



Los Angeles County
QUALITY AND PRODUCTIVITY COMMISSION

MINUTES OF THE MEETING OF

March 23, 2026, at 10:00 a.m.

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

County of Los Angeles
Quality and Productivity
Commission

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

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

Virtual Meeting

Call in Number: (669) 444-9171

Meeting ID: 843 0799 2632

Passcode: 777794

https://bos-lacounty-

gov.zoom.us/j/84307992632?pwd=IVYjRar9znnGk8bZ0P7IYaS2wJKhvD.1

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Chair

William B. Parent

First Vice Chair

Will Wright

Second Vice Chair

Joe Waz

Immediate Past Chair

Nichelle M. Henderson

Viggo Butler

Julian Cepeda

Barry Donelan

Rodney C. Gibson, Ph.D.\*

Nancy G. Harris

J. Shawn Landres, Ph.D.\*

Huasha Liu

Edward T. McIntyre\*

Marsha D. Mitchell

E. Scott Palmer

Jeffrey Jorge Penichet

Dion Rambo

Mark A. Waronek

Executive Director

Jackie T. Guevarra, CPA

Program Manager

Jane Lam

Program Coordinator

Betty Belavek

\*Chair Emeritus

CALL TO ORDER

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

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

Viggo Butler

Julian Cepeda

Barry Donelan

Rodney C. Gibson

Nancy G. Harris

Nichelle M. Henderson

Huasha Liu

Edward T. McIntyre

Scott Palmer

William B. Parent

Jeffrey Jorge Penichet

Dion Rambo

Mark A. Waronek

Joe Waz

William Wright

ABSENT

J. Shawn Landres

Marsha D. Mitchell

PRODUCTIVITY MANAGERS' NETWORK (PMN)

Keisha Belmaster, Chair

Heidi Oliva, First Vice Chair

Patricia Soltero Sanchez, Productivity and Quality Awards (PQA), Co-Chair

Walter Tucker IV, Training and Education Chair

CALL TO ORDER/OPENING REMARKS (AGENDA #1)

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

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

"To enrich lives through
effective and caring service"

Members of the public were also given the opportunity to send their comments and questions to Jackie Guevarra by March 22, 2026, at 4:00 p.m. No written comments were received.

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

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

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

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

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

### **APPROVAL OF THE JANUARY 26, 2026, MINUTES (AGENDA #4)**

Commissioner Gibson moved to approve the minutes of January 26, 2026, seconded by Commissioner McIntyre, with the following amendments:

- Page 5-6 – Commissioner Waz moved to revise the minutes under the Executive Director's Report, 8<sup>th</sup> bullet, changed "overtime" to "over time" and 13<sup>th</sup> bullet, removed "up" after "taken"
- Page 6 – Commissioner Waz moved to revise the minutes under the Department Visit ad hoc Committee Report, 1<sup>st</sup> bullet, "Ad hoc Committee are..." to "Ad hoc Committee members are..."
- Page 8 – Commissioner Waz moved to revise the minutes under the Strategic Learning Report ad hoc Committee Report, 5<sup>th</sup> bullet, changed "stating" to "starting"

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

### **PRESENTATION OF PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS, FUND BALANCE REPORT AS OF FISCAL YEAR 2025-26, 3<sup>RD</sup> QUARTER, AND PIF ANNUAL AND FINAL REPORTS (AGENDA #5)**

#### Fund Balance Report

Commissioner Wright, Chair, Productivity Investment Board (PIB), reported there are two projects before the Commission for consideration for the 3<sup>rd</sup> Quarter of Fiscal Year 2025-26. He reported that as of December 31, 2025, the outstanding PIF fund balance is \$3,690,937. The proposals being heard total \$413,000. If both projects are approved at the full amount, the revised fund balance would be \$3,277,937.

#### Presentation of PIF Proposals for Discussion and Possible Action

**26.10 – Human Resources**, *Countywide Neurodiversity Training and Employment Program*, \$200,000 Grant. The PIB recommends \$200,000 Grant.

Director Garrett, Johan Julin, Monica Paraja-Dominguez, and Productivity Managers Francy Perez and Julie Benavides were in attendance in person to support and answer questions regarding the project.

Commissioner Wright presented a summary of the project on behalf of the Department. Funds will be used to provide neurodiversity accessibility training for LA County supervisors and managers to align with the April 1, 2025, Board motion *Los Angeles County Embracing Neurodiversity in the Workplace and Creating Career Pathways for Individuals with Developmental Disabilities*, expanding employment opportunities for individuals with developmental and intellectual disabilities.

After discussion and questions, Commissioner Penichet made a motion to approve a \$200,000 grant. The motion was seconded by Commissioner Waronek. The motion was unanimously approved by the following vote (taken by roll call):

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

No: None

Abstain: None

**26.7 – Military and Veterans Affairs, LA County MVA Customer Experience Pilot, \$213,000 Grant.** The PIB recommends \$213,000 Grant.

Director James Zenner joined virtually, and Productivity Managers Roberto Alvaro Portillo and Allan Ochoa were in attendance in person to support and answer questions regarding the project.

Commissioner Wright presented a summary of the project on behalf of the Department. Funds will be used to implement a customer experience strategy design program to understand Veterans' experience with County veterans' services. Veterans and support staff will be interviewed to understand Veterans' needs and experiences with and trust of services, which can help inform improvement strategies.

After discussion and questions, Commissioner Penichet made a motion to approve a \$213,000 grant. The motion was seconded by Commissioner Palmer. The motion was unanimously approved by the following vote (taken by roll call):

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

No: None

Abstain: None

Commissioner Harris was not present and did not vote.

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

Commissioner Parent, Chair, reported the following:

- The next QPC meeting is scheduled for Monday, April 27, 2026. The meeting will feature one speaker and one PIF project that was rescheduled from March 23 to April 27, 2026.
- Jackie Guevarra, Executive Director, and Commissioner Parent met with Joe Nicchitta, Acting Chief Executive Officer, on Wednesday, February 25, 2026. The following was discussed:
  - Reappointments of Commissioners Gibson, McIntyre, and Wright. All three were approved. Commission staff are working on placing them on the Board agenda for approval.
  - PIF fund balance of \$3.6 million as of December 31, 2025
  - Fiscal Year 2025-26 Budget curtailment (i.e., the Commission lost one position)
  - Fiscal Year 2026-27 Budget – without an additional allocation for Fiscal Year 2026-27, the PIF will potentially run out of money between July 1, 2026 and June 30, 2027. Money from the PIF also funds Commission operations, the Leadership Conference, PQA, and the Strategic Plan consultant.
  - Joe Nicchitta confirmed his attendance at both the Leadership Conference on June 10, 2026 and PQA on October 7, 2026.
  - The upcoming Strategic Plan consultant will likely contact the CEO for input.
  - The Commission Assessment Report issued by the Executive Office last August 7, 2025 recommending the mergers of commissions. He is not aware of any movement on the recommendations.
- Strategic Plan 2027-2032 Update
  - Commission staff drafted the Statement of Work to hire a consultant through the consulting and Professional Services Master Agreement (CAPSMA)
  - The next step is the Contracts team's review of the Statement of Work, finalization of the Request for Services, and releasing the request to vendors. The evaluation of proposal will take place around early May.
  - Based on the CAPSMA timeline, a consultant may be in place by early June 2026. The consultant will be introduced at the full Commission meeting on June 22, 2026.
  - The bulk of the work – interviews with Commissioners, focus groups, surveys, etc. – will likely take place between July-September 2026.
- There is no Countywide Criminal Justice Coordinating Committee (CCJCC) report this month. No one from the Commission attended the General Committee meeting on February 18, 2026. The next meeting is April 8, 2026.
- Commissioner Julian Cepeda was welcomed to the Commission. He replaces Jacki Bacharach as the 4<sup>th</sup> Supervisorial District's appointee to the Commission.
  - Commissioner Cepeda, a 25-year resident in 4<sup>th</sup> District, is a public policy graduate student at the University of California, Los Angeles (UCLA) focusing on Economic Development and Data Analysis with nearly a decade of experience in civic engagement, community outreach, and organizational leadership. He has led large-scale field operations, managed diverse teams, and built broad community coalitions to advance voter education and public initiatives. He also has a Bachelor of Science degree from Cal Poly Pomona.
  - Commissioner Cepeda currently serves as a Cultural Arts Commissioner for the City of Whittier since 2023 and a member of the Whittier Host Lions Club since 2024.

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

Keisha Belmaster, PMN Chair, reported the following:

- A New Managers' Orientation was held virtually on February 4, 2026. A total of 8 Productivity Managers from 7 County departments attended the meeting. Topics covered included: QPC objectives, Productivity Manager roles and responsibilities, and overviews on the Department Visit, Leadership Conference, Productivity Investment Fund, and Productivity and Quality Awards programs.
- The PMN held its first general meeting and training of the year on February 11, 2026, hosted by the Registrar-Recorder/County Clerk (RR/CC) at the Ballot Processing Center. Commissioners Landres, Palmer, and Waz attended the meeting, along with over 20 Productivity Managers.
  - At the meeting, Arman Depanian, PIB Advisory Committee Chair, provided an overview of the PIF process. Commissioner Landres shared his insights into what the Commission typically seeks in proposals.
  - Walter Tucker IV, the PMN Training and Education Chair, also gave a presentation on LearnBasicTech, which is a training program provided by the Internal Services Department (ISD) with a mission to bring digital equity to underserved communities. The program's goal is to train 7,500 LA County residents with basic digital skills through educational courses.
    - To support ISD's initiative, QPC will be hosting an all-day in-person training session at the Hall of Administration in Room 140 on Thursday, April 9, 2026. The training will cover foundational artificial intelligence (AI) knowledge, including introductions to Gemini, ChatGPT, and prompt engineering basics. All Commissioners and Productivity Managers, as well as interested staff members, are encouraged to register via the Microsoft Forms link in the email blast that went out on March 9, 2026. The deadline to RSVP is April 2, 2026. Please reach out to Jane Lam, Program Manager, if you have any questions.
  - Jeffrey Klein, Productivity Manager, RR/CC led a walking tour of the Ballot Processing Center
- The PMN Executive Committee will meet again on Wednesday, April 1, 2026, to discuss this year's PQA, as well as planning for the May 6, 2026 PMN General Meeting and Training, which will be held in person at the Zev Yaroslavsky Family Support Center in Van Nuys. The meeting begins at 9:30 a.m. and ends at 12:00 p.m. At that meeting, Sara Keating and Patricia Soltero Sanchez, PMN-PQA Co-Chairs, will provide training on the PQA process. Commissioners were encouraged to attend and share their insight into what makes a good PQA application.

**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:
  - Spring 2026 Quarterly Newsletter – due out by March 31, 2026
    - Features Commissioner Butler and former Commissioner Bacharach
  - Annual Report

- Draft waiting on Operational Trends Report
- PIF 40<sup>th</sup> Anniversary Report
- Shared Practices Report
  - Waiting for Departments to review the draft write-ups
- Bi-monthly progress reports to the Executive Office changed to a monthly schedule
- Possible speakers for future meetings
  - Captain Sandra Lucio, Sheriff's Department, Public Safety Coordination for the LA 2028 Olympic Games (July)
  - AI County users [Public Works, Regional Planning (eCheck), ISD]
  - Update on housing
- Department Visits – A total of 8 Commissioners may attend each visit to maximize participation. There are currently two visits with 2-3 open seats. Commissioners were advised to let Commission staff know if they are available to attend:
  - Medical Examiner – Wednesday, May 20, 2026
  - Public Social Services – Wednesday, May 13, 2026
- PIF Annual and Final Reports – Commissioners were asked to review the 2025 PIF annual and final reports and send questions to Commission staff.
- Fesia Davenport, Chief Executive Officer, will be stepping down from her role, effective April 16, 2026. Joe Nicchitta will continue as Acting Chief Executive Officer until further notice.
- Maral Karaccusian, Director for Aging and Disabilities Department, had a swearing in ceremony on March 23, 2026.
- Lourdes Saab, Chief of Protocol, Office of Protocol with the Executive Office of the Board of Supervisors, is retiring March 31, 2026.

#### **DEPARTMENT VISIT AD HOC COMMITTEE REPORT (AGENDA #9)**

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

- There are 16 Department Visits scheduled for this year.
- The first visit was to the Department of Child Support Services on Wednesday, March 18, 2026. This was the Commission's last visit with Director Terrie Hardy, who is retiring on March 31, 2026.
- The second visit will be to the Sheriff's Department on Wednesday, March 25, 2026. Commissioner Parent is the lead for the visit.
- Reminder: Commission policy requires that Commissioners must sign up for at least 3 Department Visits to participate in each year.
  - Each visit is scheduled for 90 minutes, but Commissioners (and departments) are asked to block 2 hours of time to accommodate the Q&A session.

#### **STRATEGIC LEARNING REPORT AD HOC COMMITTEE REPORT (AGENDA #10)**

Commissioner Gibson, Chair (2026 Report Lead), reported the following:

- The ad hoc Committee met on March 4, 2026 to finalize the trends, which are as follows:
  - Mature: Using digitization, automation (e.g., mobile/remote/virtual business process) and technology to improve efficiency and transparency and modernize operations.

- Current: Employing Artificial Intelligence in County programs and services to increase accessibility, productivity, and innovation.
- Emerging: Access to and choice of cutting-edge technology (e.g., mobile biofeedback) to address mental, physical and social well-being.
- The next step is to draft the Operational Trends Report with selected examples to support each trend.

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

Jackie Guevarra, Executive Director, on behalf of Commissioner Mitchell, Chair, reported the following:

- Commissioner Parent is the new Vice Chair of the ad hoc Committee.
- The ad hoc Committee met on January 29 and March 18, 2026 to plan the conference.
  - Date: Wednesday, June 10, 2026, 9:00-11:30 a.m.
  - Venue: Music Center, Dorothy Chandler Pavilion, Grand Hall
  - Theme: Care Reimagined
  - Speakers:
    - Board of Supervisors: Supervisor Hilda L. Solis
    - Acting Chief Executive Officer: Joe Nicchitta
    - Executive Officer of the Board of Supervisors: Edward Yen
    - Keynote: Gene Sperling (pending confirmation)
      - Director of the National Economic Council and assistant to the President for economic policy under Presidents Bill Clinton and Barack Obama. He also served as Senior Advisor to President Biden and Implementation Coordinator of the American Rescue Plan (ARPA). He also founded the Center for Universal Education at the Brookings Institution in 2002.
    - Department Head Panel:
      - Facilitator: Edward Yen or Commissioner Landres
      - Lisa Garrett, Department of Human Resources
      - Dr. Christina Ghaly, Department of Health Services
      - Maral Karaccusian, Aging and Disabilities Department
      - Brandon Nichols, Children and Family Services Department

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

Commissioner Waz, Chair, reported the following:

- The ad hoc Committee met on February 18 and March 17, 2026.
  - Date: Wednesday, October 7, 2026, 11:00 a.m. to 2:00 p.m.
  - Venue: Music Center, Dorothy Chandler Pavilion, Grand Hall
  - Theme: Catalysts for Innovation
  - Application and Guidelines:
    - Revisions to the application and guidelines were reviewed and approved by the ad hoc Committee.
  - Awards Descriptions:
    - New category for Commission Special Awards: “Innovation Award – recognizes the implementation of a new and innovative solution, model,

and/or technology that produces measurable results in quality, productivity, and/or community impact.”

- The “Traditional Award” category was merged into the “Special Merit Award” category.
- Speakers:
  - Board of Supervisors: Supervisor Hilda L. Solis
- Program Books:
  - Like last year, a limited number of program books will be printed. QR codes will be used to access the full program.
- Increased Costs:
  - Costs at the Music Center have increased, most notably for food which will be about 1/3 higher compared to last year. The ad hoc Committee is looking at ways to offset these and other costs.
  - One option is to adjust the price of tickets for “additional guests.” If the Commission seeks to recoup costs this way alone, the price would have to be adjusted from \$70 per ticket to \$90.
  - Another option – not necessarily mutually exclusive – is to try to expand sponsorships.
    - Past sponsors have included the 1<sup>st</sup> District (Supervisor Solis’ office), the Brotherhood Crusade, the Employees Club of California, and Retired Employees of Los Angeles County. Past corporate or business sponsors have included Kaiser Permanente.
    - Commission staff are reaching out to other commissions that have sought sponsorships for their awards programs.
  - The ad hoc Committee decided to update the existing sponsorship menu and will develop an outreach plan. Appropriate steps will be taken to ensure that any sponsorships are subject to prior approvals with County Counsel to avoid any potential conflicts of interest.
- Evaluation and Scoring Process:
  - The traditional in-person full-day evaluation process is scheduled for Thursday, August 6, 2026 at the Public Works Headquarters building in Alhambra. This is currently the only opportunity available to Commissioners and Productivity Managers to review and score the submissions.
  - Because of Brown Act requirements, a majority of Commissioners cannot be present at the same time, so at least half of the Commissioners do not have the opportunity to participate using this process.
  - There is also a challenge of devoting a full workday to the review process.
  - The ad hoc Committee will consider piloting a new format this year where all of the evaluators (Commissioners and Productivity Managers) will have a period of five business days to review all applications digitally from any location. Scoring sheets will be shared as an Excel file. The applications will be uploaded in and accessed through a shared folder. Jane Lam, Program Manager, will work with the IT division to ensure



- there are simple but effective access and security checks. Each evaluator will be required to sign a consent authorization form prior to receiving access to the shared folder. In that form, they will be asked to ensure the confidentiality of scores and applications and affirm that they have scored the applications independently without the help of AI or any unauthorized person.
- If the ad hoc Committee decides to move forward with this digital review pilot, the all-day in-person evaluation on August 6<sup>th</sup> would be eliminated.
  - Several advantages to the potential pilot include:
    - Giving all Commissioners an opportunity to participate
    - Giving all evaluators more scheduling flexibility and more time to give all applications a meaningful review
    - Saving the Commission some resources in time and expenses.
  - PQA Promotion and Marketing:
    - The ad hoc Committee will develop a plan to more effectively promote the PQA winners to County officials and employees and the public.
    - The primary goal of promoting the awards is to get the winners' stories told and expand the pool of people who learn about what the winners have accomplished. A second goal is to associate the Commission with this great work. The ad hoc Committee hopes to test some key elements of a messaging strategy leading up to and subsequent to this year's awards program.
    - The ad hoc Committee will take a closer look at a variety of tools, including the Commission website, County and other social media outlets, and broadcast and cable media.

Commissioner Gibson commented that he is opposed to not having the all-day in-person PQA evaluation. He asked if the ad hoc Committee has looked into merging **duplicative** applications. Commissioner Waz responded that guidance regarding this matter has been provided in the updated guidelines.

### **COMMISSIONERS ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA #13)**

Commissioner Rambo announced that every 3 months, he hosts a free event that teaches minorities and women in small businesses about contracts and grants.

Commissioner Parent recognized Jacki Bacharach, former 4<sup>th</sup> Supervisorial District Commissioner to the QPC, for her 2 decades of service on the Commission. Commissioner Bacharach was recognized with a scroll from 4<sup>th</sup> District and acknowledgements from the Commission. Her story and accolades will be highlighted in the Commission's quarterly newsletter.

### **COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS AND/OR DIRECTION OF THE COMMISSION (AGENDA #14)**

None

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

None

**PUBLIC COMMENT (AGENDA #16)**

None

**ADJOURNMENT**

Commissioner McIntyre moved to adjourn the meeting, seconded by Commissioner Waronek. The meeting adjourned at 12:32 p.m. The next full Commission meeting will be held on Monday, April 27, 2026, at 10:00 a.m.