beds, 375 individuals were served from November 2022 to February 2025 by providing short-term housing for up to 9-months for individuals enrolled in JCOD Care management Programs to help them transition to longer-term housing

The Department also provided an update on their Reentry Intensive Case Management Services (RICMS) program. The voluntary program assists justice-system involved individuals by connecting them to Community Health Workers and Peer Support Specialists who have lived experience and act as case managers, peer mentors, credible messengers, and advocates. The program has served 33,061 since it launched in 2018. With the program, participants were less likely to have interactions with the criminal legal system, new convictions, a probation revocation, or visit an emergency room than individuals from a comparison group.

Judge Songhai Armstead, *ret.*

April 16, 2025

Page 2

Commissioners commend your initiatives to improve productivity and efficiency throughout the Department, including the following areas:

- Launching the LA County CareConnect APP in collaboration with the CEO's Chief Information Office which was aimed at providing care and service linkages for individuals in need of social services, employment and health
- Launching the Justice Involved Individuals Panel; the focus group meets monthly on how the Department's programs can continue to grow and develop which are held via hybrid meetings
- Implementing the Care Management System, which is used by all client facing programs and contracted service providers to collect performance data for programs; program managers use the data to make strategic decisions (e.g., which programs should be expanded, streamlined or closed)

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

- Continuing sustainable long-term funding to make on going enhancements to the Department's cloud-based infrastructure
- Pursuing long-term growth and scale of the Medi-Cal Enhanced Care Management program to provide sustainable Medi-Cal revenue for the Department's care management programs
- Developing a modern financial/budget management application which can interface with the County's eCAPS system to support a more reliable budget/fiscal management of the Department's operations

Thank you for a productive meeting. We will continue to work closely with your Productivity Manager, John Franklin Sierra. 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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John Franklin Sierra, Productivity Manager



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May 15, 2025

Mr. Guillermo Viera Rosa  
Chief Probation Officer  
Los Angeles County Probation  
9150 Imperial Highway, Room N-31  
Downey, CA 90242

Dear Mr. Viera Rosa:

Thank you for a very informative visit on April 7, 2025. Commissioners appreciated the candor and focus of the departmental leadership in addressing the myriad challenges and shortcomings they are working to resolve moving forward. Commissioners commended the Department's success in restructuring the organization to streamline operations and enhance the implementation of internal reforms while fostering stronger alignment with the newly established Los Angeles County Departments of Youth Development and Justice Care and Opportunities. They also commended the Department's efforts to work with other departments to share ownership of services provided at juvenile facilities.

Commissioners acknowledged the Department's progress in restructuring job classifications and improving staffing within juvenile institutions, specifically the entry-level Deputy Probation Officer I and II (DPO-I and DPO-II) positions. Notably, the DPO-I recruitment yielded 1,042 eligible candidates, while the DPO-II recruitment yielded 36 eligible candidates. The initiative to restructure job classifications created opportunities for associates, interns, and fully licensed professionals to bring their expertise into the department.

Commissioners appreciated an update on efforts with the following projects including:

- Building a new executive team, hiring the most experienced professionals in various fields to transform the department and bring new perspectives.
- Developing a Facility Plan for the Department's Halls and Camps, which is a long-term facilities strategy consisting of two parts:
  - Part I focuses on relocating Central's clinical services closer to youth and closing Camp Paige to reallocate resources where they are most critically needed, with expected completion by the end of 2025.
  - Part II involves the full expansion of the small community model. Through renovation and new construction, facilities will be redesigned to create a therapeutic environment that fosters education, programming, and personal growth – like the reimagined Campus Kilpatrick.

Commissioners commend your initiatives to improve productivity and efficiency throughout the Department, including the following areas:

- Successful exam for Deputy Probation Officer I, featuring a lateral hiring program with financial incentives. This initiative offers a \$24,000 incentive for lateral probation hires from other counties with the goal to broaden the applicant pool, increase candidate interest in the department, and improve retention rates.

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Mr. Guillermo Viera Rosa  
May 15, 2025  
Page 2

- Improving coordination and compliance among departments who share joint ownership in juvenile facilities.

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

- Continuing to improve staff readiness and deployment, including Department of Human Resources Disability Management. It was noted with concern the number and proportion of active frontline capable workers.
- Successful procurement of a case management system.

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Louisa Ollague and Francisco Navarro (Alternate). 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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May 15, 2025

Mr. Oscar Valdez

Auditor-Controller

Los Angeles County Department of Auditor-Controller

500 West Temple Street, Room 525

Los Angeles, CA 90012

Dear Mr. Valdez:

Thank you for a very informative visit on April 10, 2025. Commissioners commended the Department's success in utilizing Robotics Process Automation (RPA), Generative AI (GEN-AI), and 96 employees earning yellow belt Lean Six Sigma certification aimed at improving operational efficiency.

Commissioners praised the Department's efforts in GEN-AI and more specifically the RPA. It was noted that the "BOTS" streamlined manual tasks in security, countywide payroll, LACERA, property tax and finance areas. The RPA integrates Optical Character Recognition (OCR) technology to enhance efficiency with the Employee Direct Deposit automation.

Commissioners appreciated an update on efforts with the following projects, including:

- Transitioning a paperless workflow to an intuitive electronic system through the DSO Reengineering Project, saving over \$714,000 annually.
- Modernizing county financial processes essential for adjusting general ledger accounts, transferring funds, and managing budgets with faster processing through journal voucher reengineering.
- Streamlining a seven-step timecard adjustment process to a two-step process to minimize delays through Automate Double Overtime Calculations.
- Identifying, classifying, and protecting sensitive data in Outlook, OneDrive, Teams, and SharePoint with Sensitivity Labels through countywide data classification.

The Department also provided a vision of a future AI driven government including continued work with the CIO's office on Countywide AI policy. A discussion on expanding Data & Analytics (DNA), developing chatbots for policy and predictive analytics, Co-Piloting AI driven project management/forensic tools and ChatGPT style bot that provide quick answers to LA County Leave Policy questions were presented.

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

- Launching the Mobile Timesheet approval application, which streamlined timesheet approval and enabled over 8,700 County managers to approve staff timesheets via mobile devices.
- Enhancing the Department's data collection processes by using project management tools like Jira and improving the customer feedback system for Shared Services – transitioning from email-based requests to a formal electronic feedback platform for more structured insights.

Mr. Oscar Valdez

May 15, 2025

Page 2

- Upgrading the County's Enterprise Resource Planning (ERP) systems, eCAPS and eHR into the next generation LA County Enterprise System (LACES) in partnership with the Departments of Human Resources, Chief Executive Office, and Internal Services.
- Engaging in a Request For Proposal for eTAX, a replacement of LA County's Property Tax systems, in partnership with the Department of Treasure and Tax Collector.

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

- Continuing to consult with the Internal Services Department and other partners to harden the entire source-to-settle procurement process against fraud risk.
- Staff recruitment and retention in the accounting, auditing, and information technology fields. It was noted that there is decline in expertise and knowledge in accounting and fiscal policies due to the retirement of experienced staff.
- Launching a Digital Archiving Framework Project to help the department develop a digital preservation strategy.
- Enhancing the Department's Countywide Investigation Tracking Management System (ITMS) by adding an Investigation Plan module. ITMS is used by every County department to receive and track investigations referred to the departments by the Office of County Investigations (OCI) and the County Fraud Hotline.

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Jonathan Roño, Cindy Lee (Alternate), and Christopher Nguyen (Alternate). 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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May 15, 2025

Mr. Kurt Floren

Director

Agricultural Commissioner/Weights and Measures

12300 Lower Azusa Road

Arcadia, CA 91006

Dear Mr. Floren:

Thank you for a very informative visit on April 14, 2025. Commissioners commended the Department's continued success in providing environmental and consumer protection, including services that ensure a safe supply of food and water, protect consumers and businesses from fraud, prevent misuse of pesticides, oversee pest management activities, and prevent exotic pest infestations.

Commissioners praised the Department's efforts in utilizing mobile technology and the Geographical Information System (GIS) to more effectively and efficiently perform work and eliminate less productive use of valuable resources. The use of GIS allows the Department to conduct inspections, capture crucial data, identify patterns and new pathways, complete reports, and store history that can be used to target high-risk areas. As a result, this allows the Department to streamline inspections, protect the agricultural industry, and prevent the introduction of new exotic pests. They also commended the Department's continued efforts in maintaining and promoting the County's sustainability plan through installing 22 Electric Vehicle (EV) chargers and placing 26 EVs into operation.

Commissioners appreciated an update on efforts with the following programs including:

- **Device Inspection Program:** The largest, most active Weights and Measures regulatory program in the nation, regulating commercial use of over 367,000 weighing and measuring devices.
- **Phytosanitary Certification:** Issued following inspections of outgoing shipments, assuring trading partners that produce and plant shipments from Los Angeles County do not carry pests and/or diseases against which other states and countries have quarantines.
- **Scanner Price Verification Program:** The first and largest price verification program in the nation, with 17-full time undercover inspectors conducting unannounced inspections to monitor price accuracy at retail check stands.
- **Weed Abatement Program:** Mitigation of hazardous weeds, brush, and rubbish on unimproved properties to protect the health, safety, and property of residents and improve environmental quality, with approximately 3,500 properties cleared per year in partnership with the Los Angeles County Fire Department.

Mr. Kurt Floren  
May 15, 2025  
Page 2

Commissioners commended your efforts to improve productivity and efficiency throughout the Department, including the following areas:

- Regulating EV chargers through California Assembly Bill (AB) 2037 that gives the Department jurisdiction over inspection of EV chargers publicly owned or operated by Los Angeles County and cities.
- Increasing the number of “plant sniffing” canines from a team of three dogs to five by the end of 2025. Expanding the dog team is critical for increasing the volume and area of reach for intercepting commodities shipped without markings that do not meet the requirements for movement and may come infested with pests.

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

- Conducting an analysis on worldwide trade and evaluating the many pathways for agricultural pests and diseases through the Comprehensive Pest Prevention Plan Analysis (C3PA) in conjunction with University of California, CalState University, University of Florida, and other experts in academia.
- Providing legislation guidance and support for Unrefunded Gas Tax (UGT) to provide a conduit for taxes collected for EVs (mileage or electricity consumed) to supplement the agricultural industry.
- Exploring the feasibility of the Equimetric Cloud (EMC) System to assess its capability in enhancing operational efficiency and regulatory compliance, with the goal to redesign the program to become modular and open opportunities for other Counties and the state.

Thank you for a productive meeting. We will continue to work closely with your Productivity Manager, Christine Belden. 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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May 16, 2025

Mr. Michael Govan

Director and CEO

Los Angeles County Museum of Art

5905 Wilshire Boulevard

Los Angeles, CA 90036

Dear Mr. Govan:

Thank you for a very informative visit to the Los Angeles County Museum of Art (LACMA) on April 17, 2025. Commissioners commended the Department's successes to date in installing the West Campus Building Management System (BMS) and upgrading the West Campus Lighting Control System with support from the Commission's Productivity Investment Fund (PIF) grants. They also commended the LACMA's education and public programs, as well as the dissemination of the LA Arts Community Fire Relief Fund. Commissioners noted with concern the cancellation of several grants from the National Endowment for the Humanities (NEH) and the Institute of Museum and Library Services (IMLS), resulting in the loss of \$1,894,095 in previously approved funding.

Commissioners appreciated the Museum's vision for the future to strengthen its role as a cultural bridge – connecting Los Angeles County to the world and positioning LACMA as a leader in global cultural dialogue and diplomacy through dynamic international exhibitions, scholarly research, and a globally-engaged affinity group and board of trustees. The Museum is also deeply invested in provenance research, tracing the histories of artworks to enrich the understanding of cultural heritage and the movement of art across borders.

Commissioners appreciated an update on recent collaborations, including:

- Creation of the Mohn Art Collective (MAC3): LACMA, the Hammer Museum, and the Museum of Contemporary Art (MOCA) have established a groundbreaking model for institutional collaboration and long-term sustainable storage practices while supporting artists and arts communities throughout LA County
- Launch of the LA Arts Community Fire Relief Fund: In January 2025, a coalition of major local arts organizations and philanthropists, led by the J. Paul Getty Trust and including the MAC3, in partnership with East West Bank, joined forces with the Mellon Foundation, the Ford Foundation, and other national and international donors to launch the LA Arts Community Fire Relief Fund. The Relief Fund was a singular \$15 million emergency initiative to support artists and arts workers affected by the LA fires. As the city's vibrant creative community faced unprecedented devastation, this effort underscored the vital role cultural institutions can play in times of crisis and demonstrated the effectiveness of collaboration.

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

- Offering 1,356 education and public programs that served over 422,000 people of all ages in fiscal year 2023-24

- Tracking audience engagement and response, and the impact of LACMA programs. In fiscal year 2023-24, 853,862 people visited the Museum in person. Over the past six years, the Museum has organized more than 60 exhibitions of non-Western art and artists of color
- Tracking and utilizing zip code data for visitors and residents to help inform LACMA's efforts to broaden geographic access to museum programming throughout the County.

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

- Sharing lessons learned from implementing new energy- and cost-saving climate control systems with other County departments
- Identifying new storage facilities once the current long-term lease for storage ends in 2028, and pursuing expansion of regional storage and exhibition facilities throughout the County, including a new facility in Willowbrook
- Developing economic plans to continue support of various programs, such as the Watts Towers conservation and preservation project, and exploring public and private funding opportunities to connected to the 2026 FIFA World Cup and 2028 Olympics/Paralympics
- Opening the David Geffen Galleries in April 2026, designed by Pritzker Prize-winning architect Peter Zumthor, which includes approximately 110,000 square-feet of single-level galleries.

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Veridiana Pontes and Jacob Stock (Alternate). 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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Commissioner Jeffrey Penichet  
Commissioner Dion Rambo  
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Veridiana Pontes, Productivity Manager  
Jacob Stock, Productivity Manager (Alternate)



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May 16, 2025

Dr. Lori Bettison-Varga

Director and President

Los Angeles County Natural History Museum

900 Exposition Boulevard

Los Angeles, CA 90007

Dear Dr. Bettison-Varga:

Thank you for a very informative visit on April 24, 2025. Commissioners commended the Natural History Museum (NHM) on their continued exceptional work as the science education arm of the County. Commissioners congratulated the NHM's successful opening of the NHM Commons in November 2024. They also congratulated the Museum on 10<sup>th</sup> Annual City Nature Challenge, a four-day nature hunt in over 400 cities worldwide to assist in recording and protecting wildlife in urban areas.

Commissioners noted with concern the NHM's challenges in navigating the polycrisis that exists as a result of the loss of and significant changes to federal grant funding, including the termination of National Science Foundation (NSF) grants, decrease in philanthropic support locally due to wildfires, and decline in County budget.

Commissioners commended your initiatives to improve productivity and efficiency, including the following areas:

- Implementing the Customer Relationship Management (CRM) System, funded through the Commission's Productivity Investment Fund, which allows more effective identification and communication with our visitors and donors. Data collected from the CRM System is analyzed to identify purchasing trends and inform targeted campaigns, while retail and visitor feedback help shape programming and exhibitions.
- Improving staff recruitment and retention by employing regular performance reviews, cross-functional team workshops, and stakeholder feedback sessions to evaluate productivity and service quality.
- Partnering with County departments to identify and implement technology-driven solutions to everyday challenges, such as the successful upgrade of Wi-Fi connectivity at both the NHM and La Brea Tar Pits properties.

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

- Opening the westside of the La Brea Tar Pits to the new Los Angeles County Museum of Art – David Geffen Galleries building with phase one focusing on remodeling the historic Page Museum and the park area. The project hopes to break ground in 2026 to allow for reopening in advance of the 2028 Olympics/Paralympics.
- Obtaining actionable information from LA28 to plan exhibits for the 2028 Olympics/Paralympics. Commissioners noted with concern the Museum's potential loss of 4-6 weeks of revenue without this information.



Dr. Lori Bettison-Varga

May 16, 2025

Page 2

- Launching a new exhibit, "Fierce! The Story of Cats", which opens on July 13, 2025 and explores the diversity of cats, including their behaviors, unique biology, and complex relationship with humans.
- Launching a new in-house eCommerce site to support a long-term strategy of increasing earned revenue.
- Growing impacts through mobile museums and exploring the use of QR codes and other technologies to save costs on promoting community and volunteer programs.
- Sharing digital assets management system with other County Departments.

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Leslie Negritto and Chebon Marshall (Alternate). 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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\*Chair Emeritus

May 16, 2025

Mr. Mark Pestrella

Director

Los Angeles County Department of Public Works

900 South Fremont Avenue

Alhambra, CA 91803

Dear Mr. Pestrella:

Thank you for a very informative visit on April 30, 2025. Commissioners commended the Department's successful launch of the Equity in Infrastructure Initiative and Wildfire Recovery Taskforce. In collaboration with the Chief Executive Office – Office of Emergency Management, Fire, Health Services, Public Health, Public Works, and Sheriff's, the taskforce followed a coordinated, multi-agency framework designed to streamline and support the rebuilding process for communities impacted by the wildfires, especially for unincorporated communities with resilience. They also commended the Department's efforts in improving staff retention rates through workforce development, notably the high number of contracts awarded and jobs created in 2023-24.

Commissioners appreciated an update on the following programs, including:

- **The Works App:** A mobile application that allows the public to connect with LA County to report issues such as potholes, graffiti, overgrown trees, blocked storm drains, illegal dumping, maintenance needs, property-related concerns and suspected violations, etc.
- **Measure W – Safe, Clean Water Program:** The nation's largest stormwater initiative and a municipal service with the idea to capture local stormwater and put it into the ground for reuse.
- **Customer Experience and Community Engagement:** Utilizing artificial intelligence (AI) & data dashboards to improve data transparency and tracking data that is difficult to find through other methods.
- **County Water Plan:** Collaborative effort with over 200 water professionals, tribal and community leaders, and interested parties to discuss water use efficiency and conservation, regional water reliability and resiliency, and sustainability and nature-based solutions.
- **Homelessness Response:** Continued efforts to address homelessness through collaboration and delivery of projects such as Encampment Resolutions, Project Homekey, Interim and Permanent Supportive Housing, Restorative Care Village projects, the RV Encampment Pilot Project, and the Dumpster Pilot Project, among other initiatives.

Commissioners commend your initiatives to improve productivity and efficiency throughout the Department, including the following areas:

- **Job Order Contracting (JOC):** JOC is utilized for maintenance, repair, and refurbishment of County infrastructure and offers a flexible and cost-effective contracting method.

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Mr. Mark Pestrella

May 16, 2025

Page 2

- Results-Based Accountability (RBA): A data-driven framework that begins with envisioning desired outcomes and works backward to establish a strategic direction.
- Vision Zero: Aimed at promoting and enhancing traffic safety throughout the unincorporated communities.

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

- Increased need to divert resources toward climate-related disasters.
- Development of the Climate Ready Public Works Roadmap, which will evaluate internal operational processes and identify strategies to better incorporate sustainability and resilience principles into all aspects of infrastructure planning, design, construction, and service delivery.
- Integration of AI into the building plan approval and zoning conformance process to streamline plan reviews, identify code compliance issues more rapidly, and ensure zoning regulations are consistently applied, which will significantly reduce processing times and alleviate staff workloads.
- Funding impacts due to litigation, reduced property taxes, and new grant funding policies, which Commissioners noted with concern.
- Result of the Board Motion for self-certification pilot, which can be a transformative opportunity for building homes and residences.

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Leslie Schenk and Cristina Arechiga (Alternate). 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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May 20, 2025

Ms. Skye Patrick  
Library Director  
Los Angeles County Library  
7400 East Imperial Highway  
Downey, CA 90242

Dear Ms. Patrick:

Thank you for a very informative visit on May 1, 2025. Commissioners commended you in receiving the Chair Leadership Award at the 2024 Productivity and Quality Awards and in receiving the 2025 James Irvine Foundation Leadership Award for being recognized as *"A leader of an institute whose innovative solutions to critical challenges improves people's lives, create opportunity, and contribute to a better California."*

The Commissioners also congratulated the Department in receiving three National Association of Counties (NACo) Achievement Awards in 2024 with collaborating County departments. Noteworthy, in an effort to encourage customers to return to in-person visits, the Library prioritized outreach efforts by launching a series of community celebrations called *Library Fest* across 10 locations, attracting over 8,500 residents. The Library is hosting five Library Fest events during spring 2025 while leveraging various marketing and communications methods to raise public awareness of the services and resources we offer.

Commissioners appreciated an update on collaboration efforts on the following programs including:

- Launching the Summer Stars tutoring program in the summer of 2024, which provided free reading and math tutoring to over 2,700 students (grades 1-6), who participated in nearly 13,800 tutoring sessions.
- Partnering with the Department of Public Health (DPH) and the California Department of Health Care Services to offer Naloxone Clinics where residents can access the life-saving medication and training on its administration. The program expanded in 2024 to include fentanyl test strips as a harm reduction strategy.
- Introducing One Book, One County which took place in during summer 2024, with a total of 18 (of 35) library jurisdictions in the County to promote connection and conversation through the largest book club in Los Angeles.

The Department also provided an update on the Library's 2024-28 Strategic Plan which included extensive stakeholder engagement that was carried out from 2022 to 2023. Efforts kicked off with five public Visioning Sessions and a community feedback survey, available both online and at all 85 community library locations. These engagement efforts were made accessible in English, Spanish, and Modified Chinese to increase access to some of the largest populations that the County Library serves.

Commissioners commend your initiatives to improve productivity and efficiency throughout the Department, including the following areas:

- Expanding Tool Lending Library to a sixth location including a new phase by adding musical instruments (keyboards, guitars, and drum pads) and exploring the feasibility of providing music instruction at select libraries this summer with a potential partnership with the Arts & Culture Department.
- Integrated Library System: Library-at-a-Glance (LAAG) report that includes statistics which provides detailed insights into circulation, purchasing, item requests, and digital usage
- Connect & Go: Service that enables customers to borrow portable Wi-Fi hotspots for up to six weeks thus ensuring reliable internet access on the go and improving digital connectivity for under-resourced communities.
- Delete the Divide (DTD) Digital Assistants: One-on-one tech support to over 10,000 library customers across 43 libraries through a program managed by the Internal Services Department (ISD). It is significant to note that even though the program concluded in December due to the expiration of American Rescue Plan Act (ARPA) grant funding, library staff and customers have expressed how valuable this service was to them and their desire to reinstate this program.

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

- Adapting and mitigating against funding shortfalls and the continuing structural deficit
- Evolving Artificial Intelligence (AI) landscape as the Library is exploring the use of AI towards its administrative, business, and operational processes, as well as its impacts on customers. Additionally, the Library wants to develop workshops that educate the community on how AI can be integrated into their daily lives.
- Adjusting to rising retirements of senior staff which has placed additional responsibilities on remaining staff thus having limited applicants or lack of required experience
- Increasing efforts and to attract grant and philanthropic support

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Samangi Skinner, Sara Keating (Alternate), and Yolanda Pina (Alternate). 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:JG:RK

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Commissioner Joe Waz

Ms. Skye Patrick

May 20, 2025

Page 3

Commissioner Will Wright

Keisha Belmaster, Chair, Productivity Managers' Network

Samangi Skinner, Productivity Manager

Sara Keating, Productivity Manager (Alternate)

Yolanda Pina, Productivity Manager (Alternate)



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May 20, 2025

Ms. Elizabeth Buenrostro Ginsberg  
Treasurer and Tax Collector  
Los Angeles County Treasurer and Tax Collector  
500 West Temple Street, Room 437  
Los Angeles, CA 90012

Dear Ms. Buenrostro Ginsberg:

Thank you for a very informative visit on May 5, 2025. Commissioners commended the Department's success in the EPIC-LA Business Licensing Integration which was modeled after best practices observed in other departments that has successfully digitized permit and licensing processes. Such improvements led to a 52% increase in Business License application volume while reducing processing time by 40%.

The Commissioners also acknowledged the Department for piloting the El Monte field office co-located with the Office of the Assessor in an effort to improve collaboration and communication with the public. Noteworthy, the pilot is expected to expand to other field offices throughout Los Angeles County. Commissioners also commended outreach efforts such as a disaster center taskforce for public assistance during the January wildfires.

Commissioners appreciated an update on collaboration efforts on the following programs including:

- **Streamlining Assessment Appeals and Property Tax Corrections:** A joint effort with the Assessment Appeals Board, Auditor-Controller, and Assessor to identify improvements and best practices to the Los Angeles County refund processes
- **Partnering with Easy Smart Pay (ESP):** A secure service that allows taxpayers to enroll in automatic monthly payments, similar to a mortgage escrow account
- **Processing automation efforts,** such as transitioning to the cloud-based property tax telephone system which is expected to yield annual savings of \$125,000 while improving taxpayer response times

The Department also provided an update on data sharing and usage. It was noted that further collaboration with the Department of Auditor-Controller on replacing the legacy property tax system was needed to ensure data-driven decision-making across departments. Furthermore, the Department is using Microsoft Lists to share escalated inquiries spanning various operational areas to expedite the resolution of tax-related matters and developing a Mobile-First Approach as there is an increased reliance on mobile devices requiring the Treasurer and Tax Collector (TTC) to develop mobile-friendly websites, applications, and communications channels.

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

- Enhancing the Property Tax Case Management System (CMS) to improve taxpayer response times by four days.
- Modernizing the Integrated Property Tax System (eTax), as a joint effort with the Auditor-Controller, aimed at replacing legacy tax collection systems to improve efficiency, accuracy, and service delivery.
- Sharing property tax roll data through the County's open data platform with improved access for mortgage servicers and financial institutions.
- Transitioning to a cloud-based Treasury Management System to streamline forecasting and reduce manual workload by 25%.
- Transitioning to a cloud-based Fiduciary Electronic Information System (FIDELIS) for the Office of the Public Administrator in managing probate estates improved operational resilience and enhancing operational efficiency.

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

- Enhancing Fraud Prevention and Security Measures by securing cybersecurity funding for data protection enhancements.
- Continuing investment in IT modernization through initiatives such as the IT Legacy Modernization Fund, which helped fund the property tax telephone system upgrade.
- Expanding Digital Payment Adoption by increasing public outreach to educate taxpayers on available digital payment methods.
- Ongoing Cybersecurity and Compliance due to increased regulatory requirements for data protection and investments in IT infrastructure and training.

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Nichole Alcaraz, Angelica Dzhanikyan (Alternate), and Gregory Wong (Alternate). 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:JG:RK

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Commissioner Edward McIntyre

Ms. Elizabeth Buenrostro Ginsberg

May 20, 2025

Page 3

Commissioner Jeff Penichet

Keisha Belmaster, Chair, Productivity Managers' Network

Nichole Alcaraz, Productivity Manager

Angelica Dzhanikyan, Productivity Manager (Alternate)

Gregory Wong, Productivity Manager (Alternate)



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May 20, 2025

Mr. Dean Logan

Director

Los Angeles County Registrar-Recorder/County Clerk

12400 East Imperial Highway

Norwalk, CA 90650

Dear Mr. Logan:

Thank you for a very informative visit on May 12, 2025. Commissioners congratulated the Department on the opening of the new Ballot Processing Center in the City of Industry in January 2024. Commissioners also commended the Department's continuous efforts to improve voter turnout (3,793,106 ballots total), participation (72% vote by mail and 28% in person votes), and outreach (426 ballot drop boxes and 648 vote centers) for the November 2024 General Election.

Commissioners praised the Department's initiatives to leverage partnerships and increase collaboration to enhance election security with the LA County Sheriff's Department, provide safe mail handling training with the United States Postal Inspection Services, and expand the County Employee Election Worker Program with the LA County Chief Executive Office, Department of Human Resources, County Counsel, and County labor partners. Notably by the November 2024 General Election, 4,166 County employees were assigned to Vote Centers – 56% of whom were bilingual.

Commissioners applauded the Department's success in implementing the following initiatives:

- Developing a disaster response team to address issues with obtaining vital records and real estate records for residents impacted by the wildfires.
- Implementing a structured, data-driven methodology using GIS and other technologies to determine equitable, efficient, and legally compliant placement of Vote Centers and Ballot Drop Boxes.
- Establishing a new Data Science section that proactively works with operational units to identify automation opportunities and streamline reporting.

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

- Recognizing equity initiatives, including the Restrictive Covenant Modification Project in compliance with Assembly Bill 1466 to redact restrictive covenants (i.e., discriminatory wording) in real property deeds.
- Developing the Election Dashboard to monitor critical indicators like Vote Center readiness, voter turnout, voting system performance, and Ballot Drop Box tracking.
- Developing the multilingual election worker recruitment dashboards (Language Accessibility Dashboard) to display workforce needs geographically and support targeted recruitment, advertising and outreach strategies.



Mr. Dean Logan  
May 20, 2025  
Page 2

- Conducting a randomized controlled trial to measure the effectiveness of the Department's multicultural digital advertising campaign.

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

- Developing and implementing the new Election Management System (EMS), designed to modernize how elections are planned and executed and how voter records are tracked in LA County.
- Publishing selected portions of the Voting Solutions for All People's (VSAP's) codebase and documentation and helping to shape the regulatory and certification framework that will govern how open-source election systems can be evaluated and adopted at the state level, in collaboration with the California Secretary of State.
- Implementing a cloud-based financial management platform, Apptio, to improve fiscal oversight and streamline internal processes for budget tracking and management.

Thank you for a productive meeting. We will continue to work closely with your Productivity Manager, Jeff Klein. 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:JG:JL

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Jeff Klein, Productivity Manager



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*\*Chair Emeritus*

June 2, 2025

Ms. Marcia Mayeda

Director

Animal Care and Control

5898 Cherry Avenue

Long Beach, CA 90805

Dear Ms. Mayeda:

Thank you for a very informative visit on May 22, 2025. Commissioners commended the Department's successes in adopting best practices from County departments, predominantly around digital service delivery and customer experience. Inspired by successful queue management systems in other County departments, Animal Care and Control was awarded \$300,000 from the Information Technology Infrastructure Fund (ITF) to implement a digital queue line system, digital signage, and digital kennel cards at our Animal Care Centers.

The Commissioners also acknowledged the Department for holding 25 Vet@The Park events in 2024. It was reported that 1,905 Care Vouchers were issued and distributed 2,632 Spay/Neuter Vouchers. Such events have shown that residents prefer proactive, community-based solutions over traditional in-facility services. These services are essential to making pet ownership equitable to all and reducing the number of animals surrenders to our care centers. Significantly, Commissioners commended the Department by providing vouchers for compassionate euthanasia as part of its commitment to humane animal care.

Commissioners appreciated an update on collaboration efforts on the following programs including:

- Expanding the Grooming Gives Hope program funded by the Los Angeles County Animal Care Foundation to improve the health and adoptability of animals in the Departments' care
- Enhancing the Pets Are Family (PAF) Program by providing a medical helpline, a pet food pantry and good neighborhood cat program
- Continuing financing of the Dreams Come True fund which provides special surgeries, procedures and medications for pets whose medical illnesses or injuries are too extensive and costly to treat through the normal course of shelter veterinary services
- Supporting Noah's Legacy Fund which provides emergency rescue supplies and equipment to keep pets and livestock safe during natural disasters.

The Department also provided an update on their volunteer efforts. Volunteers have contributed more than 75,000 hours of service. During the Palisades and Eaton Fires, Animal Care and Control successfully sheltered more than 450 animals thus highlighting the value of cross-functional training, strong partnerships and having scalable protocols in place.

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

- Implementing QR coded Kennel Profiles and a Q-Line management system to help improve interactions at various care centers.
- Using Power BI dashboards to monitor and assess performance metrics, including animal admissions and outcomes, enforcement trends, response times, to effectively manage animals in the Department's care.
- Preparing an ITF submission to secure 45 Los Angeles Regional Interoperable Communications System (LA-RICS) radios to modernize field and emergency communications directly supporting disaster response capabilities and improve coordination with other emergency services during critical incidents.

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

- Addressing recruitment challenges with a national shortage of veterinarians
- Seeking funding for a full-time mental health clinician that would create and run a mental health program specifically for animal care staff
- Implementing the digital queue line management system, digital signage, and digital kennel cards
- Supporting, planning and preparing the integration of vulnerable elderly pet owners during disasters

Thank you for a productive meeting. We will continue to work closely with your Productivity Manager, Dorthy Phillips. 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:JG:RK

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Commissioner Dion Rambo  
Commissioner Joe Waz  
Keisha Belmaster, Chair, Productivity Managers' Network  
Dorthy Phillips, Productivity Manager



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June 11, 2025

Ms. Erika Anzoátegui

Alternate Public Defender

Clara Shortridge Foltz Criminal Justice Center

210 West Temple Street, Suite # 18-709

Los Angeles, CA 90012

Dear Ms. Anzoátegui:

Thank you for a very informative visit on May 28, 2025. Commissioners congratulated the Department's collaborative efforts during the 2024 Productivity and Quality Awards for the *Rapid Diversion Program* and *Partners for Justice*, *Partners for Success* projects. Commissioners commended collaborative projects which saved the County money and avoided increased incarceration and high costs.

Commissioners also congratulated the Department for its first inaugural class of seven Deputy Alternate Public Defender I attorneys that onboarded in January 2025. Many in the class began as unpaid law clerks just a year into law school and are now fully barred attorneys. The Department also expanded its hiring pipeline to include entry-level attorney and senior law clerk positions and are actively working to establish a paid law clerk program.

Commissioners appreciated your update on collaboration efforts on the following programs including:

- Enhancing Project HEAL (Holistic Early Assessment Linkage Program) through a joint grant awarded to the Alternate Public Defender and the Public Defender. This innovative mental health diversion pilot was launched to embed a clinical social worker in the felony arraignment court at the Clara Shortridge Foltz Criminal Justice Center where the program aims to fast-track eligible felony clients into treatment within 30–45 days of arraignment.
- Supporting Partners for Justice, a model where client advocates work alongside the Alternate Public Defender and Public Defender to provide holistic support by helping clients with housing, healthcare, and benefits.
- Launching the "On the Record" training initiative. This program uses volunteer employees to reenact real courtroom and workplace scenarios, capturing them on video to create dynamic, on-demand training tools.

The Department also provided an update on working with the Office of Diversion and Reentry with the Rapid Diversion Program. The program identifies clients eligible for mental health diversion, connecting them to treatment and supportive housing. Attorneys are trained to recognize behavioral health needs early and work across agencies to advocate for care over custody. Commissioners were pleased to hear that there are currently 300 enrolled in the program and as of January 2025, there have been 71 successful client graduations.

Ms. Erika Anzoátegui  
June 11, 2025  
Page 2

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

- Replacing its legacy case management system. Phase I of the implementation of the new Client Case Management System (CCMS) launched on April 2, 2024, covering all critical functionalities for go-live
- Leading the June 2025 launch of eSubpoena, created in close collaboration with ISAB. It will significantly streamline subpoena delivery to law enforcement, creating major time savings for both trial deputies and investigators while improving overall efficiency
- Integrating Odyssey Juvenile data into CCMS in October 2024, nine months ahead of the deadline. This streamlined system eliminated tens of thousands of keystrokes and gave attorneys and staff access to richer, more detailed data.

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

- Managing the rising number and increasing severity of caseloads pending with the Department
- Launching the Juvenile Competency HUB Court, a new "Department 95"- style court for youth competency hearings
- Responding to broadening eligibility for criminal case review under Assembly Bill (AB) 256, which allows defendants to challenge racial bias in their criminal cases at any stage, including pretrial, trial, sentencing, and post-conviction
- Participating in efforts led by the Office of Youth and Community Restoration (OYCR) to establish best practices for representing youth placed in Secure Youth Treatment Facilities (SYTF).

Thank you for a productive meeting. We will continue to work closely with your Productivity Managers, Michael Iwanaga and Maria Cordero. 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:JG:RK

c: Fesia Davenport, Chief Executive Officer  
Joseph Nicchitta, Chief Deputy, Chief Executive Office  
Edward Yen, Executive Officer, Board of Supervisors  
Steven Hernandez, Chief Deputy, Executive Office of the Board of Supervisors  
Commissioner Rodney Gibson  
Commissioner Shawn Landres  
Commissioner Edward McIntyre  
Commissioner Scott Palmer  
Keisha Belmaster, Chair, Productivity Managers' Network  
Michael Iwanaga, Productivity Manager  
Maria Cordero, Productivity Manager (Alternate)