



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

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

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

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

Website: qpc.lacounty.gov

Chair

William B. Parent

First Vice Chair

Will Wright

Second Vice Chair

Marsha D. Mitchell

Immediate Past Chair

Nichelle M. Henderson

Chairs Emeriti

Jacki Bacharach

Rodney C. Gibson, Ph.D.

J. Shawn Landres, Ph.D.

Edward T. McIntyre

Viggo Butler

Nancy G. Harris

Derek Hsieh

Huasha Liu

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

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

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

Monday, March 24, 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: 811 5672 4955

Passcode: 259390

**[https://bos-lacounty-
gov.zoom.us/j/81156724955?pwd=WSq8z81aaJKms6SCVZG8xhraL9lfAT.1](https://bos-lacounty-gov.zoom.us/j/81156724955?pwd=WSq8z81aaJKms6SCVZG8xhraL9lfAT.1)**

**Written Public Comment may also be submitted to Jackie Guevarra by
Sunday, March 23, 2025 (received by 4:00 p.m.):
jguevarra@bos.lacounty.gov**

****Any information received from the public by Sunday, March 23, 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 January 27, 2025 meeting minutes
5. Presentation of Productivity Investment Fund (PIF) proposals, Fund Balance Report as of Fiscal Year 2024-25, 3rd Quarter (for discussion and possible action).....Commissioner Gibson
 - **25.6** – Military and Veterans Affairs, Military Transition Initiative, \$279,000 Grant. (*Formerly With Your Shield Initiative, \$400,000 Grant.*) PIB recommends \$278,000 Grant. Commissioner Parent to present.
 - **25.8** – Military and Veterans Affairs, Veteran Mental Health and Wellbeing Pilot Program, \$800,000 Grant. PIB recommends \$820,000 Grant. Commissioner Harris to present.
6. Chair's Report: Administrative Items, Department Visits, Ad Hoc Committee Status (5 minutes).....Commissioner Parent
7. Productivity Managers' Network Chair's Report: General Meeting and Training (2 minutes).....Keisha Belmaster

8. Executive Director's Report: Commission Events Update, Calendar of Events, Deadlines, Administrative Items (2 minutes).....Jackie Guevarra
9. Department Visit Ad Hoc Committee Report (2 minutes).....Commissioner Henderson
 - Department of Youth Development (March 6, 2025)
10. Strategic Learning Ad Hoc Committee Report (2 minutes).....Commissioner Wright
11. Leadership Conference Ad Hoc Committee Report (2 minutes).....Commissioner Landres
12. PQA Ad Hoc Committee Report (2 minutes).....Commissioner Harris
13. Countywide Criminal Justice Coordination Committee (CCJCC) Update (2 minutes).....Commissioner Parent
14. Commissioner Announcements regarding conferences, meetings, and gatherings of interest to the Commission (2 minutes) – *For Discussion Only*
15. Commissioner Discussion on goals, ideas, future projects, and/or direction of the Commission (2 minutes) – *For Discussion Only*
16. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda. – *For Discussion Only*
17. Public Comment (3 minutes for each speaker)
18. The next full Commission meeting will be held on Monday, April 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 jguevarra@bos.lacounty.gov.

PUBLIC COMMENT

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

***LAND ACKNOWLEDGEMENT**

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

"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

January 27, 2025, at 10:00 a.m.

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

County of Los Angeles
Quality and Productivity
Commission

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BOARD OF SUPERVISORS
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telephone at:

Virtual Meeting

Call in Number: (669) 900-9128

Meeting ID: 824 0285 8892

Passcode: 128096

<https://bos-lacounty->

gov.zoom.us/j/82402858892?pwd=xc9OjlwgG1aowOQ7PzaYEuhpouYqvy.1

CALL TO ORDER

Commissioner Parent, Chair, called the meeting of the Quality and Productivity Commission to order at 10:04 a.m.

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

| | |
|------------------------------|------------------------|
| Jacki Bacharach | Huasha Liu |
| Viggo Butler | Edward McIntyre |
| Teresa Dreyfuss | Marsha Mitchell |
| Rodney Gibson | William Parent |
| Nancy Harris | Jeffrey Jorge Penichet |
| Nichelle Henderson (Virtual) | Dion Rambo (Virtual) |
| Derek Hsieh | William Wright |
| J. Shawn Landres | |

ABSENT

E. Scott Palmer
Mark Waronek

PRODUCTIVITY MANAGERS' NETWORK (PMN)

Keisha Belmaster, Chair (Virtual)

OPENING REMARKS

The Commission observed a moment of reflection in remembrance of the lives lost and the communities impacted by the devastating wildfires in Los Angeles County. Commissioner Parent thanked the coordinated leadership from the Board of Supervisors, the Chief Executive Office, various department heads, and disaster service workers for their commitment to rebuild.

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

Members of the public were also given the opportunity to send their comments and questions to Jackie Guevarra by January 26, 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)

Commissioner Parent announced the Commission will start each Brown Act meeting by reading the Land Acknowledgement, as approved by the Board of Supervisors. For a copy of the Land Acknowledgement, please visit the Department of Arts and Culture at <https://www.lacountyarts.org/about/land-acknowledgment>. To learn more about the First Peoples of Los Angeles County, please visit the Los Angeles City/County Native American Indian Commission website <https://anaic.lacounty.gov/>.

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 Commissioners Henderson and Rambo were attending the meeting remotely under AB2449 (for just cause). Commissioners Henderson and Rambo confirmed that no person over 18 years old were present as a member of the public at their respective locations.

APPROVAL OF THE OCTOBER 28, 2024, MINUTES (AGENDA #4)

Commissioner Henderson moved to approve the minutes of December 16, 2024, seconded by Commissioner Landres. The minutes were approved by the following vote (taken by roll call):

Yes: Commissioners Bacharach, Butler, Dreyfuss, Gibson, Harris, Henderson, Hsieh, Landres, Liu, McIntyre, Parent, Penichet, and Rambo
No's: None
Abstain: Commissioners Mitchell and Wright

PRESENTATION BY THE COUNTY OF LOS ANGELES YOUTH COMMISSION (AGENDA #5)

Commissioner Parent introduced and welcomed Tiara Summers, Executive Director, Youth Commission. Ms. Summers gave a presentation on the County's Youth Commission.

Commissioners were briefed on the following topics (a PowerPoint accompanied the presentation):

- The history of the commission including: 1) purpose/ordinance; 2) 2024 accomplishments/goals and 2025 focus areas; 3) Youth/Community engagement via Supervisorial district listening sessions
- Board motion collaborations
- 2024 Accomplishments
- 2025 Upcoming Events

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

Commissioner Parent, reported the following:

- The next QPC meetings are March 24 and April 28, 2025, in Room 140 at 10:00 a.m. The confirmed speaker for the April 28, 2025 meeting is Dr. Tamara Hunter, Interim Executive Director, Prevention & Promotion Systems Governing Committee.
- The Productivity Investment Board will meet on February 24, 2025, to review the first Productivity Investment Fund projects for the calendar year. Commissioner Gibson will Chair the PIB this year.
- Status of Commissioners reappointments (terms expired 1/1/2025):
 - District Offices have confirmed reappointments for Commissioners Butler, Parent and Waronek and are awaiting Board of Supervisors approval.
 - Commissioners Liu and Rambo were reappointed on January 7, 2025.

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

Keisha Belmaster, Chair, reported the following:

- She wished everyone a Happy New Year and expressed that it is an honor to represent the Productivity Managers' Network (PMN) as Chair this year. She is looking forward to working with Commissioners and Commission staff and leading the Network in achieving the Commission's goals for 2025. She also thanked Heidi Oliva for her term as PMN Chair the last two years
- The PMN Holiday Reception was held on December 5, 2024, at the Department of Public Works (DPW) Headquarters. She thanked Leslie Schenk and Christina Arechiga, DPW Productivity Managers, for hosting the annual Reception. Approximately 35 Productivity Managers and Commissioners were in attendance. The Network donated toys for the 32nd Annual "Spark of Love" toy drive for underserved children and teens in Los Angeles County. The following were announced during the Reception:
 - The Executive Committee voted to have an in-person meeting schedule for 2025. The Executive Committee observed that Managers (new and seasoned) were not adequately interacting and networking with other Managers and Commission staff during virtual meetings. However, due to the recent wildfires and many County employees being called as DSW workers, the Executive Committee decided to host the meeting virtually via Zoom. All Managers were informed of this change
 - The PMN elected the following Officers for 2025: Keisha Belmaster (PMN Chair), Heidi Oliva (1st Vice-Chair), Arman Depanian (2nd Vice-Chair), Patricia Soltero

Sanchez (PQA Chair), Connie Salgado Sanchez (Training and Education Chair), and Jennifer Coultas serving as Executive Advisor.

- The PMN also donated toys for the 32nd Annual “Spark of Love” toy drive for underserved children and teens in Los Angeles County
- The PMN Executive Committee’s first meeting of the year was held on January 8, 2025. The Committee discussed and planned the PMN General Meeting and Training scheduled for February 12, 2025 at 9:30 a.m. The meeting will be held virtually. Training provided will be on the Productivity Investment Fund, and the Department of Human Resources will provide training on the NACo and CSAC application process. Commissioners are welcomed to attend all PMN meetings
- Commissioners Scott Palmer and Derek Hsieh will continue as designated QPC-PMN Liaisons to the Network in 2025. The Network looks forward to working with them throughout the year and appreciate all their support
- A New Managers’ Orientation meeting is scheduled for February 5, 2025; there are approximately 20 new Managers
- Fiscal Year 2024-25 third quarter PIF proposals were due on January 3, 2025. Three proposals were received from the Departments of Public Health, Military and Veterans Affairs, and Animal Care and Control. The PIB Advisory Committee met on January 15, 2025 to provide feedback to Departments
- Managers look forward to working with the Commission on the various Ad Hoc Committees, including the Leadership Conference and Productivity and Quality Awards Program in the coming year

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

Jackie Guevarra, Executive Director, reported the following:

- Staff have been working on and/or preparing for various meetings:
 - The Spring 2025 Quarterly Newsletter is due out by March 31, 2025
 - The 2024 Annual Report is in progress; the first draft was sent to Graphics Arts Unit during the week of January 20, 2025
 - PIF Annual and Final reports are due to the Commission on January 31, 2025. The Final Reports will be included in the Commission’s 2024 Annual Report
 - Leadership Conference ad hoc Committee meetings on January 27 and February 3, 2025
 - Speakers for the next Commission meetings, including experts on disaster response recovery. There was one scheduled for today, but unfortunately due to conflict they were not available to proceed. The consultant will be scheduled for the March or April meeting
 - Commission staff are working on the 21 Department Visits for 2025; there is one outstanding department to schedule
 - Working with Supervisorial District Offices on outstanding Commissioner Reappointments
 - Email reminders were sent out for new Commissioner Training classes. If Commissioners need help with access, they are to contact Commission staff
- Budget Report
 - Fiscal Year 2025-26 Budget Request (\$4 million)

- Participated in budget curtailment exercises:
- Recruitment/Commission Staff Update: Waiting for a start date for the new Senior Staff Analyst
- New assignment for the Executive Director:
 - Serve as Acting Chief of the Commission Services Division for the next several months
 - Jackie Guevarra asked Commissioners to take a more active role with the Department Visits and issuing the reports during her new assignment

DEPARTMENT VISIT AD HOC COMMITTEE REPORT (AGENDA #9)

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

- She thanked Commissioners Rambo (Vice Chair), Bacharach, Butler, Rod, Hsieh, Mitchell, Palmer, and Productivity Managers Lana Ghil (Department of Human Resources) and Jane Lam (Department of Public Health) for their feedback and input on the Department Visit process
- The ad hoc Committee met on January 6, 2025, to review the Department Visit process, documents, report format, follow up questions, and discussed the following:
 - The current 90-minute timeline for each visit will continue. Departments will be asked to reserve two hours of time to allow for additional time for Q&A, if needed
 - If a commissioner cannot attend a Department Visit but has a question that they want asked on their behalf, they are to send it via email to Commission staff at least one week before the visit and they will communicate it to the Department and to the Lead Commissioner
 - With 21 visits scheduled, the ad hoc discussed requiring Commissioners to sign up for more than the minimum 3 visits as required by Commission Policy No. 2.0 Commissioner Participation Policy. However, as of today, Commission staff reported that most of the scheduled visits have adequate number of Commissioners signed up to attend. Commissioners should mark their calendars for their confirmed visits
 - Most, if not all, Commissioners will need to lead a Department Visit this year
 - The ad hoc also made one change to Question #5 of the Department Visit Summary form and added “operational”, as follows: *State the major department quality and productivity challenges (e.g., operational, County processes, State and federal regulations, etc.). What specific county led resources and/or actions would be helpful to address these barriers?*

STRATEGIC LEARNING AD HOC COMMITTEE REPORT (AGENDA #10)

Will Wright, Chair, Strategic Learning ad hoc Committee, reported the following:

- Committee members: Ed McIntyre (2024 Report Lead), Rod Gibson, Teresa Dreyfuss, Shawn Landres, Huasha Liu, Bill Parent, and Productivity Managers Leslie Negritto (Natural History Museum) and Manuel Gomez (Military and Veterans Affairs)
- The ad hoc Committee met on January 7, 2025, and discussed the following:
 - Preliminary trends and reviewed PIF projects approved during 2023 and 2024, Department Visit reports and 2024 PQA submissions
 - The Committee will be working on identifying examples that support proposed trends before we finalize and start working on the draft
 - Next meeting is March 8, 2025 – goal is to have a draft report for review

LEADERSHIP CONFERENCE AD HOC COMMITTEE REPORT (AGENDA #11)

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

- Committee members: Jacki Bacharach (Vice Chair), Teresa Dreyfuss, Huasha Liu, Ed McIntyre, Marsha Mitchell, Bill Parent, Mark Waronek and Productivity Manager Louisa Ollague (Probation)
- Ad hoc Committee met on January 13, 2025, and discussed the following:
 - Preliminary discussion centered around the recent wildfires and potential roadmap ahead
 - Discussion focused on three areas:
 1. [Pre-fire] If there had been no wildfires, topic may be on AI (pending approval of County AI policy)
 2. [New Administration] New federal Administration focus (not politics, but economy, e.g., what happened in 2009 and 2015)
 3. [Wildfires]
 - What does County want to talk about regarding the wildfires, including rebuilding homes/businesses, equity (concerns with gentrification), maintaining essence/core/spirit/culture of the impacted communities, return to jobs, etc.
 - What does emergency preparedness, crisis response and communication, and next steps look like?
 - Who can speak to recovery, contracting work, who are the experts on Katrina, Lahaina, Northridge Earthquake who can speak on the roadmap to recovery?
 - How does this impact the upcoming Olympic Games?
 - Additional discussion points include what the Commission can do to help efforts (e.g., PIF projects to rebuild, new fire detection systems, etc.)
 - Brainstorming ideas for speakers
 - Reached out to CEO to inquire about planned messaging in June 2025
 - Concurrently, a Consulting firm reached out to Jackie Guevarra and offered to have their experts in Disaster Response and Recovery present to the Commission. However, the firm is not available for today's meeting, but plan to present on a roadmap to recovery at the March 17 or April 28, 2025, meeting
 - Additional discussion will be made at the next Leadership Conference ad hoc Committee meeting

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

Commissioner Bacharach thanked the Fire Department for presenting to the South Bay Cities Council of Governments. The presentation was about innovations by the Fire Department. It was followed by a presentation from Harbor-UCLA and their growth and relationships with hospitals

Commissioner Rambo announced that on January 25, 2025, his organization held a Contract Ready event which drew over 3,000 attendees. A representative from Governor Newsom's Office was present, along with Congresswoman Waters. The event focused on those who needed resources from the recent Los Angeles wildfires

Commissioner Landres volunteered his expertise related to the recovery and private/public philanthropic work. This is an example of the Commissioner knowledge and expertise utilized in support of the Commission's mission and objectives

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

None

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

None

PUBLIC COMMENT (AGENDA #15)

None

ADJOURNMENT

Commissioner Wright moved to adjourn the meeting, seconded by Commissioner Hsieh. The meeting adjourned at 12:51 p.m. The next full Commission meeting will be on Monday, March 24, 2025, at 10 a.m.

February 19, 2025

TO: WILLIAM B. PARENT, CHAIR
QUALITY AND PRODUCTIVITY COMMISSION

FROM: JIM ZENNER, DIRECTOR
MILITARY AND VETERANS AFFAIRS



PRODUCTIVITY INVESTMENT FUND (PIF) REQUEST - MILITARY TRANSITION PROGRAM

This memo requests consideration for the Military Transition Program, a resubmission incorporating Commission recommendations, including a phased approach and a name change from "With Your Shield".

This initiative transforms Bob Hope Patriotic Hall into a central hub for veteran transition services, integrating career readiness, leadership development, and employer partnerships to support seamless reintegration.

The program will:

- Develop a sustainable framework
- Launch a pilot cohort
- Enhance financial oversight
- Expand outreach and engagement
- Host career and networking events
- Evaluate and scale for future growth

This initiative streamlines services, optimizes resources, and sets a scalable model for veteran support across LA County.

Should you have any questions or need additional information, please contact me at (213) 765-9678, or your staff may contact our Department's Quality and Productivity Manager, Manuel Gomez at mgomez@mva.lacounty.gov.

JZ:ZS:mg

c: Perez
Guevarra



COUNTYWIDE CRIMINAL JUSTICE COORDINATION COMMITTEE



500 WEST TEMPLE STREET, ROOM 520 • LOS ANGELES, CA 90012 • (213) 974-8398

October 3, 2024

Mr. Jim Zenner, Director
County of Los Angeles
Department of Military and Veterans Affairs
Bob Hope Patriotic Hall
1816 South Figueroa Street
Los Angeles, CA 90015

Re: Warrior Heritage Veteran Advancement and Transition Initiative

Dear Director Zenner:

The Countywide Criminal Justice Coordination Committee (CCJCC) – a multi-agency, multi-jurisdictional county committee – aims to improve the effectiveness of the local justice system through interagency communication, cooperation, and coordination. As Executive Director of CCJCC, I am writing in strong support of the Department of Military and Veterans Affairs (MVA) Productivity Investment Fund (PIF) grant application for the Warrior Heritage Veteran Advancement and Transition Initiative.

Los Angeles County is home to the largest veteran population in the nation. The Warrior Heritage Initiative will improve the delivery of services to the veteran community and the proposed Veteran Transition and Wellness Center will provide a holistic range of services from transition support to employment services, as well as wellness programs and community engagement opportunities.

This initiative aims to transform the Bob Hope Patriotic Hall into a center for our veteran population to address their unique needs and provide wellness services. By providing our veterans with services to enhance their overall well-being, improve their self-sufficiency, and reduce their reliance on social services, it will help our county better serve those who have served our country.

CCJCC values our ongoing partnership with MVA, which includes our recently formed standing subcommittee to support and coordinate services for Justice-Involved Veterans (JIVs) in the county. I strongly support your funding proposal and look forward to working with you and your department on this critical effort.

Very truly yours,

MARK DELGADO
Executive Director

MD:cm

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(888) 226-6300
Office of Small Business:
(800) 432-4900

October 3, 2024

Jim Zenner, Director
Los Angeles County Department of Military and Veteran Affairs
2615 S. Grand Ave.
Los Angeles, CA 90007

**RE: LETTER OF SUPPORT FOR THE WARRIOR HERITAGE
VETERAN ADVANCEMENT AND TRANSITION INITIATIVE**

Dear Mr. Zenner:

On behalf of the Los Angeles County Department of Economic Opportunity (DEO), I am pleased to offer our support for the Warrior Heritage Veteran Advancement and Transition Initiative, which seeks to transform Bob Hope Patriotic Hall into a comprehensive center for veteran transition and wellness services.

Los Angeles County is home to the nation's largest veteran population, and the creation of the Veteran Transition and Wellness Center represents an essential step toward addressing the diverse needs of this community. As LA County's central economic and workforce development hub, helping residents connect to new career pathways, start and certify a business, and access life-changing opportunities we prioritize serving communities with the highest need, particularly veterans. We work to advance equity and inclusive, sustainable growth through all our programs and services by targeting economic benefits to the most vulnerable and marginalized communities, small businesses, and residents in LA County.

Our mission of creating quality jobs, helping small businesses and high-road employers start and grow, and building vibrant local communities and spaces is leveraged through a variety of economic and workforce development programs. Our America's Job Centers of California (AJCCs) serves as one-stop hubs connecting County residents to career readiness, training



October 3, 2024

Page 2

programs, and supportive services, and employers to hiring and training incentives and have developed specialized training for veterans across our workforce system and at our Veterans AJCC. From 2018 to October of 2023 (most recent data to be updated for fiscal year), DEO's 18 AJCCs and related programs and services enrolled 3,518 veterans, including 70% by the Veterans AJCC and the rest through countywide centers. Of those enrolled, 928 participated in the training, and 1,611 were connected to permanent employment. The County launched the Veterans AJCC in 2017.

We recognize the importance of providing veterans with a holistic range of services, including but not limited to:

- Transition support for veterans reentering civilian life
- Wellness programs that address physical, emotional, and mental health
- Employment services to facilitate workforce integration
- Community engagement initiatives to foster social and familial connections

The proposed center's focus on improving veterans' overall well-being, promoting self-sufficiency, and reducing reliance on social services aligns with DEO's mission to enhance the quality of life for our veteran population. We believe that this initiative will have a profound impact on the lives of countless veterans and their families, and we are committed to supporting its successful implementation.

In addition to our commitment, DEO is prepared to collaborate on any efforts necessary to ensure the program's success. We look forward to the continued partnership between our organizations as we work toward a common goal of improving services for veterans.

We strongly urge the Productivity Investment Fund to approve funding for the Warrior Heritage Veteran Advancement and Transition Initiative. We believe this initiative is critical to ensuring the well-being and self-reliance of our veterans in Los Angeles County.

Should you require any additional information or further support, please do not hesitate to contact me at KLbianco@opportunity.lacounty.gov.

Thank you for your consideration.

Sincerely,



Kelly LoBianco

Director

Los Angeles County Department of Economic Opportunity



DEPARTMENT OF MENTAL HEALTH

hope. recovery. wellbeing.

LISA H. WONG, Psy.D.
Director

Curley L. Bonds, M.D.
Chief Medical Officer

Rimmi Hundal, M.A.
Chief Deputy Director

October 9, 2024

TO: Jim Zenner
Director of Military and Veterans Affairs

FROM: Lisa H. Wong, Psy.D.
Director *Lisa H. Wong*

SUBJECT: **LETTER OF SUPPORT – WARRIOR HERITAGE VETERAN
ADVANCEMENT AND TRANSITION INITIATIVE**

This letter is written in support of the Department of Military and Veterans Affairs' (MVA) Warrior Heritage Veteran Advancement and Transition Initiative proposal for a Productivity Investment (PIF) grant. The Warrior Heritage Veteran Advancement and Transition Initiative aims to assist veterans transitioning from the military to civilian life while promoting wellness and a sustainability.

Many veterans experience homelessness, unemployment, substance abuse, and become justice involved during their transition from military to civilian life, ultimately affecting their mental health. Los Angeles County Department of Mental Health recognizes the need to improve the overall wellness of veterans by providing early interventions following discharge. Consistent and effective approaches during the veteran's transition period will aid in mitigating the adversities many veterans face with employment, housing, and emotional support. The PIF grant will allow MVA to provide veterans with independent living skills and resources that promote independence and self-reliance. LACDMH supports MVA's efforts and commitment to transitioning veterans by launching the proposed Veteran Transition and Wellness Center to close the gap during their transition to the community following military service.

If you have any questions or require additional information, please contact me or you may contact Dr. Rhonda Higgins at rhiggins@dmh.lacounty.gov.

LHW:LTJ:rh

c: La Tina Jackson, Deputy Director
Rhonda Higgins, Division Chief

County of Los Angeles Quality and Productivity Commission
PRODUCTIVITY INVESTMENT FUND PROPOSAL
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: 7/23/2024

Department: Military and Veteran Affairs

Date: 2/19/2025

Project Name: Military Transition Program

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

The \$279,000 grant will support the launch of the Military Transition Program, designed to facilitate a seamless transition for veterans into civilian life. This funding will cover consulting services, program implementation, marketing initiatives, and community engagement events. As a key component of MVA's strategic vision, this initiative strengthens Bob Hope Patriotic Hall's role as a premier hub for veteran advancement and professional development.

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

The Military Transition Initiative marks the first phase of a broader Department of Military and Veterans Affairs vision to establish Bob Hope Patriotic Hall as a premier, comprehensive hub for veteran services. This initiative is designed to set a new standard for veteran service delivery in Los Angeles County, with the potential for replication in other regions.

In its first year, supported by a \$279,000 budget, the initiative will focus on key foundational elements, including:

- Consultancy services to provide strategic guidance and ensure a sustainable program framework.
- Development of a pilot transition program, serving as a model for future expansions.
- Engagement of an external accounting firm to uphold financial transparency and accountability.
- Implementation of a targeted marketing campaign to increase awareness and veteran engagement.
- Hosting of community-driven events to foster connection, support networks, and career opportunities.
- Launching the first program cohort, with structured evaluation and recommendations for ongoing improvements.

This initiative is more than a single project—it is the cornerstone of a transformative strategy to position Bob Hope Patriotic Hall as a dynamic center for veteran advancement and well-being. The expertise of consulting partners will be pivotal in ensuring that this foundation is strategic, impactful, and scalable, laying the groundwork for future phases of the Military Transition Program.

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

The success of the Military Transition Program will be evaluated through a set of key performance indicators (KPIs) designed to measure impact, effectiveness, and long-term sustainability. These metrics will ensure data-driven decision-making and continuous program refinement.

Key Performance Indicators (KPIs):

- Participant Satisfaction – Regular feedback collection to assess veteran experience, identify areas for improvement, and enhance future cohorts.
- Employment Outcomes – Tracking the percentage of veterans securing employment within six months of completing the program.
- Higher Education Enrollment – Measuring the rate of veteran participation in degree programs, vocational training, or skills certification courses post-transition.
- Veteran-Led Community Engagement – Evaluating participation in networking, civic leadership, and volunteer activities, reinforcing veterans' roles as leaders and contributors.

Data Collection & Monitoring:

Performance data will be gathered through participant surveys, event attendance records, program enrollment statistics, and structured follow-up interviews at 3, 6, and 12 months post-program. This continuous assessment model will drive ongoing program improvements, ensuring the Military Transition Program remains responsive to veteran needs and effectively supports their long-term success.

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Is this an Information Technology (IT) project?

☐ Yes No ☒ ☐ N/A

If you answered yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below. In addition, you must apply for Information Technology Funds (ITF) with the Chief Executive Office (CEO), Chief Information Office (CIO) first before applying for Productivity Investment Funding (PIF). If your IT project was not approved by the CEO-CIO, please indicate the reason it was not approved and/or the status of your project below:

Amount Requested: Loan _____ Grant **\$279,000** Total _____

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

| | <u>Implementation Period</u> | <u>Project Year 1</u> | <u>Project Year 2</u> | <u>Project Year 3</u> |
|---------------------------------------|----------------------------------|---------------------------|---------------------------|---------------------------|
| A. Annual Cost of Current Process: | | | | |
| B. Estimated Annual Cost of Proposal: | | | | |
| C. Savings (B minus A) | | \$0.00 | \$0.00 | \$0.00 |

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

Total Annual Budget: \$279,000

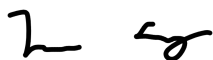
Quarterly Allocation: \$69,750

| Fiscal Quarter | Timeframe | Fund Requirement (\$) | Cumulative Total (\$) |
|-------------------|-------------------|--------------------------|--------------------------|
| Q4 FY 2025 | Apr – Jun 2025 | \$69,750 | \$69,750 |
| Q1 FY 2026 | Jul – Sep 2025 | \$69,750 | \$139,500 |
| Q2 FY 2026 | Oct – Dec 2025 | \$69,750 | \$209,250 |
| Q3 FY 2026 | Jan – Mar 2026 | \$69,750 | \$279,000 |

Quality and Productivity Manager (Print and Sign)
Manuel Gomez

Telephone Number
213-608-2141

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mgomez@mva.lacounty.gov



Project Manager (Print and Sign)
Jim Zenner

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County of Los Angeles Quality and Productivity Commission
PRODUCTIVITY INVESTMENT FUND PROPOSAL
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: 7/23/2024

| | |
|--|--|
| Department CIO/IT Manager (Print and Sign) | Budget/Finance Manager (Print and Sign) Allan Ochoa |
| Telephone Number | Telephone Number 213-765-8584 <i>Allan D. Ochoa</i> |
| E-mail | E-mail aochoa@mva.lacounty.gov |
| Department Head (Print and Sign) Jim Zenner | Telephone Number 213-765-9678 |
| E-mail jzenner@mva.lacounty.gov  | |

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

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

QUESTIONS

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

If so, when (date)?

2. Was this proposal included in the department's current budget request?

Yes _____ No X _____ If no, why not?

The Department operates under multiple unfunded board mandates, which have taken priority in resource allocation. With limited funding, we remain committed to identifying and implementing innovative solutions that enhance services for our clients. As we develop new strategies, we conduct thorough analyses to assess their effectiveness and leverage this platform to highlight key innovations and quality improvements that strengthen our service delivery.

This Program Initiative Funding (PIF) request is a resubmission, incorporating the Commission's recommendation to adopt a phased approach for implementation.

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

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

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

The Military Transition Program will enhance revenue generation and service efficiency by reducing dependency on high-cost reactive services such as unemployment benefits, homelessness assistance, and emergency healthcare. By providing job training, career placement, and mentorship, the program proactively strengthens workforce readiness, alleviating the long-term financial burden on County services. Additionally, strategic partnerships with employers and universities will create external funding opportunities, further reducing the County's net cost. The program is designed to integrate seamlessly with existing veteran

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

services, optimizing resource allocation to maximize impact while preventing duplication of efforts.

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

This program builds upon existing veteran transition efforts while introducing a structured, leadership-focused approach that fosters career readiness, professional development, and long-term community engagement. It complements LA County's Workforce Development initiatives by aligning military experience with in-demand job sectors and strengthening pathways for veterans to enter leadership roles within the civilian workforce.

By leveraging existing County and private-sector partnerships, the program enhances collaboration between military-affiliated organizations, local employers, and educational institutions. Its structured mentorship model-rooted in peer-to-peer guidance from successful veterans-ensures that transitioning service members receive practical, real-world career development support.

The program benefits veterans by providing direct career placement opportunities, professional skill-building, and leadership development training. It also benefits employers by creating a reliable talent pipeline of disciplined, mission-driven individuals equipped with the skills and experience to succeed in various industries.

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

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

Yes, this is a pilot program designed for scalable expansion based on measurable outcomes, including veteran employment rates, job retention, and wage growth.

Key conditions for expansion include:

- Demonstrated success in connecting veterans to high-quality jobs
- Strong employer partnerships leading to direct hiring pathways
- Positive veteran feedback and engagement metrics
- Cost-effectiveness compared to existing transition programs
- Successful collaboration with local universities to enhance veteran education and leadership development
- Expansion into DoD transition programs to support service members before they separate from the military

If successful, this model can be replicated across additional LA County departments, integrated into broader veteran support initiatives, and expanded through partnerships with higher education institutions and military transition programs nationwide.

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

The program will streamline and centralize veteran transition resources, transforming a fragmented system into an efficient, cohesive framework that eliminates redundancies and reduces administrative overhead. Instead of requiring veterans to navigate multiple agencies for career services, this initiative establishes a single-entry access point, seamlessly integrating career counseling, professional development, and employment placement into one streamlined process.

By leveraging digital infrastructure, the program will enhance case management efficiency, significantly reducing the manual workload for County staff while automating progress tracking and employment outcomes. This ensures data-driven service delivery, optimizing support for veterans in real time.

Additionally, the program will proactively reduce reliance on reactive support services, such as unemployment claims and emergency financial assistance, by equipping veterans with the tools for financial independence early in their transition process.

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8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan North Stars and Board-Directed priorities? (To view the County's strategic plan, click here: [LA County Strategic Plan 2024-2030 – Los Angeles County](#). To view the Board-Directed priorities, click here: ([Chief Executive Office | County of Los Angeles \(lacounty.gov\)](#).
[C:\Users\le647958\AppData\Local\Microsoft\Windows\INetCache\Content.Outlook\1JTQNKWF\Board Priorities](#)) If yes, please explain.

Yes, this proposal aligns seamlessly with LA County's Strategic Plan goals and Board priorities, reinforcing the County's commitment to veteran empowerment, workforce development, and community resilience.

Alignment with LA County Strategic Plan Goals:

- Goal I: Make Investments That Transform Lives – This program invests directly in veterans, providing career training, mentorship, and leadership development to support long-term employment, financial independence, and self-sufficiency.
- Goal II: Foster Vibrant and Resilient Communities – By equipping veterans with career opportunities and leadership skills, the program strengthens communities, enabling veterans to lead local initiatives, mentor others, and contribute meaningfully to society. Veterans are positioned as assets, not as individuals in need of ongoing support.

Alignment with Board Priorities:

- Economic Mobility & Workforce Development – The program directly supports this priority by ensuring veterans have access to meaningful careers that leverage their skills, discipline, and leadership experience, ultimately building a stronger, more capable workforce.
- Equity and Inclusion – The initiative guarantees all veterans—regardless of background—have access to leadership pathways and economic mobility, reinforcing the County's commitment to opportunity, inclusion, and workforce equity.

Beyond the economic impact, this program empowers veterans to become active civic leaders, business owners, and mentors, driving positive change within their communities. By reinvesting their experience, veterans contribute to a more resilient, inclusive, and thriving Los Angeles County.

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

Yes, this initiative positions LA County as a national leader in veteran services by demonstrating a proactive, solutions-driven approach to military transition. It underscores the County's unwavering commitment to those who have served, reinforcing trust, engagement, and long-term support for the veteran community.

By leveraging public-private partnerships and collaborating with top employers, the program strengthens relationships between the County, corporate partners, and the broader workforce development ecosystem. Additionally, it showcases LA County's innovation in tackling veteran employment challenges, setting a scalable model that can be replicated by municipalities across the nation.

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

The program enhances interdepartmental collaboration by integrating the efforts of the Department of Military and Veteran Affairs, Human Resources, and Economic Opportunity, ensuring a cohesive and streamlined service model for veterans. Additionally, it promotes data sharing with key County agencies, including Public Social Services and Health Services, to track veteran progress and provide comprehensive wraparound support when needed.

By leveraging shared databases and advanced analytics, the program enables real-time tracking of employment outcomes, allowing County departments to optimize service delivery, improve resource allocation, and enhance veteran support programs with greater efficiency and precision.

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

This initiative originated from direct engagement with transitioning veterans, who voiced significant challenges in securing meaningful employment post-service. Insights from existing veteran transition programs, workforce development experts, and County officials highlighted the need for a more comprehensive, technology-driven, and scalable solution tailored to LA County's diverse veteran population.

Further discussions with corporate partners and higher education institutions underscored the potential for a structured career pipeline that effectively translates military experience into high-quality civilian job opportunities. This proposal integrates those insights into a sustainable, forward-thinking County-wide

County of Los Angeles Quality and Productivity Commission
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initiative, ensuring veterans receive the support, training, and connections needed to thrive in the workforce.

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

2023-24

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

2024-25

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ 69,750

2025-26

1st Quarter \$69,750 _____

2nd Quarter \$69,750 _____

3rd Quarter \$69,750 _____

4th Quarter \$ _____

2026-27

1st Quarter \$ _____

2nd Quarter \$ _____

3rd Quarter \$ _____

4th Quarter \$ _____

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

IMPLEMENTATION PLAN

| <u>KEY MILESTONES</u> | <u>START DATE</u> | <u>FUNDS NEEDED</u> | <u>FUNDS REPAID</u> |
|--|--|---|---|
| (Major steps in the project development) | (Estimated date for each project step) | (Amount and quarter funds will be needed) | (Amount and quarter funds will be repaid) |
| Program planning, research completed, and curriculum finalized | May 2025 | \$69,750 | \$ |
| Finalize marketing strategy | June 2025 | | |
| Recruitment of facilitators/participants through marketing | June 2025 | | |
| Launch Military Transition Program cohort 1 | January 2026 | | |
| Final workshops, job placement assistance, and evaluations | April 2026 | | |
| Re-evaluate contract/statement of work for further assistance w/ the | April 2026 | | |
| | | | |
| | | | |
| | | | |

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

LINE ITEM BUDGET DETAIL

(Work with your Budget Analyst)

Services and Supplies

List all services and supplies here

(a) Total services and supplies **\$279,000**

Other Charges

List all other charges here

(b) Total other charges **\$ N/A**

Fixed Assets

List all equipments and other fixed assets here

(c) Total fixed assets **\$ N/A**

TOTAL COSTS (a+b+c) **\$ 279,000**

Warrior Heritage Foundation - Military Transition Program
QPC Grant Money Allocation

| Contributions | Total | Quarterly |
|----------------------------|-------------------|------------------|
| QPC Grant | \$ 279,000 | \$ 69,750 |
| Total Contributions | \$ 279,000 | \$ 69,750 |

4

Expenses

| | | |
|--------------------------|-------------------|------------------|
| Adminstrative | \$ 143,000 | \$ 35,750 |
| Consultant Fees | \$ 122,000 | \$ 30,500 |
| Transportation/Travel | \$ 5,000 | \$ 1,250 |
| Meals/Catering | \$ 10,000 | \$ 2,500 |
| Program guides/materials | \$ 5,000 | \$ 1,250 |
| Subscriptions | \$ 1,000 | \$ 250 |
| Marketing | \$ 24,000 | \$ 6,000 |
| Branding/Logo Design | \$ 2,000 | \$ 500 |
| Flyers/Brochures | \$ 5,000 | \$ 1,250 |
| CRM Platform | \$ 7,000 | \$ 1,750 |
| Website/App Development | \$ 10,000 | \$ 2,500 |
| Facilitators | \$ 72,000 | \$ 18,000 |
| Consultant fees | \$ 72,000 | \$ 18,000 |
| Events | \$ 25,000 | \$ 6,250 |
| Childcare | \$ 15,000 | \$ 3,750 |
| Total Expenses | \$ 279,000 | \$ 69,750 |
| NOI | \$ - | \$ - |

Explanation of Expenses

Transportation/Travel - This money represents the travel accociated with recruiting efforts at various military bases in LA County, travel for program participant excursions to major businesses/corporations around Los Angeles, and group transit for service members/families from their base to BHPH.

Meals/Catering - All meals will be provided to program participants.

Program guides/materials - Program participants will be receiving physical and digital course guides and resources to reference throughout all the courses in the Military Transition Program.

Branding/Logo Design - Expertise on this aspect of organizational development will be needed to ensure that WHF is projecting a cohesive and professional look/message for the Military Transition Program that appeal to our target audience.

Flyers/Brochures - This incorporates the cost of development, printing, and delivering the required materials to advertise the mission of the Military Transition Program and any events associated with them.

CRM Platform - This is necessary in tracking various aspects of the Military Transition Program to include (but not limited to) fundraising/donors to programs, service members/veterans interested in programs, demographics of those visiting WHF/the program website, and data tracking for alumni/alumni engagement.

Website/App Development - As WHF adds additional opportunities for service members and contributors, there will be a need for a more complex website that has the capability to manage programs, program participants, and employment opportunities for service members/veterans

Professional Fees (\$200 per hour) - This fee encompasses the work and coordination that is essential for consultants to establish a robust and sustainable framework for the future success of the Military Transition Program and their collaboration with the county. The work includes (but is not limited to) creating the mission and vision statements for the program, building an advisory board, establishing policies and protocols for the program, creating a multi-year fundraising strategy to sustain and build upon program success, create a marketing campaign, and build out channels to engage w/ LA County's military community.

Program Facilitators (\$500 per hour) - Each educator/facilitator of courses for the Military Transition Program will require a fee for their time. This estimate is based off the consultants previous experience in building programs with world-class instructors.

Events - WHF will be hosting multiple events specific to the Military Transition Program, which includes networking, recruiting, and fundraising



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

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Jane Lam

Laura Perez

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Ruben Khosdikian

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

"To enrich lives through
Effective and caring service"

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 37th 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 Provider and Staff Learning Communities to identify opportunities for improvement and receive comprehensive training on priority projects with
- 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 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 Nichelle Henderson
Commissioner Shawn Landres
Commissioner Edward McIntyre
Commissioner Dion Rambo
Commissioner Will Wright
Keisha Belmaster, Network Chair
Taylor Schooley, Productivity Manager
Sahar Moheize, Productivity Manager (Alternate)