



2026 LEADERSHIP CONFERENCE



Care REIMAGINED

EMPOWERMENT, PRECISION, AND
ACCOUNTABILITY IN COUNTY SERVICES

THE MUSIC CENTER
DOROTHY CHANDLER PAVILION
JUNE 10, 2026

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

Los Angeles County Board of Supervisors
Chief Executive Office
Quality and Productivity Commission



COUNTY OF LOS ANGELES
QUALITY AND PRODUCTIVITY COMMISSION



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2026 LEADERSHIP CONFERENCE



Quality and Productivity Commission

The Quality and Productivity Commission is in a unique position to recognize best practices throughout the County as a result of its various programs, including the Productivity Investment Fund, Department Visits, and Productivity and Quality Awards Program.

Mission and Vision Statement

Provide advice, innovative ideas, assistance and support to the County's elected officials, managers, and employees to promote the effectiveness, efficiency, and quality of County public services.



CONFERENCE OBJECTIVE

Empowerment, precision, and accountability in County services.

The Commission wishes to thank the Productivity Managers' Network for their dedication, energy, and commitment in supporting quality and productivity throughout the County.

2026 LEADERSHIP CONFERENCE



EMPOWERMENT, PRECISION, AND ACCOUNTABILITY IN COUNTY SERVICES

JUNE 10, 2026

William B. Parent, Chair Quality and Productivity Commission Master of Ceremonies

8:30 – 9:00

Registration

9:00 – 9:02

Land Acknowledgement

9:02 – 9:07

Welcome and Introductions

William B. Parent, Chair
Quality and Productivity Commission

9:07 – 9:10

Pledge of Allegiance

Kenneth Gonzales, Jr., U.S. Navy Gulf War Veteran
Department of Military and Veterans Affairs

9:10 – 9:15

Board Introduction

Edward Yen, Executive Officer
Executive Office of the Board of Supervisors

9:15 – 9:20

Board of Supervisors' Remarks

Supervisor Hilda L. Solis, Chair
First Supervisorial District

Supervisor Holly J. Mitchell, Chair Pro Tem
Second Supervisorial District

Supervisor Lindsey P. Horvath
Third Supervisorial District

Supervisor Janice Hahn
Fourth Supervisorial District

Supervisor Kathryn Barger
Fifth Supervisorial District

2026 LEADERSHIP CONFERENCE



EMPOWERMENT, PRECISION, AND ACCOUNTABILITY IN COUNTY SERVICES

JUNE 10, 2026

9:20 – 10:15

County Panel:

Moderator: J. Shawn Landres, Chair Emeritus
Quality and Productivity Commission

Lisa M. Garrett, Director of Personnel
Department of Human Resources

Dr. Christina Ghaly, Director
Department of Health Services

Maral Karaccusian, Director
Aging and Disabilities Department

Brandon T. Nichols, Director
Department of Children and Family Services

10:15 – 11:10

Community Panel:

Moderator: Dr. Neal Halfon, Director
UCLA Center for Healthier Children, Families & Communities

Anita Mikus, Managing Director
Kyndryl, State and Local Government (U.S.)

Alberto Retana, President and CEO
Community Coalition

Tim Sandoval, Mayor
City of Pomona

11:10 – 11:20

Closing Remarks

Marsha D. Mitchell, Chair, Leadership Conference ad hoc Committee
Quality and Productivity Commission

11:20

Acknowledgements

William B. Parent, Chair
Quality and Productivity Commission

MASTER OF CEREMONIES



William B. Parent
Chair
Quality and Productivity
Commission

Bill Parent is a recently-retired lecturer in public policy at the UCLA Luskin School of Public Affairs, where he worked as an administrator and teacher for 20 years. He taught courses on Leadership and Management of Nonprofit Organizations, Leadership in the Public Interest, and Urban Homelessness Policy. He served as Associate Dean for Administration, Associate Dean for Advancement, and Associate Dean for Strategic Initiatives. He was Acting Director of the former UCLA Luskin Center for Civil Society from 2009 to 2015.

In Santa Monica, Bill has served on the Social Services Commission since 2015, including a term as Chair, with a focus on homelessness. He was also Co-Chair of the Santa Monica Homelessness Steering Committee, 2017-2018.

Before joining UCLA in 2000, Bill was on the senior staff of the Harvard Kennedy School from 1986 to 1999, including five years as Executive Director of the Harvard University-Ford Foundation Innovations in American Government Program.

He is a former newspaper reporter who has published articles in the *Los Angeles Times*, *Huffington Post*, *The Washington Post*, *The Boston Globe* and *California Policy Options*. He also worked previously for the Paterson New Jersey Board of Education, New York City Board of Education, the California Governor's Office of Appropriate Technology during Governor Jerry Brown's second term, and for the University of Massachusetts at Amherst, where he also received his B.A and Ed.D.

BOARD INTRODUCTION



Edward Yen
Executive Officer
Executive Office of
the Board of Supervisors

Edward Yen serves as the Executive Officer for the Los Angeles County Board of Supervisors. With a budget of \$340 million, which includes funding for nearly 500 budgeted positions, the Executive Office oversees administration for the Board of Supervisors and is responsible for preparing the Board's weekly agendas and maintaining the Board's official records.

Mr. Yen exercises full responsibility for the direction of the Department to facilitate transparent governance while providing staffing, technology, procurement, facility management, and other services to ensure the Board can efficiently operate and respond to the needs of County residents. The Department also provides administrative support to dozens of boards and commissions, including the Office of Inspector General, the Sheriff's Civilian Oversight Commission, the Office of Child Protection and more.

With nearly two decades of exemplary performance in local government, Mr. Yen most recently served as the Assistant Executive Officer overseeing technology, project planning, legislation, and the Assessment Appeals Board. He effectively led a diverse staff of 140 employees in setting change management strategies on significant matters impacting the Board of Supervisors. Mr. Yen directed the implementation of Digitizing and Automating the Employee Onboarding Process and Enhancing the Assessment Appeals Board Public Education Program, both of which earned a 2023 National Association of Counties (NACo) Achievement Award. In addition to creating a productive and positive working environment, he interfaced with local officials, state legislators and staff, regulatory bodies, and department executives.

Admitted to the State Bar of California in 2001, Mr. Yen's focus was in litigation, healthcare, information technology, contracts, and property tax. His County career has allowed him to advise and collaborate with numerous County departments. As a County Counsel attorney, he advised Health Services, Public Health, Mental Health, Public Works, Regional Planning, Internal Services Department, the Board of Supervisors Executive Office, the Assessor, and the Chief Executive Office, among others. At the Office of the Assessor, he improved taxpayer responsiveness, enhanced the workflow processes of the 160 employees he oversaw, and was integral to the COVID reconstitution plan.

(continued on next page)

BOARD INTRODUCTION

He is also actively involved with statewide organizations, serving on the Board of Equalization Advisory Council, the California Association of Clerks and Election Officials (CACEO) and California Clerk of the Board of Supervisors Association (CCBSA). As the Legislative Committee Chair for CACEO and CCBSA, he ensures members of both organizations are updated on California bills that impact the clerk of the boards in the state, while also organizing workshops to provide training and education to members.

Mr. Yen values community service and mentorship, and he believes as a member of this community we all must be grateful for what we have and to give back when you can. He has served as president of the Los Angeles County Asian American Employees Association (LACAAEA), chair of the Faith and Community Empowerment (FACE), and a member of the Asian Pacific Islander American Public Affairs Association (APAPA). LACAAEA focuses on advocacy for AAPI employees and equitable treatment for the AAPI community. FACE provides education about searching for homes, financing, and obtaining other assistance to first-time homebuyers. A national organization, APAPA works to empower diverse communities, increase voter engagement, and develop a new generation of AAPI leaders in America.

Through his work with community organizations, Mr. Yen regularly organized resource fairs in communities across the county to promote County of Los Angeles services. These include County sponsored events like Memorial Day at Arcadia County Park or community-organized homeownership fair at Carson Community Center. Mr. Yen is a proud Los Angeles County resident and employee, and he works every day to promote Los Angeles County.

Mr. Yen has a Juris Doctor degree from Loyola Law School and a Bachelor of Business Administration and Management from the University of Southern California. He lives in the Pasadena area with his lovely wife, Michelle, his kids Scarlett and Caleb, and their dog, Amour. A proud USC Trojan and an LA native, Edward supports all his hometown teams including the Lakers, Clippers, Rams, and Dodgers.

COUNTY PANEL



J. Shawn Landres
Chair Emeritus
Quality and Productivity
Commission

J. Shawn Landres, PhD, is an award-winning civic leader, social innovator, and researcher with decades of experience spanning the nonprofit, philanthropic, academic, and public sectors. His work in community development, democratic engagement, and social innovation has earned recognition in the U.S. and internationally. Most recently, he founded a multinational volunteer humanitarian network supporting Ukrainians and Ukrainian refugees through responsive case management services.

Landres is co-founder of Jumpstart Labs, a philanthropic research and design consultancy, and a Senior Fellow at the UCLA Luskin School of Public Affairs. A widely published essayist and editor, his work has been featured by the White House and covered by major media including TIME, The Wall Street Journal, and The New York Times.

In public service, Landres has held numerous leadership roles in Southern California, including serving as a City of Santa Monica Planning Commission commissioner and former chair, chair of the Social Services Commission, and member of the Santa Monica-Malibu Unified School District Financial Oversight Committee. His work has focused on strengthening civic participation, public trust, and inclusive democratic institutions.

A Los Angeles native raised in Santa Monica, Landres holds degrees from Columbia University, University of Oxford, and University of California, Santa Barbara, where he earned his PhD. He has co-edited four books, published award-winning scholarship on intergroup understanding and charitable giving, and advised numerous civic and social impact organizations.

COUNTY PANEL



Lisa M. Garrett
Director of Personnel
Department of Human
Resources

Since March 30, 2010, Lisa M. Garrett has served as the Director of Personnel for the County of Los Angeles, the largest local government in the nation with over 100,000 employees.

Ms. Garrett joined the Los Angeles County family in 1994 as a Deputy District Attorney in the DA's Bureau of Family Support Operations. She later moved to the Child Support Services Department (CSSD), establishing parentage and financial support for children and families. At CSSD, Ms. Garrett served as Assistant Division Chief in two large divisions, the Executive Assistant to the Director of CSSD, and the Chief Deputy Director and Chief Attorney for the department before being recruited to serve as the Acting Director of Personnel.

During her tenure as Director of Personnel, Ms. Garrett has guided the implementation of many significant initiatives to strengthen the County's workforce, improve customer service and access, and to "automate and innovate all things HR." Her achievements include:

- Transforming DHR into a strategic and consultative HR model, with strong HR business partners to support County departments.
- Increasing talent pipeline programs for individuals with barriers to employment.
- Establishing the Los Angeles County University with development programs for employees at all levels of the organization.
- Building a robust executive recruitment team to recruit dynamic, diverse and transformative leaders for next-level County service.
- Implementing the County's first end-to-end applicant tracking system.
- Creating a DHR IT team and building over 17 enterprise IT systems designed to create uniformity of practices and efficiencies for departments.
- Digitizing all employee records through the Electronic Personnel Records (ePR) system.
- Enhancing telework for up to 40% of County employees during the pandemic and advancing hybrid work and enterprise hoteling.
- Leading the effort with the CEO Office of Emergency Management to recruit and deploy over 55,000 Disaster Service Workers.

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COUNTY PANEL

- Building data repositories and various online dashboards to assist departments in effective data-based decision-making.
- Elevating and expanding the County's wellbeing programs to include whole person care, with an emphasis on justice, equity, diversity, and inclusion.
- Spearheading changes to the Civil Service Rules to meet today's business needs.

Ms. Garrett is a graduate of the University of California at Los Angeles with a major in Psychology. She also holds a Juris Doctorate from the Southwestern University School of Law and an MBA from Pepperdine University. In addition, she received a certificate in Advanced HR Management from the UCLA Anderson School of Management Executive Program and serves as an adjunct professor teaching Public Human Resources Management within the California State University system. She is an active member of the Society for Human Resource Management (SHRM), the American Society of Public Administrators (ASPA), and served as the President of the County Personnel Administrators Association of California (CPAAC) in 2017.

Ms. Garrett was honored with the ASPA Clarence A. Dykstra Award for Excellence in Government in 2016. In 2019, she was named one of the nation's Top 25 Doers, Dreamers, and Drivers by Government Technology Magazine. She was also honored with the 2019 Chair Leadership Award by the County's Quality and Productivity Commission. In 2022, the County of Los Angeles made the Forbes 2022 America's Best Large Employers list—the fifth appearance on this prestigious list during Ms. Garrett's tenure.

In July 2023, Los Angeles County announced its designation as a Certified Age-Friendly Employer by the Age-Friendly Institute, the nation's only certification program that identifies organizations committed to being the best places to work for employees ages 50 and older. LA County is the first county-level employer in the United States to be designated Certified Age-Friendly. Most recently, the Department of Human Resources received the Los Angeles County Family Friendly Certification for its commitment to creating a family-friendly work environment.

COUNTY PANEL



Dr. Christina Ghaly
Director
Department
of Health Services

Dr. Ghaly has served as the Director of the Los Angeles County (LA County) Department of Health Services (DHS) since September 2018. In this capacity, Dr. Ghaly has responsibility for overseeing the operations of LA County's four public hospitals and 23 outpatient clinics, the Office of Diversion and Re-entry, Correctional Health Services, and LA County's Emergency Medical Services Agency. She leads strategic, operational, and clinical/financial initiatives critical to DHS' role in serving the health needs of vulnerable populations across LA County.

Dr. Ghaly previously served as Chief Operations Officer for DHS from 2016 until her appointment as Director. Her previous roles within DHS also include serving as the Deputy Director for Strategy and Operations and as the Interim Chief Executive Officer at Olive View – UCLA Medical Center and LA General Medical Center (LA General).

Dr. Ghaly attended Harvard Medical School and completed a residency in internal medicine at the University of California, San Francisco.

COUNTY PANEL



Maral Karaccusian
Director
Aging and Disabilities
Department

Maral Karaccusian is the Director of the Aging & Disabilities Department, a seasoned social worker, and a dedicated public servant with over 20 years of experience in human services, direct practice, policy development, and community advocacy. Her career is marked by a steadfast commitment to advancing equity and improving outcomes for Los Angeles County's most vulnerable populations, including older adults, people with disabilities, foster youth, and survivors of systemic injustice.

Most recently, she served as Senior Children and Human Services Policy Deputy for Supervisor Janice Hahn, leading legislative and policy initiatives across child welfare, aging, disability, food systems, social services, as well as other critical areas. Prior to her service in County government, Ms. Karaccusian was District Director for former Congressman Karen Bass, overseeing district operations and shaping policy strategies aligned with community needs and federal priorities.

Ms. Karaccusian holds a bachelor's degree in psychology with a minor in political science from UCLA and a master's degree in social work from USC, where she was honored with the Gladys M. Salit Award for leadership, field excellence, and academic achievement.

Deeply committed to public service and inclusive advocacy, she brings a people-centered approach to leadership shaped by extensive experience across systems serving vulnerable communities. She teaches in the Department of Social Work at CSUN and presently serves on the Board of the Center for Nonprofit Management.

COUNTY PANEL



Brandon T. Nichols
Director
Department of Children
and Family Services

Brandon T. Nichols received his Bachelor's degree in Law and Society from the University of California Santa Barbara and his Juris Doctor degree in 1996 from the California Western School of Law in San Diego.

Mr. Nichols was hired by the County of Los Angeles in 1999 where he spent 15 years with County Counsel primarily assigned to represent and provide legal advice to the Board of Supervisors and the Department of Children and Family Services (DCFS). While with County Counsel, he served as lead attorney on the Katie A. v. Bonta class action lawsuit, for the County's Homeless Initiative, and represented the County in negotiating a settlement with the U.S. Department of Justice over mental health services and conditions in the County jails.

With an expertise in child welfare, foster care, adoptions, and mental health, Mr. Nichols joined DCFS as Senior Deputy Director from 2012 - 2013 with primary responsibility for overseeing the Risk Management and Litigation Management divisions and handling sensitive department-wide critical issues.

In April 2016, he was appointed to Chief Deputy Director of DCFS and managed all DCFS operations. During his time as Chief Deputy Director, Director Nichols led the County's implementation of Continuum of Care Reform, a multi-year, state-wide change designed to reduce the use of congregate care and ensure children live in family-like settings when they are unable to safely remain with their parents. Additionally, Director Nichols advocated on behalf of children at legislative hearings with local, state and federal agencies and worked closely with a diverse network of community partners. He also has worked for the Probation Department and, most recently, the Chief Executive Office. In his last position, as the Executive Director of the County's Jail Closure Implementation Team, he played a significant role in efforts to develop mental health services and other supports for people incarcerated in county jails as part of Los Angeles County's commitment to de-carcerating and closing the Men's Central Jail.

Following a six-month nationwide search process, on July 1, 2022 the Los Angeles County Board of Supervisors appointed Brandon T. Nichols to the role of DCFS Director.

Director Nichols, who had been serving in the role of Interim Director since April, indicated that his primary areas of focus at the outset of his tenure will be ensuring child safety, advancing race equity efforts and providing accessible, quality support to families.

COMMUNITY PANEL



Neal Halfon, MD, MPH
Director
UCLA Center for Healthier
Children, Families
& Communities

Neal Halfon, MD, MPH is founding director of the UCLA Center for Healthier Children, Families and Communities, and Distinguished Professor Emeritus of Pediatrics in the David Geffen School of Medicine at UCLA; Health Policy and Management in the UCLA Fielding School of Public Health; and Public Policy in the UCLA Luskin School of Public Affairs. For more than three decades Halfon has been instrumental in advancing research, policy and systems innovations focused on the healthy development of children at local, national and international levels. This has included the development of new ways of measuring child health and wellbeing and using that information to inform and advance placed based efforts to enhance equitable thriving.

Dr. Halfon has spearheaded the development of new conceptual models and measurement frameworks focused on life course health development (LCHD). In 2010, the federal MCH Bureau established the Life Course Research Network, and 2018 the Life Course Intervention Research Network, and in 2023 the Life Course Translational Research Network; all of which Halfon has directed. The LCHD framework has also been used to inform the World Health Organization's life course approach to healthy aging and served as the conceptual underpinning for several National Academy of Sciences reports.

Dr. Halfon's portfolio of health services research, policy development, and technical assistance includes developing new service delivery models for vulnerable children, improving access to high performing health services, creating new and better measurement of health and wellbeing outcomes, and spearheading several population-level place-based interventions, in California, the U.S., and in other nations. He was instrumental in designing the LA County Foster Care Medical Hubs, based on model he spearheaded for Alameda County at the Center for the Vulnerable Child at the Children's Hospital Oakland (now Benioff Children's)

Dr. Halfon has helped to advance data driven transformations of complex early childhood developmental ecosystems, using foresighting, futurecasting, design thinking, and collaborative innovation and improvement approaches that raises the voice of family members and centers systems transformation on their lived experience. He is currently directing the development and implementation of Early Childhood Ecosystem Transformation Accelerator's in collaboration with the state of New Mexico and the city of Pomona California and working with many other cities and states to advance transformative approaches to early childhood ecosystem improvements.

COMMUNITY PANEL



Anita Mikus
Managing Director
Kyndryl, State and Local
Government (U.S.)

Anita is a proven leader with the ability to quickly understand the business challenges of a large, complex organization. She has a proven track record of creating strategic visions and implementing customer-centric service models, while driving high-performance teams to deliver outstanding outcomes and exceptional customer experiences.

She leads the Kyndryl team, providing business and technology solutions to state and local government agencies, as well as education institutions, in the United States. Anita's team manages, runs, and supports mission-critical systems for customers 24/7 and helps them on their journey to cloud solutions that drive modernization and accelerate their digital transformation.

Before joining Kyndryl in 2021, Anita was an executive with IBM. She was responsible for the IBM team delivering infrastructure services to customers in Canada and the United States. She led the transformation from a labor-based process model to a customer-centric cognitive delivery model centered on automation and an agile delivery framework.

Prior to this role, Anita was an IBM Project Executive working with a multinational financial services customer – a Fortune 100 company – on their successful transformation to digital banking.

Anita holds a bachelor's degree in industrial engineering and a master's in business administration from Arizona State University. She lives in Phoenix, Arizona, with her husband and their two daughters.

COMMUNITY PANEL



Alberto Retana
President and CEO
Community Coalition

Alberto Retana is the President and CEO of Community Coalition, a nonprofit organization based in South Los Angeles that empowers residents to transform their communities, improve education, and reimagine public safety. As President and CEO, Alberto has developed initiatives to build Community Coalition into a mass-based community organization that involves thousands of South Los Angeles residents in the practice of creating change.

Under his leadership, Community Coalition most recently created the People First Platform, a comprehensive policy agenda informed by over 4200 adults and youth, to equitably move resources to the highest need communities, re-imagine our criminal justice system, and transform the built environment in South Los Angeles. Community Coalition is also working to build a center to serve as a national hub for community organizing training and racial justice activism.

Alberto's leadership has broken new ground for Community Coalition. He has built the organization's cultural arm, including: PowerFest – South LA's premier political concert drawing thousands of South LA residents; People Power Convention – an annual convening that engages residents through plenary sessions and workshops; and Re-Imagine Justice – a living art and people's exhibit marking the 25th anniversary of the 1992 LA Uprising – featured in the New York Times and Los Angeles Weekly. In 2018, Community Coalition was selected by the City of Los Angeles to organize embRACE LA inaugural dinner series, and successfully mobilized over 1200 Angelinos across the city to discuss race and equity in Los Angeles.

Alberto was introduced to organizing at the University of California, Los Angeles, where he graduated with a degree in Political Science. As a student activist, he joined with his peers across the country to lead campaigns to defend affirmative action, lower student fees, and advance racial justice.

He joined the Community Coalition in 1998 as a youth organizer and played various leadership roles within the organization. His accomplishments include winning key public policy victories, developing a mass civic engagement strategy organizing over 190,000 African American and Latino voters in various state and local elections, and leading an initiative to enroll 6,000 South Los Angeles families into Obamacare.

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COMMUNITY PANEL

From 2009 to 2011, Alberto worked for the Obama administration in the U.S. Department of Education as Director of Community Outreach. During his time in D.C., he organized the Department's first National Youth Summit, and worked with thousands of community leaders across the country on turning around the nation's "push-out" crisis.

Alberto's leadership has resulted in his recognition by the Los Angeles Business Journal as one of LA's 500 Most Influential People, and ACLU's Educational Equity Award. He is currently on the Advancement Project California Board of Directors. He is the son of Mexican and Costa Rican immigrants and currently lives in South Los Angeles with his wife, Jennifer Arceneaux, and their two children, Emile and Kahlo.



Tim Sandoval

Mayor
City of Pomona

Mayor Tim Sandoval moved to Pomona when he was just nine years old. Even as a child, he knew that a community as richly diverse as Pomona was capable of amazing things. After finishing his education at University of California, Riverside, Tim returned to Pomona to help others in our community to access college as well. He led Pomona Valley Community Development Center's youth programs, and then taught English at a nearby school. In 2001, Tim became a founding member of Bright Prospect, a mentoring organization that has helped more than two thousand low-income youth become part of the first generation of their family to complete their Bachelor's degrees. Many of these youth come to share Tim's passion for Pomona, returning after college to give back to the community.



COUNTY OF LOS ANGELES
BOARD OF SUPERVISORS



Hilda L. Solis
Chair
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Holly J. Mitchell
Supervisor, 2nd District



Lindsey P. Horvath
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Janice Hahn
Supervisor, 4th District



Kathryn Barger
Supervisor, 5th District

SPECIAL THANKS

2026 Leadership Conference ad hoc Committee

Marsha D. Mitchell, Chair

William B. Parent, Vice Chair

J. Shawn Landres

Mark A. Waronek

Joe Waz

William R. Wright

Violeta Kim, Productivity Manager, Department of Mental Health

Jeff Klein, Productivity Manager, Registrar-Recorder/County Clerk

Department of Military and Veterans Affairs

Productivity Managers' Network

Quality and Productivity Commission Staff

Jackie T. Guevarra, Executive Director

Jane Lam, Program Manager

Betty Belavek, Program Coordinator



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#QPCLC2026

To access conference information, including the livestreaming link and video footage, please click on the following link:

QPC - Leadership Conference