



# 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

Marsha D. Mitchell

### Immediate Past Chair

Nichelle M. Henderson

Jacki Bacharach\*

Viggo Butler

Rodney C. Gibson, Ph.D.\*

Nancy G. Harris

Derek Hsieh

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  
effective and caring service"*

**Monday, June 23, 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:**

Call in Number: (669) 900-9128

Meeting ID: 822 9512 4427

Passcode: 827582

Join Zoom Meeting

[https://bos-lacounty-](https://bos-lacounty.gov.zoom.us/j/82295124427?pwd=syKL6wklwcaa5rE4JLbsvbRrkVehlB.1)

[gov.zoom.us/j/82295124427?pwd=syKL6wklwcaa5rE4JLbsvbRrkVehlB.1](https://bos-lacounty.gov.zoom.us/j/82295124427?pwd=syKL6wklwcaa5rE4JLbsvbRrkVehlB.1)

**Written Public Comment may also be submitted to Jane Lam by  
Sunday, June 22, 2025 (received by 4:00 p.m.):**

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

***\*Any information received from the public by Sunday, June 22, 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 April 28, 2025 meeting minutes
5. Chair's Report: Administrative Items, Department Visits, Ad Hoc Committee Status (5 minutes).....Commissioner Parent
6. Productivity Managers' Network Chair's Report: General Meeting and Training (2 minutes).....Keisha Belmaster
7. Executive Director's Report: Commission Events Update, Calendar of Events, Deadlines, Administrative Items (2 minutes).....Jane Lam
8. Department Visit Ad Hoc Committee Report (2 minutes).....Commissioner Henderson
  - 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)

9. Leadership Conference Ad Hoc Committee Report (2 minutes).....Commissioner Landres
10. Countywide Criminal Justice Coordination Committee (CCJCC) General Committee Meeting Update (2 minutes).....Commissioner McIntyre
11. Commissioner Announcements regarding conferences, meetings, and gatherings of interest to the Commission (2 minutes) – *For Discussion Only*
12. Commissioner Discussion on goals, ideas, future projects, and/or direction of the Commission (2 minutes) – *For Discussion Only*
13. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda. – *For Discussion Only*
14. Public Comment (3 minutes for each speaker)
15. The next full Commission meeting will be held on Monday, July 28, 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, Gabrielino/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

April 28, 2025, 10:00 a.m.

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

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Commission

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\*\*\*\*\*

### CALL TO ORDER

Commissioner Parent, Chair, called the meeting of the Quality and Productivity Commission to order at 10:02 a.m.

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

Jacki Bacharach  
Rodney Gibson  
Nichelle Henderson  
Derek Hsieh  
Shawn Landres  
Huasha Liu  
Edward McIntyre

Marsha Mitchell  
E. Scott Palmer  
William Parent  
Jeffrey Jorge Penichet  
Dion Rambo  
Mark Waronek  
Joe Waz

### ABSENT

Viggo Butler  
Nancy Harris  
Will Wright

### PRODUCTIVITY MANAGERS' NETWORK (PMN)

Keisha Belmaster, Chair (Absent)

### OPENING REMARKS

Commissioner Parent welcomed everyone and noted the meeting was being recorded. He announced that members of the public could send their questions or comments to Jackie Guevarra during the meeting via email at [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov) or via the chat feature. The public could inform Jackie Guevarra via email or the chat feature which item(s) they wanted to comment on, and any information received would become part of the official meeting record.

Members of the public were also given the opportunity to send their comments and questions to Jackie Guevarra by Sunday, April 27, 2025, at 4:00 p.m. No written comments were received.

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

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

On November 1, 2022, the Board of Supervisors adopted a formal Land Acknowledgement for the County. 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 Mark Waronek joined the meeting remotely.

#### **APPROVAL OF THE JANUARY 27, 2024, MINUTES (AGENDA #4)**

Commissioner Bacharach moved to approve the minutes of March 24, 2025, seconded by Commissioner Mitchell, with the following revisions:

- Page 3, last line, change “have” to “has.”
- Page 6, change the Leadership Conference start time to 9:00 a.m. (not 9:30 a.m.).
- Page 7, change “City’s” to “Cities.”

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

Yes: Commissioners Bacharach, Gibson, Henderson, Hsieh, Liu, McIntyre, Mitchell, Palmer, Parent, Penichet, Rambo, and Waronek

Nos: None

Abstain: Commissioner Landres

#### **PRESENTATION AND UPDATE BY THE CHIEF EXECUTIVE OFFICE ON THE LOS ANGELES COUNTY WILDFIRES: JACQUELINE CHUN, ASSOCIATE DIRECTOR, CENTER FOR STRATEGIC PARTNERSHIPS (AGENDA #5)**

An overview of the Chief Executive Office’s response to the recent wildfires in Los Angeles County was provided by Jacqueline Chun, Associate Director at the Center for Strategic Partnerships. Ms. Chun presented about County funds for household, worker, and small business relief, the Wildfire Funders Collaborative, the Altadena Community Preservation, the long-term recovery framework, and research findings on philanthropic responses to wildfires.

**PRESENTATION ON THE INITIATIVES AND PRIORITIES OF IMMIGRANT AFFAIRS:  
RIGOBERTO REYES, EXECUTIVE DIRECTOR, OFFICE OF IMMIGRANT AFFAIRS,  
DEPARTMENT OF CONSUMER AND BUSINESS AFFAIRS (AGENDA #6)**

Rigoberto Reyes, Executive Director of the Office of Immigrant Affairs (OIA), Department of Consumer and Business Affairs, provided an overview of the OIA and presented about immigrants in Los Angeles, federal immigration actions, and protections and resources for immigrants. OIA's mission is to drive forward policies, strategies, and programs that realize immigrant equity. The Office envisions a County where every immigrant has the ability to equitably pursue the same opportunities available to native-born Angelenos.

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

Commissioner Parent reported the following:

- The next QPC meetings are Monday, June 23 and July 28, 2025, at 10:00 a.m., in Room 140.
  - The Commission will hear PIF projects at the meeting of June 23, 2025.
  - For the meeting of July 28, 2025, Commissioners were asked to please let us know if they have suggestions for particular speakers or topics of interest.
- The PIB next meets on May 19, 2025. There are 4 PIF projects on the agenda.
- Commissioner Appointments – Derek Hsieh informed Jackie Guevarra on Friday, April 18, 2025, that he has been appointed to the Governance Reform Task Force (GRTF). His resignation is effective as of today, April 28, 2025. He is working with the Coalition of Los Angeles County Unions to appoint his replacement. Per the QPC Ordinance 3.51.030 – Membership (c) There shall be two ex officio members: the executive secretary-treasurer of the County Federation of Labor, AFL-CIO, or his or her designee, and the chairperson of the Coalition of Los Angeles County Unions.
- Derek's replacement on the Commission is Barry Donelan, Chair of the Peace Officers Research Association of California (PORAC), Legal Defense Fund.

**PMN CHAIR'S REPORT: GENERAL MEETING AND TRAINING (AGENDA #8)**

Jane Lam, QPC Program Manager, reported the following on behalf of Keisha Belmaster, PMN Chair:

- A new manager's orientation meeting was held virtually on February 5, 2025. New managers from the Registrar-Recorder/County Clerk, Youth Development, Health Services, Assessor, and Probation participated. It was a good meeting, and Managers left with information needed to assist them in their role as Productivity Managers for their respective departments.
- On February 12, 2025, the first general meeting and training of the Productivity Managers' Network (PMN) was held virtually via Zoom. This meeting was supposed to be held in-person; however, due to the fires and with many Managers participating as Disaster Service Workers, it was decided to change to a virtual meeting. Over 43 Managers attended. The following was discussed during the meeting:
- A presentation on the Productivity Investment Fund (PIF) was given by Arman Depanian, Chair of the Productivity Investment Board Advisory Committee, and Stephanie Todd, Productivity Manager, Chief Information Office. Both new and

seasoned Managers appreciated the information and there was excellent dialogue regarding the PIF process.

- Stephanie Canfield, Principal Analyst, Workforce Wellbeing Programs Division, Department of Human Resources, gave an informative presentation on the NACo and CSAC application processes. Managers appreciated receiving an overview of the 2025 NACo Achievement Awards, a step-by-step application process, and more importantly, obtaining NACo and Human Resources contacts in the event there are questions when applying. It was a very informative presentation.
- Laura Perez, Program Manager, provided Commission announcements, then wrapped up the meeting by picking two raffle winners. They were Angelica Vicente (Beaches and Harbors) and Jamie Wells (Health Services-LA General).
- The Executive Committee met on April 2, 2025. This meeting included the Productivity and Quality Awards (PQA) ad hoc Committee Chair. They engaged in dialogue to kick off the PQA season. They also planned the PMN General Meeting and Training for May 7, 2025, which will include PQA training.

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

Jackie Guevarra, Executive Director, reported the following:

- Staff have been working on and/or preparing for various meetings:
  - Working on the Summer 2025 Quarterly Newsletter – due out by June 30, 2025
  - 2024 Annual Report
  - Onboarding the new Commissioner, Joe Waz, Jr., and Barry Donelan
  - Leadership Conference invitations, program book, Board Motion (waive parking and venue fees)
- 2025 Department Visits – 6 visits since the last QPC meeting
- Conflict of Interest/Form 700
  - Look out for notices and reminders (due annually in April – extended to June in 2025) – 12 Commissioners have filed so far (as of 4/27/2025)
  - MISSING: Nancy Harris, Marsha Mitchell, Scott Palmer, Jeff Penichet
  - NOT REQUIRED: Joe Waz
- The current Strategic Plan is for 2022-2026 – we need to start working on hiring a consultant to work on the 2027-2030 Strategic Plan. Recommendation: Similar to the County (2024-2030), we can change it to a 6-year Strategic Plan (2027-2032). The Consultant should be in place by December 2025/January 2026 to start the work.
- The PIF turned 40 in 2024 (1984-2024). We recommend compiling a PIF 40<sup>th</sup> Anniversary Commemorative booklet that provides updates on our most successful projects. We will work with Commissioner Gibson, PIB Chair.

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

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

- Completed 8 of the 21 Department Visits this year
- Received and filed the Department Visit Reports for:
  - Department of Health Services (March 13, 2025)
  - Justice Care and Opportunities Department (March 27, 2025).

- Commissioners Landres and Harris were thanked for leading these visits
- Commissioners were reminded that Lead Commissioners are encouraged to work with the Productivity Managers before the visit to ensure they are prepared to lead the visit. Commission staff will connect each Lead Commissioner to the Productivity Manager(s) about one week before the visit. The notice will include the follow-up questions from the last visit with the department.
- There are 9 Department Visits scheduled between now and the next Commission meeting on June 23, 2025: Public Works (4/30), Library (5/1), Treasurer and Tax Collector (5/5), Registrar-Recorder (5/12), Animal Care and Control (5/22), Alternate Public Defender (5/28), Parks and Recreation (5/29), Arts and Culture (6/16), and Beaches and Harbors (6/18).
- Commissioners were reminded to commit to at least 3 visits for the year.

#### **STRATEGIC LEARNING AD HOC COMMITTEE REPORT (AGENDA #11)**

Jackie Guevarra, Executive Director, reported the following on behalf of Will Wright, Chair, Strategic Learning ad hoc Committee:

- The ad hoc Committee met on March 8, 2025, and reviewed the draft Operational Trends Report and selected examples to use for each trend as follows:
  - Mature: Streamlining Operational Collaboration, Multidisciplinary Approach, and Integrated Delivery of Services
  - Current: Overcoming Challenges to Workforce Development, Retention, and Pipelines/Pathways to County Employment
  - Emerging: Making Data More Accessible with Artificial Intelligence (AI), Drones, and Other Technologies
- Jackie is working to finalize the report, which will be included in the Commission's 2024 Annual Report.

#### **LEADERSHIP CONFERENCE AD HOC COMMITTEE REPORT (AGENDA #12)**

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

- The conference will be held on Wednesday, June 4, 2025 from 9:30-11:30 a.m. at the Music Center, Dorothy Chandler Pavilion, Grand Ballroom. The theme is: *Navigating the New Normal: What Matters Most*. The objective is building resilience in an era of polycrisis.
  - Panel 1 Speakers are pending:
    - Facilitator: Paul Ong, Sylvia Gonzalez (pending)
    - Supervisor Hilda L. Solis, First Supervisorial District
    - Supervisor Lindsey P. Horvath, Third Supervisorial District
  - Keynote Speaker: Manuel Pastor, Distinguished Professor of Sociology and American Studies & Ethnicity and Turpanjian Chair in Civil Society and Social Change, University of Southern California
  - Panel 2 Speakers:
    - Moderator: Dr. D'Artagnan Scorza, Executive Director of Racial Equity, Anti-Racism, Diversity and Inclusion
    - Panelist: Rafael Carbajal, Director, Department of Consumer and Business Affairs



- Panelist: Dr. Curley Bonds, Chief Medical Officer, Department of Mental Health
- Panelist: Dr. Rita Kampalath, Chief Sustainability Officer, Chief Sustainability Office, Board of Supervisors, Executive Office
- Panelist: Carrie Miller, Senior Manager, Policy Implementation and Alignment Branch, Chief Executive Office

#### **PQA AD HOC COMMITTEE REPORT (AGENDA #13)**

Jackie Guevarra, Executive Director, reported the following on behalf of Nancy Harris, Chair, PQA ad hoc Committee:

- The awards ceremony will be held on Wednesday, October 15, 2025 from 11:30 a.m. – 2:30 p.m. at the Music Center, Dorothy Chandler Pavilion, Grand Ballroom. The theme is: *Resilient: Today, Tomorrow, Together*.
- Graphics are currently in progress. Applications are due June 20, 2025 by 5:00 p.m.
- Commissioners were reminded that the PQA evaluation is scheduled for August 6, 2025. The Top Ten and Commission Special winners will be finalized at the 2025 PQA meeting of August 12, 2025, followed by the Top Ten site visits between August 19-25, 2025. Commissioners are required to attend at least 3 of the 10 visits. Commissioners were asked to save these dates on their calendars.

#### **REVIEWING BEST PRACTICES AND EXPLORING THE CREATION OF A COMPREHENSIVE EMERGENCY REGISTRY SYSTEM FOR OLDER ADULTS AND PERSONS WITH DISABILITIES IN LOS ANGELES COUNTY (BOARD MOTION BY SUPERVISORS HAHN AND BARGER ON APRIL 1, 2025 (AGENDA #14)**

Bill Parent, Chair, reported on the above-noted Board Motion, which can be found by clicking [here](#).

- Per Commission Policy 1.0 Commission Officers, the Chair may:
  - a) Establish committees and task forces (and appoint Chairs, Vice Chairs, and members thereof), from time to time, to advise and assist the Commission
  - b) Appoint Commissioners to special assignments, as needed.
- Based on the authors of the Motion (Supervisors Horvath and Barger) and expertise, the Chair asked the following Commissioners to serve with him 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). They will attend meetings, provide feedback, and report back to the Commission.

#### **COMMISSIONER ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS, AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA #15) – FOR DISCUSSION ONLY**

None.

#### **COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS, AND/OR DIRECTION OF THE COMMISSION (AGENDA #16) – FOR DISCUSSION ONLY**

Commissioner Landres suggested the Productivity Investment Board give consideration to the County's current budgetary constraints. The intent should be to consider loans over

grants and prioritize projects with direct revenue and/or expenditure avoidance impacts that mitigate service delivery costs.

**MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACED ON A FUTURE AGENDA (AGENDA #17) – FOR DISCUSSION ONLY**

None.

**PUBLIC COMMENT (AGENDA #18)**

None.

**ADJOURNMENT**

Commissioner Landres moved to adjourn the meeting, seconded by Commissioner McIntyre. The meeting adjourned at 12:48 p.m. The next full Commission meeting will be on Monday, June 23, 2025, at 10:00 a.m.



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**EXECUTIVE OFFICE**



**BOARD OF SUPERVISORS  
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*"To enrich lives through  
Effective and caring service"*

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.

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

WBP:JG:JL

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 Jacki Bacharach  
Commissioner Rodney Gibson  
Commissioner Shawn Landres  
Commissioner Edward McIntyre  
Commissioner Scott Palmer  
Keisha Belmaster, Network Chair  
Louisa Ollague, Productivity Manager  
Francisco Navarro, Productivity Manager (Alternate)



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**Program Manager**

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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,



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Chair

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Cindy Lee, Productivity Manager (Alternate)  
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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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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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Cristina Arechiga, Productivity Manager (Alternate)



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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

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Ms. Skye Patrick

May 20, 2025

Page 3

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Sara Keating, 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

c: Fesia Davenport, Chief Executive Officer  
Joseph Nicchitta, Chief Deputy, Chief Executive Office  
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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

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Joseph Nicchitta, Chief Deputy, Chief Executive Office  
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Jeff Klein, Productivity Manager



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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

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Commissioner Joe Waz  
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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

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Maria Cordero, Productivity Manager (Alternate)