



18TH ANNUAL LEADERSHIP CONFERENCE | JUNE 2, 2021

THINK FORWARD: GOVERNING BEYOND THE DIGITAL DIVIDE



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



Jacki Bacharach
Chair



Andrés Cuervo
First Vice-Chair



Nichelle M. Henderson
Second Vice-Chair



J. Shawn Landres
Immediate Past Chair



Rodney C. Gibson
Chair Emeritus



Edward McIntyre
Chair Emeritus



Maxwell Billieon



Viggo Butler



Teresa Dreyfuss



Evelyn Gutierrez



Nancy Harris



Huasha Liu



Blaine J. Meek



E. Scott Palmer



William B. Parent



Jeffrey Penichet



William R. Wright



Jackie T. Guevarra
Executive Director



Laura Perez
Program Manager



Tammy Johnson
Program Support

18TH ANNUAL LEADERSHIP CONFERENCE
THINK FORWARD:
GOVERNING BEYOND THE DIGITAL DIVIDE
JUNE 2, 2021

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 share best practices for governing beyond the digital divide to ensure that all interactions are inclusive and equitable for County employees and residents.

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

18TH ANNUAL LEADERSHIP CONFERENCE
THINK FORWARD:
GOVERNING BEYOND THE DIGITAL DIVIDE
JUNE 2, 2021

8:30 – 9:00

Log in / Networking

9:00 – 9:05

Welcome and Introductions

William R. Wright, Chair
Leadership Conference Ad Hoc Committee

9:05 – 9:10

Board of Supervisors' Remarks

Supervisor Hilda L. Solis, Chair
First Supervisorial District

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

Supervisor Sheila Kuehl
Third Supervisorial District

Supervisor Janice Hahn
Fourth Supervisorial District

Supervisor Kathryn Barger
Fifth Supervisorial District

9:10 – 9:40

Keynote Speaker

Fesia Davenport, Chief Executive Officer
County of Los Angeles

Q&A with Bill Kehoe, Chief Information Officer
County of Los Angeles

9:40 – 10:20

Solutions Panel: Addressing the Digital Divide

Moderator:
Ricardo D. Garcia, Public Defender, County of Los Angeles

Guest Speakers:
Chike Aguh, Chief Innovation Officer,
U.S. Department of Labor

Dr. Stephen Goldsmith, Director of Innovations
in Government Program, Harvard Kennedy School
Rebecca F. Kauma, MPA, Economic and Digital Inclusion
Program Manager, City of Long Beach

<http://qpc.lacounty.gov>

18TH ANNUAL LEADERSHIP CONFERENCE
THINK FORWARD:
GOVERNING BEYOND THE DIGITAL DIVIDE
JUNE 2, 2021

10:20 – 10:50

Q&A Breakout Sessions

- Q&A with Chike Aguh
facilitated by Tiana J. Murillo, Assistant Chief Executive Officer,
Chief Executive Office
- Q&A with Dr. Stephen Goldsmith
facilitated by Amy Bodek, Director,
Department of Regional Planning
- Q&A with Rebecca F. Kauma
facilitated by Selwyn Hollins, Director,
Internal Services Department

10:50 – 10:55

Conference Wrap-Up

Celia Zavala, Executive Officer
Executive Office of the Board of Supervisors

10:55 – 11:00

Closing Remarks

Jacki Bacharch, Chair
Quality and Productivity Commission

- Commission's 40th Anniversary Video

11:00

Acknowledgements

William R. Wright, Chair
Leadership Conference Ad Hoc Committee

Master of Ceremonies



William R. Wright

Chair,
Leadership Conference
Ad Hoc Committee

William R. Wright currently serves as the Director of Government and Public Affairs for the Los Angeles chapter of the American Institute of Architects (AIA|LA). As Los Angeles' chief advocate for better architecture and urban design, he helps bring together design thinkers and civic leaders to solve problems and set priorities.

With more than a dozen years of experience advocating for a healthier, more beautiful and better functioning city, he is responsible for a variety of roles including connecting architects and designers with civic leaders to help shape public policy and provide critical input on project delivery methods, procurement best-practices, infrastructure investments and environmental performance.

Mr. Wright currently serves on the Board of Directors of the Los Angeles County Business Federation (BizFed) as a Vice-Chair of the Transportation Committee. Previously, he served as the Vice Chair of BizFed's Planning and Land-Use Committee. In 2013, Mr. Wright became a founding Board Member of the non-profit From Lot To Spot, which helps underserved communities transform vacant lots into parks and open space. He also currently serves as a public board member of the BOMA-LA Political Action Committee.

Mr. Wright has a BFA from Southern Methodist University in Dallas, Texas and a Masters in Fine Arts from the Art Center College of Design in Pasadena, California.

Keynote Speaker



Fesia Davenport
Chief Executive Officer,
County of Los Angeles

Fesia 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 the County's \$37 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 intergovernmental 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, and the Office of Youth Diversion and Development, with two new units underway: the Alternatives to Incarceration and the AntiRacism, 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.

Q&A: DIGITAL DIVIDE



Bill Kehoe
Chief Information Officer,
County of Los Angeles

Bill Kehoe has been a public-sector Chief Information Officer (CIO) since 2002 serving as a State Agency CIO at the State of Washington Department of Licensing from 2002 – 2010; at King County Washington from 2010 – 2017; and as Los Angeles County CIO from November 2017 – Present. Bill has provided strategic and operational leadership for key organizational and technology transformations as a CIO including: three mainframe migrations, two IT organization and technology consolidations, multiple data center consolidations, development of multiple online services for state and local government residents, hybrid cloud strategy and deployment, application rationalization and modernization, IT Governance, Innovation, IT Strategic Planning, Enterprise Architecture, Information Management, and Unified Communication services.

As the CIO for Los Angeles County, Bill and the Office of the CIO have responsibility for enterprise technology strategy, governance, and policy. Bill and the Office of the CIO are also responsible for the enterprise information management, security, and to provide technology advisory services to all 37 departments.

Bill is involved in several professional organizations and is the past President of MIX, a national local government CIO consortium. Bill was recognized by Government Technology as one of the Top 25 Doers, Dreamers, and Drivers in 2015. Under Bill's leadership, King County and Los Angeles County were recognized as a top digital large County by Government Technology. King County was named the #1 digital large county in the 2017, and LA County was the #2 digital large county in 2019.

ADDRESSING THE DIGITAL DIVIDE – Moderator



Ricardo D. Garcia
Public Defender,
County of Los Angeles

Ricardo D. García currently serves as Los Angeles County’s Chief Public Defender, the oldest and largest public defender agency in the United States.

Born in Los Angeles to immigrant parents from Mexico, Mr. García is the oldest of seven children and the first-generation college graduate. He received his Juris Doctorate in 1995 from the University of California, Berkeley, Boalt Hall School of Law, and his Bachelor of Art in Politics in 1991 at the University of California, Santa Cruz. He began his legal career in 1995 with the San Diego Public Defender’s Office. Mr. Garcia is known as a noteworthy leader in the field of criminal defense. He has handled several high-profile cases in the San Diego County Public Defender’s Office, including the longest and most complicated death penalty trial in state history, and was awarded Trial Lawyer of the Year by the Criminal Defense Association of San Diego.

In addition to his work in the courtroom, Mr. Garcia served as an adjunct professor at California Western School of Law and as the Criminal Justice Director for the American Civil Liberties Union of Southern California. Mr. Garcia serves as the first Latinx Public Defender in Los Angeles County history and was recently awarded the Hispanic Heritage Award by the Honorable Supervisor Hilda Solis and the Leadership Award from the Los Angeles County Hispanic Managers Association.

In 2020, Mr. Garcia launched the Strategic Initiative Plan, which implemented the department’s first strategic plan in over two decades. Mr. García is a strong advocate in the fabric of the community and able to communicate his ideas to others to ensure justice reform within our black and brown communities.

ADDRESSING THE DIGITAL DIVIDE



Chike Aguh

Chief Innovation Officer,
U.S. Department of Labor

On January 20, 2021, Chike Aguh (Chee-kay Ah-Goo) was sworn in as Chief Innovation Officer at the United States Department of Labor, appointed by President Joe Biden. Reporting to the Deputy Secretary and also serving as the Senior Advisor for Delivery, he leads efforts to use innovative technologies, partnerships and practices to accelerate the Department's mission of delivering a future of work that includes and dignifies every American.

Previously, Chike was the inaugural Head of Economic Mobility Pathways at the Education Design Lab where he launched the Community College Growth Engine Fund, an innovative multimillion-dollar effort turning community colleges into bridges to careers in high growth fields for thousands. He has been a Technology and Human Rights Fellow at the Harvard Carr Center for Human Rights Policy where he focused on the future of work and racial equity, Venture Partner at Maryland-based New Markets Venture Partners where he focused on workforce technologies, member of the Council on Foreign Relations' Future of Work Taskforce, Lecturer at Columbia University and guest speaker at the University of Maryland School of Public Policy.

Additionally, Chike has worked as an education policy official in America's largest school system, 2nd grade teacher and Teach For America corps member, Fulbright Scholar in Thailand researching education and skills, director of corporate strategy and performance technologies at Education Advisory Board (EAB), CEO of a national social enterprise which helped connect 500,000 low-income Americans to affordable internet and digital skills, and Senior Principal and Future of Work Lead at the McChrystal Group, a business advisory firm founded by Gen. (ret.) Stanley McChrystal.

Chike holds degrees from Tufts University (B.A.), Harvard Graduate School of Education (Ed.M), Harvard Kennedy School of Government (MPA), and University of Pennsylvania's Wharton School (MBA). He is a Presidential Leadership Scholar; past Council on Foreign Relations term member; 40 under 40 honoree from Wharton and the Washington Business Journal; and former board member of the Harvard Kennedy School Alumni Board.

Additionally, he has served as an advisory board member for Teach For America-DC Region, board member for Baltimore's Code in the Schools; past Advisory Board Chair of the Prince George's County Social Innovation Fund; and former appointee of the Prince George's County Executive to the County's Commission on Fathers, Men and Boys. Chike, his wife and their son proudly call Prince George's County, MD home.

ADDRESSING THE DIGITAL DIVIDE



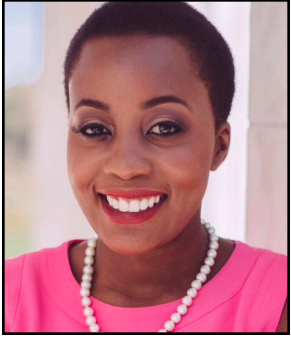
Stephen Goldsmith
Director of Innovations
in Government Program,
Harvard Kennedy School

Stephen Goldsmith is the Derek Bok Professor of the Practice of Urban Policy and the Director of the Innovations in Government Program at Harvard's Kennedy School of Government. He currently directs Data-Smart City Solutions, a project to highlight local government efforts to use new technologies that connect breakthroughs in the use of big data analytics with community input to reshape the relationship between government and citizens.

He previously served as Deputy Mayor of New York and Mayor of Indianapolis, where he earned a reputation as one of the country's leaders in public-private partnerships, competition, and privatization. Stephen was also the chief domestic policy advisor to the George W. Bush campaign in 2000, the Chair of the Corporation for National and Community Service, and the district attorney for Marion County, Indiana from 1979 to 1990.

He has written: *The Power of Social Innovation*; *Governing by Network: The New Shape of the Public Sector*; *Putting Faith in Neighborhoods: Making Cities Work through Grassroots Citizenship*; *The Twenty-First Century City: Resurrecting Urban America*, *The Responsive City: Engaging Communities Through Data-Smart Governance*; and, most recently, *A New City O/S: The Power of Open, Collaborative, and Distributed Governance*.

ADDRESSING THE DIGITAL DIVIDE



Rebecca F. Kauma, MPA
Economic and Digital
Inclusion Program Manager,
City of Long Beach

Rebecca F. Kauma is a passionate diversity, racial equity and inclusion (DEI) leader with proven program and project management, community engagement and strategic planning expertise. Rebecca is currently the Economic and Digital Inclusion Program Manager at the City of Long Beach. In this role, she is leading the City's Economic and Digital Inclusion Initiatives to ensure that low-income communities and communities of color in Long Beach have the opportunities, resources and power they need to thrive economically. Rebecca strives to uplift and empower communities most in need through equitable, inclusive, and culturally competent programs, practices, policies, and systems change efforts. Rebecca is serving as the Co-Lead for the Internal Transformation Workgroup as part of the City's Racial Equity and Reconciliation Initiative. In this role, she is co-leading over 30 Racial Equity Champions in their development and implementation of departmental racial equity action plans citywide.

Some of Rebecca's digital inclusion accomplishments include launching a multilingual Digital Inclusion Resources Hotline in October 2020 to help connect Long Beach residents with a variety of digital inclusion resources. In December 2020, she also launched the Free Internet Services and Computing Devices Program. Rebecca partnered with local community partners and the Long Beach Public Library to collectively administer over 1,100 free hotspots and 1,600 computers to Long Beach residents most in need during the COVID-19 pandemic.

Rebecca is the recipient of the 2020 Digital Equity Champion Award presented by the National Digital Inclusion Alliance (NDIA). This national award recognizes outstanding leadership and dedication in advancing digital equity and inclusion and addressing the digital divide. Rebecca was selected as a 2020 New Leaders Council Fellow. The New Leaders Council Institute is a highly selective national leadership program to equip young progressive leaders with the skills to enact policy and systems change efforts in their communities.

Rebecca has a Master's degree in Public Administration (MPA) with an emphasis on Healthcare Policy from American University School of Public Affairs. She received her Bachelor of Science Degree in Health Administration (BSHA) from California State University, Northridge.

ADDRESSING THE DIGITAL DIVIDE



Amy J. Bodek, AICP
Director,
Regional Planning

Amy J. Bodek, AICP, joined the County of Los Angeles as the Director of Regional Planning in February 2018. She is the first female director of the department in its nearly 100-year history.

Amy comes to the County via the City of Long Beach, where she concluded a 24-year career, most recently as the Director of the Long Beach Development Services Department. Her background is in urban planning, redevelopment and affordable housing; she also holds registration as a certified planner with the American Institute of Certified Planners (AICP) and is a member of the Urban Land Institute.



Selwyn Hollins
Director,
Internal Services
Department

Selwyn Hollins has dedicated his career to public service for the past 30 years. He is currently employed with the County of Los Angeles, Internal Services Department. He joined the Department as the General Manager of Administration and Finance in August 2017. In November 2018, he promoted to Chief Deputy Director and was later appointed as the Director in July 2020.

Prior to working for the County, Selwyn held progressively responsible positions with the City of Los Angeles. He served as an Assistant General Manager with the Department of Transportation and Assistant Director with the Office of Finance. He also worked in various capacities for the Department of Water and Power, Personnel Department, and Los Angeles World Airports.

Over the course of his career, Selwyn has been highly motivated by a desire for enhancing organizational performance and delivering outcomes that exceed expectations. His professional background covers administrative services, fiscal oversight, analyses, policymaking, field operations, customer service, and civic engagement. These experiences helped to shape his workplace values of being responsive to customer concerns, advocating change management, and fostering a progressive work environment in which employees feel valued. Additionally, he has developed a sound working knowledge of how administration and operations must strategically align to achieve success. He has effectively utilized this insight to implement new policies and innovations that have enhanced service delivery, staff accountability and cost reductions.

Selwyn holds a Master's Degree in Communications from the University of Southern California and Bachelor's Degree in Business Administration from California State University, Long Beach.

ADDRESSING THE DIGITAL DIVIDE



Tiana J. Murillo
Assistant Chief
Executive Officer,
Strategic Integration Branch,
Chief Executive Office

In late 2019, Tiana Murillo joined the CEO's Executive Team as Assistant Chief Executive Officer over the Strategic Integration Branch, which consists of eight strategic divisions including the Homeless Initiative; the Alternatives to Incarceration (ATI) Office; and the Anti-Racism, Diversity and Inclusion Initiative (ARDI). Tiana has served in several County leadership roles, including as a key member of the Probation Department's Executive Team where she provided leadership to administrative operations and various departmental strategic projects and initiatives. She also served as an Assistant County Counsel over the Property Division, overseeing advice and legal services on land use and property issues and litigation. Tiana was also a member of the legal team at the L.A. County jails, where she assisted the Los Angeles County Sheriff's Department, Department of Health Services, and Department of Mental Health with implementing three settlement agreements addressing the rights of prisoners.

Tiana is a member of the California Bar and came to the County with extensive experience in labor, employment, and public agency law and litigation. Prior to law school, she was a policy analyst in Washington, D.C., working on behalf of low-income immigrant workers and their families. She earned a B.A. from Stanford University and a J.D. from Columbia University School of Law.

CONFERENCE WRAP-UP



Celia Zavala
Executive Officer,
Board of Supervisors

Celia Zavala was appointed to the position of Executive Officer, Board of Supervisors, on September 25, 2018. She has dedicated over thirty years of public service to the County of Los Angeles and brings decades of experience in governmental leadership, policy development, all facets of administrative services, and finance to her current role.

As Executive Officer, Ms. Zavala serves as the Board's administrative arm, charged with assisting the Board in coordinating and managing many of the independent programs that the Board has put in place to oversee critical County services. The portfolio of programs spans from justice reform and community health to child protection, youth empowerment, and more. In this role, Ms. Zavala provides strategic direction and administrative support for over 25 of the Board's Commissions, oversight and advisory bodies, and serves as the Board's steward to high-priority programs, such as the County Equity Oversight Panel, the Sheriff's Civilian Oversight Commission,

CONFERENCE WRAP-UP (continued)

the Office of Child Protection, the Office of Inspector General, and the newly formed Probation Oversight Commission. Ms. Zavala facilitates the Board's weekly meetings and serves as the custodian of record for actions taken by the County's governing body (the Board). Ms. Zavala serves as Proprietor for the Kenneth Hahn Hall of Administration, which includes security operations, logistics facilities management, and budget oversight for the building's support services.

Ms. Zavala has completely reimagined and modernized operations and led the Department's expansion of its services and scope of work to both meet the demands of the modern age and enhance services provided to the Board, other County departments, and the public. For example, implementing various technological advances to broaden the reach of Board meetings online and on mobile devices to enhance constituent's Board meeting access and engagement, as well as the Board's shift to a fully virtual platform during the pandemic, and further spearheaded efforts to establish high-definition, live-stream services for Board meetings and oversaw the first ever refresh project of the Board's historical meeting quarters to enhance unrestricted physical access for individuals with disabilities, elevate the technology that serves as a backbone for administration of the Board's meetings.

During the past three years, Ms. Zavala has been instrumental in leading the establishment of several new Commissions (Probation Oversight Commission, Youth Commission, and Redistricting Commission) on behalf of the Board. Her recruitment efforts have led to onboarding a group of new, dynamic, and visionary Commission Executive Directors that are now in place to lead these new initiatives within the Executive Office.

Ms. Zavala received her Bachelor of Science Degree in Business Administration with a concentration in accounting from California State University, Dominguez Hills. She lives in Redondo Beach with her amazing husband and three wonderful children and is an avid walker/jogger.

CLOSING REMARKS



Jacki Bacharach
Chair,
Quality and Productivity
Commission

Jacki Bacharach is the Executive Director of the South Bay Cities Council of Governments (SBCCOG) through her company, Jacki Bacharach and Associates. She also established and directs the operation of the South Bay Environmental Services Center which is a program of the SBCCOG.

Jacki Bacharach served for 14 years as Mayor and Councilmember in the City of Rancho Palos Verdes and on the Los Angeles County Transportation Commission, a predecessor agency to the Los Angeles County Metropolitan Transportation Authority (LACMTA), for 12 years. On the Commission, she chaired the overall Planning Committee, the Rail Construction and Rail Planning Committees as well as the full Commission. She led the committees through the development of the overall rail plan for Los Angeles County and oversaw the construction of the Metro Blue and Green Lines.

From 1985 to 2012 she was a member of the Los Angeles-San Diego Rail Corridor Agency overseeing and improving L.A.-San Diego Amtrak service representing the County Transportation Commissions and then LACMTA serving as the Vice Chair which she remained until the end of 2012 when her appointment ended. Jacki Bacharach was a charter member of the Alameda Corridor Transportation Authority dealing with landside access to the Ports of Los Angeles and Long Beach and served as Founding Chair of the Southern California Regional Rail Authority - the five-county agency that operates the Metrolink commuter rail system.

She served on the State Commission on Local Governance for the 21st Century and as a member of the National Commission on Intermodal Transportation as well as serving as a member of President Clinton's Transition Team Transportation Cluster Group. In both of these positions, she was the only member from California. Her first job after graduating from UCLA was as a social worker for the Los Angeles County Department of Public Social Services.

COUNTY OF LOS ANGELES
Board of Supervisors



Hilda L. Solis
Chair
Supervisor, 1st District



Holly J. Mitchell
Supervisor, 2nd District



Sheila Kuehl
Supervisor, 3rd District



Janice Hahn
Supervisor, 4th District



Kathryn Barger
Supervisor, 5th District

SPECIAL THANKS

2021 Leadership Conference Ad Hoc Committee

William R. Wright, Chair

Blaine Meek, Vice Chair

Jacki Bacharach

Maxwell Billieon

J. Shawn Landres

Huasha Liu

Edward McIntyre

William B. Parent

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

Estevan Padilla, Productivity Manager, Executive Office of the Board

Productivity Managers' Network

QPC Staff

Los Angeles Superior Court Media Production Team

Keith Gomez

Bryan Jackson



<http://qpc.lacounty.gov>

#QPCLC2021