

19TH ANNUAL LEADERSHIP CONFERENCE | JUNE 1, 2022 | 8:30AM

PEOPLE FIRST: EXPANDING POSSIBILITIES



LOS ANGELES COUNTY BOARD OF SUPERVISORS
CHIEF EXECUTIVE OFFICE
QUALITY AND PRODUCTIVITY COMMISSION

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

COUNTY OF LOS ANGELES

Quality and Productivity Commission



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JUNE 1, 2022

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

*To envision, reimagine, and share ideas and approaches
that empower the County workforce to thrive.*

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

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JUNE 1, 2022

- 8:30 – 9:00 **Registration and Continental Breakfast**
- 9:00 – 9:05 **Welcome and Introductions**
Pledge of Allegiance
Michele Felix, Veteran Service officer
Department of Military and Veterans Affairs
- William B. Parent, Chair
Leadership Conference Ad Hoc Committee
- 9:05 – 9:15 **Board of Supervisors' Remarks**
Supervisor Holly J. Mitchell, Chair
Second Supervisorial District
- Supervisor Hilda L. Solis
First Supervisorial District
- Supervisor Sheila Kuehl
Third Supervisorial District
- Supervisor Janice Hahn
Fourth Supervisorial District
- Supervisor Kathryn Barger
Fifth Supervisorial District
- 9:15 – 9:35 **Welcome from the Chief Executive Officer**
Fesia A. Davenport, Chief Executive Officer
County of Los Angeles
- 9:35 – 10:15 **Keynote Speaker**
William D. Eggers, Executive Director
Center for Government Insights, Deloitte Services LP

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JUNE 1, 2022

10:15 – 10:55

Future of the County Workforce

Moderator:

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

Panel Speakers:

Erika Anzoátegui, Alternate Public Defender
County of Los Angeles

Dr. Jonathan E. Sherin, Director
Department of Mental Health

Norma García-González, Director
Department of Parks and Recreation

10:55 – 11:15

Guest Speaker

Hugo Romero, Deputy Political Director
Los Angeles County Federation of Labor, AFL-CIO

11:15 – 11:20

Closing Remarks

Jeff Levinson, Chief Deputy
Executive Office of the Board of Supervisors

11:20 – 11:25

Conference Wrap-Up and Acknowledgements

William B. Parent, Chair
Leadership Conference Ad Hoc Committee

Nichelle M. Henderson, Chair
Quality and Productivity Commission

Quality and Productivity Commission - Chair



Nichelle M. Henderson
Chair,
Quality and Productivity
Commission

Nichelle M. Henderson is an educator and union activist committed to grassroots capacity-building around the issues of education, labor and women's rights. She is an alumnus of California State University, Los Angeles, where she is employed as a Lecturer with the Cal State Teach teacher preparation program and a member of the California Faculty Association – Los Angeles Chapter Executive Board and Statewide Representation Committee.

Nichelle was born and raised in Los Angeles County. She is very active in local politics; holding the position of 1st Vice President of the Los Angeles African American Women's Political Action Committee (LAAAWPAC) and is a member of Delta Sigma Theta Sorority, Inc.

Welcome and Introductions



William B. Parent
Chair,
Leadership Conference
Ad Hoc Committee,
Quality and Productivity
Commission

William "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.

Welcome from the Chief Executive Officer



Fesia A. Davenport
Chief Executive Officer,
County of Los Angeles

Fesia A. Davenport was appointed Chief Executive Officer of Los Angeles County in January 2021. She is responsible for managing the strategic direction and day-to-day operations of the nation's largest municipal government, including the oversight of Los Angeles County's \$39 billion-plus budget and coordinating implementation of key priorities of the Board of Supervisors.

In a County career spanning more than two decades, she has successfully facilitated cross-departmental, public-private, and inter-governmental collaborative efforts aimed at implementing a range of major initiatives involving data sharing to prevent homelessness and track outcomes for justice involved individuals, probation reform, and providing legal defense services for undocumented residents at risk of imminent removal.

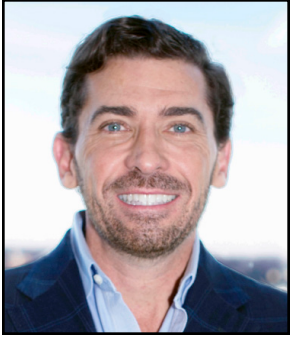
She also played a leadership role in the launch of several new organizational units within the County, including the Office of Child Protection, the Center for Strategic Partnerships, the Office of Immigrant Affairs, the Chief Sustainability Office, the Women and Girls Initiative, the Office of Youth Diversion and Development, the Alternatives to Incarceration and the Anti-Racism, Diversity and Inclusion Initiatives.

Prior to her appointment as CEO, she served as acting CEO; Chief Operating Officer and Assistant Chief Executive Officer overseeing the CEO's Strategic Integration Branch; Interim Director of the Office of Child Protection; Chief Deputy Director of the Department of Children and Family Services; and Chief Attorney/Chief Deputy of the Child Support Services Department.

A graduate of Cal State Long Beach, she earned a master's degree in public administration from Cal State Northridge and a law degree from the University of California, Hastings College of Law.

Ms. Davenport is passionate about history, especially family history, and when she is not working on behalf of Los Angeles County, you can find her on genealogical websites or perhaps at a touring production of "Hamilton," which she has seen six times—so far.

Speakers



William D. Eggers

Executive Director,
Center for Government
Insights, Deloitte Services LP

William Eggers is the Executive Director of Deloitte's Center for Government Insights where he is responsible for the firm's public sector thought leadership. He is the author of 9 books including *Delivering on Digital: The Innovators and Technologies that are Transforming Government*, *The Solution Revolution*, *The Washington Post* best seller *If We Can Put a Man on the Moon*, and *Governing by Network*. He coined the term Government 2.0 in a book by the same name. His commentary has appeared in dozens of major media outlets including the *New York Times*, *Wall Street Journal*, and *The Washington Post*. He can be reached at weggers@deloitte.com or on twitter @wdeggers.



Hugo Romero

Deputy Political Director,
Los Angeles County
Federation of Labor,
AFL-CIO

Hugo Romero serves as the Deputy Political Director for the Los Angeles County Federation of Labor, AFL-CIO where he focuses on all elements of the Federation's political department, including electoral and policy work. In 2018 he launched the Civic Leadership Academy, focusing on developing union members to run for public office. He currently serves on the Advisory Board of California 100, a transformative statewide initiative focused on inspiring a vision and strategy for California's next century that is innovative, sustainable, and equitable.

Hugo is co-editor of Mike Garcia and the Justice for Janitors Movement and co-author of Orange County on the Cusp of Change. He served as the founding Vice-President of the Los Angeles Young Workers and is an alumni of the Front Line Leaders Academy, New Leaders Council, and Rockwood Leadership Institute. He is also an alumni of California State University, Fullerton where he majored in Economics.

Hugo previously served as Project Manager for the UCLA Labor Center, focusing on labor, immigrant, and young worker issues. There, Hugo launched the labor cohort that forms part of Dream Summer, a national fellowship program for immigrant youth, as well as serving as one of its national coordinators. His passion for social and worker justice is derived from his experience working in the car wash and warehouse industries, and his involvement in the immigrant youth movement leading up to President Obama's Deferred Action for Childhood Arrivals.

Future of the County Workforce – Moderator



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

Lisa M. Garrett joined the 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.

Since March 30, 2010, Ms. Garrett has served as the Director of Personnel for the County of Los Angeles (County), the largest local government in the nation with over 100,000 employees. 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 "automate and innovate all things HR," including:

- Establishing the Los Angeles County University with development programs for employees at all levels of the organization.
- Implementing the County's first end-to-end applicant tracking system.
- 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 enterprise hoteling.
- Leading the effort with the CEO Office of Emergency Management to recruit over 55,000 Disaster Service Workers.

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 International Public Management Association for Human Resources (IPMA), 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.

Future of the County Workforce – Panel Speaker



Erika Anzoátegui

Alternate Public Defender,
County of Los Angeles

Erika Anzoátegui started her criminal defense career with the Los Angeles County Public Defender's Office in 1997. She transferred to the Alternate Public Defender's Office in 2001, where she started as a misdemeanor attorney and moved through the ranks up to senior felony attorney handling some of the most serious cases in the department. Erika transitioned into management in 2007, and her responsibilities grew in terms of analyzing employee resources, employee development, performance management, budget, and analysis of departmental needs. In October of 2019, Ms. Anzoátegui was appointed the Alternate Public Defender for the County of Los Angeles. Ms. Anzoátegui oversees an operation of approximately 300 employees, including daily operational decisions, as well as vision and policy direction.

Her accomplishments include working in collaboration with the City Attorney and the Public Defender to create a gang diversion program called Community Uniting for Resolution and Empowerment (C.U.R.E.). She assisted in the creation of the Prostitution Diversion program along the Figueroa Corridor, which has since been expanded to include the entire City of Los Angeles. During her time as Division Chief, she managed the successful transition of APD into juvenile practice.

Throughout her career with the APD, she has participated in numerous boards and committees including, Mexican American Bar Association (MABA), and California Rural Assistance League (CRLA). She worked in collaboration with other criminal justice partners, including the District Attorney, Sheriff, Probation, Public Defender, Department of Mental Health and City Attorney while sitting on numerous steering committees such as Office of Diversion and Reentry, LEAD, Homeless Initiative, LA Door, Mental Health Diversion, and Community Collaborative Court. Ms. Anzoátegui also had the opportunity to sit as a commissioner on the Blue-Ribbon Committee on Public Safety.

Ms. Anzoátegui graduated from UCLA, with a bachelor's Degree in Social Psychology and a Business minor. She attended Loyola Law School where she decided to focus on becoming a criminal defense attorney.

Future of the County Workforce – Panel Speaker



**Dr. Jonathan E. Sherin,
M.D., Ph.D.**

Director,
Department
of Mental Health

Dr. Jonathan E. Sherin is a longtime wellbeing advocate who has worked tirelessly throughout his career on behalf of vulnerable populations at local, state and national levels. In his current role as Director of the Los Angeles County Department of Mental Health (LACDMH), he oversees the largest public mental health system in the United States with roughly 6,000 staff, over 2,000 contracts with community providers and an annual budget approaching \$3 billion.

Since taking the helm in November 2016, Dr. Sherin has been driving an enterprise-wide restructuring to streamline LACDMH administrative operations, systems of care and stakeholder engagement processes with a laser focus on improving customer service and empowering the clinical “trenches,” bottom up. His local planning work with advocates as well as the legislature has saved more than \$240 million in local funds from reversion to the state, monies that have been deployed for building crisis facilities, growing prevention services and implementing innovation projects in Los Angeles County. He is also leading efforts to revitalize and further develop existing county-owned properties to create “restorative villages” that offer comprehensive services to the County’s most vulnerable clients with a particular focus on homeless and justice involved populations. In addition, he has informed California’s mental health policy in a variety of ways to incorporate novel technological treatment paradigms into the public mental health system, to help reform outdated laws that govern involuntary treatment in our state.

In addition to his body of work in the health and human services sector, Dr. Sherin is an accomplished scientist who has published in the fields of neurobiology and psychiatry. He is known nationally and internationally for his seminal research identifying a core sleep-circuit in mammals (the “sleep switch”) that was featured in Science magazine. He also received a prestigious Kempf Award from the American Psychiatric Association for his conceptual model of the psychotic process.

Dr. Sherin grew up in Princeton, New Jersey, completed his undergraduate study at Brown University, his graduate work at the University of Chicago and Harvard Medical School, and his psychiatry residency at UCLA. He is currently a volunteer clinical professor of psychiatry at UCLA and USC.

Future of the County Workforce – Panel Speaker



Norma E. García-González

Director,
Department of Parks
and Recreation

Norma E. García-González was appointed as Director of the County of Los Angeles Department of Parks and Recreation and the Los Angeles County Regional Parks and Open Space District on July 7, 2020. She is the first woman to serve in that capacity and executive role in the Department since it was created in 1944. In her role, Mrs. García-González was responsible for the Department's day-to-day operations of 182 facilities that include an annual budget of \$256 million, more than 2,600 employees and 6,477 registered volunteers.

Previously, she also held the position of Deputy Director for the Department's Planning and Development Agency. In her thirteen-year career with the Department, Mrs. García-González has held responsibilities in areas of planning, acquisition, development, and asset management of 71,249 acres of parkland and over 200 miles of trails.

Mrs. García-González is an advocate for the well-being of children, families and in bringing equity to communities throughout the County. This commitment is further demonstrated through her active participation in various civic and professional organizations. She served on the Governing Board of Trustees for Rio Hondo College and the El Monte Promise Foundation.

Mrs. García-González is a daughter of immigrants and the first in her family to attend college. She is a double graduate from UCLA with a bachelor's degree in Political Science and a master's degree in Urban Planning. She and her adventurous family of boys and dog, Cozmo enjoy everything about parks!

Closing Remarks



Jeff Levinson
Chief Deputy,
Executive Office of
the Board of Supervisors

Jeff Levinson is Chief Deputy of the Executive Office of the Board of Supervisors. A passionate, forward-thinking leader who believes in being both creative and pragmatic, Levinson spent 15 years in the private sector in executive management roles that involved production, design, and workforce development, as well as launching two successful entrepreneurial ventures before starting his LA County career in 2008. For more than a decade, Levinson has dedicated himself to re-envisioning many areas and operational functions of the Executive Office of the Board to meet the demands of the future. As a charter member of the Department's Strategic Planning Committee, Levinson has been recognized for designing and leading countless strategic initiatives that have had an impact on the Executive Office staff and numerous Board offices throughout the years.

He has worn many hats during his County tenure, from overseeing Building Management and a reimagined Customer Service Center to establishing and onboarding in-house creative services, including photography, graphic arts, and scrolls. His valuable contributions can be seen in many of the Executive Office renovated spaces, from offices to the newly modernized and technology-enhanced Board Hearing Room. His creative vision has helped incoming Supervisors reimagine their 8th floor Board offices by offering design options that put their signature stamp on their physical spaces to enhance the on-site constituent experience. Levinson also played a key role in developing and refurbishing the Kenneth Hahn Hall of Administration's building emergency plan for the Board of Supervisors and the multi-tenant facilities to ensure safety and security of staff and the public remains top of mind. His passion for human-centered design and operational excellence have played a key role in the execution of numerous complex and strategic operational tasks that have led to the growth of the Department.

Levinson has made it a priority to champion morale-building and team-centric activities and has dedicated himself to developing and leading high functioning teams through problem solving and critical decision making. By embracing the core values of innovation, growth, and contemporary cultural sensitivity, Levinson believes leadership is about creating actionable strategies that enable professionals to do more, be more, and achieve more.

COUNTY OF LOS ANGELES
Board of Supervisors



Holly J. Mitchell
Chair
Supervisor, 2nd District



Hilda L. Solis
Supervisor, 1st District



Sheila Kuehl
Supervisor, 3rd District



Janice Hahn
Supervisor, 4th District



Kathryn Barger
Supervisor, 5th District

SPECIAL THANKS

2022 Leadership Conference Ad Hoc Committee

Commissioner William B. Parent, Chair

Commissioner Jacki Bacharach

Commissioner Nichelle M. Henderson

Commissioner J. Shawn Landres

Commissioner Huasha Liu

Commissioner Edward McIntyre

Commissioner Yasmine-Imani McMorris

Commissioner William R. Wright

Commissioner Blaine Meek (retired April 1, 2022)

Sylvia White-Irby, Productivity Manager, Los Angeles Superior Court

Productivity Managers' Network

QPC Staff



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