

County of Los Angeles | 20th Annual Leadership Conference | June 14, 2023

WINNING WITH TRUST THROUGH INNOVATION

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

Board of Supervisors
Chief Executive Office
Quality and Productivity Commission



COUNTY OF LOS ANGELES

Quality and Productivity Commission



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20TH ANNUAL LEADERSHIP CONFERENCE
WINNING WITH TRUST THROUGH INNOVATION
JUNE 14, 2023

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 strengthen public trust and confidence through government innovation.

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

20TH ANNUAL LEADERSHIP CONFERENCE
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JUNE 14, 2023

**Commissioner William B. Parent, Chair
Leadership Conference Ad Hoc Committee
Master of Ceremonies**

- 8:30 – 9:00 **Registration and Continental Breakfast**
- 9:00 – 9:05 **Welcome and Introductions**
William B. Parent, Chair
Leadership Conference Ad Hoc Committee
- Pledge of Allegiance
 Michele Felix, Veteran Service Officer
 Department of Military and Veterans Affairs
- 9:05 – 9:25 **Opening Remarks from the Chief Executive Officer**
Fesia A. Davenport, Chief Executive Officer
County of Los Angeles
- 9:25 – 9:35 **Board of Supervisors' Remarks**
Supervisor Janice Hahn, Chair
Fourth Supervisorial District
Supervisor Hilda L. Solis
First Supervisorial District
Supervisor Holly J. Mitchell
Second Supervisorial District
Supervisor Lindsey P. Horvath
Third Supervisorial District
Supervisor Kathryn Barger
Fifth Supervisorial District
- 9:35 – 9:50 **Keynote Speaker/Panel Moderator**
Dr. Raphael J. Sonenshein, Executive Director
Pat Brown Institute for Public Affairs
at California State University, Los Angeles

20TH ANNUAL LEADERSHIP CONFERENCE
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JUNE 14, 2023

9:50 – 10:50

Trust Through Innovation Panel

Moderator:

Dr. Raphael J. Sonenshein, Executive Director
Pat Brown Institute for Public Affairs
at California State University, Los Angeles

Panel Speakers:

- Dr. Va Lecia Adams Kellum, Chief Executive Officer
Los Angeles Homeless Services Authority
- Dr. Jackie Contreras, Director
Department of Public Social Services
- Dr. Barbara Ferrer, Director
Department of Public Health
- George Gascón, District Attorney
County of Los Angeles

10:50 – 11:20

Guest Speaker

Michael Allen, Chief Technology Officer
Laserfiche

11:20 – 11:25

Conference Wrap-Up

William B. Parent, Chair
Leadership Conference Ad Hoc Committee

11:25 – 11:30

Closing Remarks/Acknowledgements

Nichelle M. Henderson, Chair
Quality and Productivity Commission

Welcome and Introductions



William B. Parent

Chair,
Leadership Conference
Ad Hoc Committee,
Quality and Productivity
Comission

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.

In retirement, he recently completed a full-length screenplay based on a true story, *The White Hibiscus*.

Speaker



Fesia A. 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 county government, including the oversight of Los Angeles County's \$44 billion- plus budget and coordinating implementation of key priorities of the Board of Supervisors.

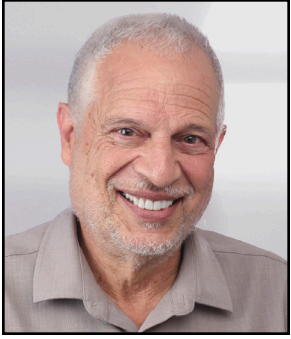
In a County career spanning more than two decades, she has successfully facilitated cross-departmental, public-private, and inter-governmental collaborative efforts aimed at implementing a range of major initiatives involving data sharing to prevent homelessness and track outcomes for justice involved 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 and the Women and Girls Initiative.

As Chief Executive Officer, under the direction of the Board of Supervisors, she has led LA County's response to and recovery from the COVID-19 pandemic across multiple departments, overseeing \$1.22 billion in CARES Act funding and \$1.9 billion in American Rescue Plan Act funding to bring urgently needed equity-focused assistance to residents, small businesses and hard-hit communities. She is responsible for leading the County in carrying out a series of transformative Board-directed initiatives, including the Anti-Racism, Diversity and Inclusion Initiative and the Poverty Alleviation Initiative, both housed in the CEO's office.

At the Board's direction, she coordinated across multiple County departments in a successful landmark effort to return the valuable oceanfront property known as Bruce's Beach to the rightful descendants of the family that had been wrongfully stripped of their property 100 years ago. CEO Davenport has also been instrumental in establishing the Board's Care First, Jails Last vision as a budgetary and operational policy, and in assisting with the launch of an unprecedented four new County departments in a single year.

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.

Keynote Speaker/Panel Moderator



Dr. Raphael J. Sonenshein

Executive Director,
Pat Brown Institute for
Public Affairs at California
State University, Los Angeles

Dr. Raphael J. Sonenshein is the Executive Director of the Pat Brown Institute for Public Affairs at California State University, Los Angeles. He received his B.A. in public policy from Princeton, and his M.A. and Ph.D. in political science from Yale. He is a nationally recognized expert on racial and ethnic politics, on California and Los Angeles, and on charter reform. His book *Politics in Black and White: Race and Power in Los Angeles* (Princeton, 1993) won the American Political Science Association's 1994 Ralph J. Bunche Award.

Dr. Sonenshein served as Executive Director of the Los Angeles (Appointed) Charter Reform Commission that led to the city's first comprehensive charter reform in 75 years, described in his book *The City at Stake: Secession, Reform, and the Battle for Los Angeles* (Princeton, 2004). He has since guided successful charter reform commissions in a half dozen cities. His third book is *Los Angeles: Structure of a City Government* (2006, League of Women Voters, LA).

Dr. Sonenshein received a Wang Family Excellence Award as one of the four most outstanding California State faculty members. He was co-recipient of the Haynes Foundation Research Impact award, and received the Harry Scoville Award from the American Society for Public Administration SoCal Division. Dr. Sonenshein was the fall 2008 Fulbright Tocqueville Distinguished Chair in American Studies at the University of Paris VIII.

Trust Through Innovation Panel



Dr. Va Lecia Adams Kellum
Chief Executive Officer,
Los Angeles Homeless
Services Authority

Dr. Va Lecia Adams Kellum is the Chief Executive Officer of the Los Angeles Homeless Services Authority. LAHSA is the lead agency in the HUD-funded Los Angeles Continuum of Care and coordinates and manages federal, state, county, and city funds for programs providing shelter, housing, and services to people experiencing homelessness. Immediately before joining LAHSA, Dr. Adams Kellum spent a month consulting Los Angeles Mayor Karen Bass to shape the Inside Safe program.

Dr. Adams Kellum is perhaps best known for her time as President and CEO of St. Joseph Center, a social service organization offering outreach & engagement, housing, mental health, and education & vocational programs across Los Angeles County.

The Center is a trailblazer in deploying integrated, multidisciplinary teams to help the most vulnerable homeless individuals obtain and maintain stable housing. Under her leadership, St. Joseph Center nearly quadrupled its staff, expanded its services, and broadened its geographic reach, becoming a recognized leader in homeless services throughout LA County.

Dr. Adams Kellum holds a gubernatorial appointment to the California Department of Housing and Community Development's *No Place Like Home* Program Advisory Committee.

She has also served on and continues to support the Los Angeles Homeless Services Authority Ad Hoc Committee on Black People Experiencing Homelessness, as well as the National Alliance to End Homelessness' Race Equity Network. She currently sits on the Housing California Board, Policy Lab Advisory Board, and the Board of Trustees for Mount Saint Mary's University.

Born and raised in Southern California, she received her B.A. from the University of Southern California and earned an M.A. from Ball State University before completing her Ph.D. at Stanford University.

Trust Through Innovation Panel



Dr. Jackie Contreras

Director,
Department of Public Social
Services

Dr. Jackie Contreras was appointed on February 28, 2023, to serve as Director for the Los Angeles County Department of Public Social Services (DPSS), which administers a budget of more than \$5 billion and serves over 4 million residents. Prior to this appointment, she served as Chief Deputy Director for DPSS where her responsibilities included leadership for varied administrative functions, In-Home Supportive Services, and the Customer Service Centers. She remains keenly focused on the timely provision of quality services to both internal and external stakeholders, and transformational efforts to promote economic mobility and anti-racism, diversity, and inclusion.

Prior to joining DPSS, Dr. Contreras served as a Managing Director for Casey Family Programs' direct service offices. In this position, she led policy and practice efforts that included the development and implementation of a functional assessment and a culturally responsive, family-centered practice model grounded in trauma-and healing-informed care. Additionally, she served in various capacities as a child welfare administrator for the Los Angeles County Department of Children and Family Services (DCFS). Prior to her work with DCFS, she worked as a psychologist and manager for the Los Angeles County Department of Mental Health, and both provided and directed intensive in-home mental health services; and managed a myriad of direct and contracted services to children and families, transition age youth, adults, and older adults.

Dr. Contreras received her B.A. in psychology from UCLA and her M.A. and Ph.D. in clinical psychology from the California School of Professional Psychology at Alliant University. She has dedicated her career to improving the well-being of vulnerable and marginalized families, drawing on her varied personal and professional experiences, while always holding to the basic tenet that we can best help people thrive when compassion and respect guide our work.

Trust Through Innovation Panel



Dr. Barbara Ferrer
Director,
Department of Public Health

Dr. Barbara Ferrer is a nationally recognized public health leader with over 40 years' experience as a public health director, educational leader, researcher, philanthropic strategist, and community advocate.

Currently, as the Director of the Los Angeles County Department of Public Health, which prevents disease and promotes health equity and well-being among more than 10 million county residents, Dr. Ferrer oversees a budget of over \$1.8 billion, directs a workforce of nearly 6,000 staff, and works to integrate services with the County Mental Health and Health Services Departments. She guides the region's COVID-19 pandemic response in collaboration with county and community-based partners.

Prior to directing the Los Angeles County Department of Public Health, Dr. Ferrer spent decades leading public health efforts in Massachusetts. She served as the Executive Director of the Boston Public Health Commission, the city's health department where, under her leadership, the City of Boston saw significant improvements in health outcomes, including a decrease in rates of childhood obesity, smoking, and infant mortality.

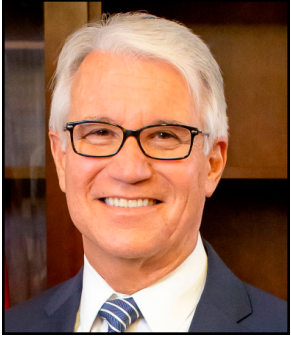
Dr. Ferrer also held leadership positions at the Massachusetts Department of Public Health, including Director of Health Promotion & Chronic Disease Prevention, and Director of the Division of Maternal & Child Health.

As a headmaster of a district high school in Boston, Dr. Ferrer secured funding from the Gates Foundation to amplify services and supports for students; over 90% of students graduated and of those graduating, 95% gained admission to college.

Dr. Ferrer also served as the Chief Strategy Officer for the W.K. Kellogg Foundation, overseeing programming and mission-driven investments.

Dr. Ferrer received her Ph.D. from Brandeis University where she was awarded a PEW fellowship in Health Policy. She also holds a Master's in Public Health from Boston University, Master's in Education from the University of Massachusetts, Boston, and Bachelor of Arts degree in Community Studies from the University of California, Santa Cruz.

Trust Through Innovation Panel



George Gascón
District Attorney
County of Los Angeles

On December 7, 2020, George Gascón was sworn in as the 43rd District Attorney of Los Angeles County, delivering his visionary approach to criminal justice reform to the nation's largest local prosecutorial office.

On his first day in office, George Gascón ended the use of the death penalty as a sentence in the County of Los Angeles; stopped charging children as adults; eliminated many sentencing enhancements that do not benefit public safety and contribute to mass incarceration; and, in accordance with state law, removed cash bail for misdemeanor or nonserious or nonviolent felony offenses.

For the former police officer, public safety remains his highest priority. As a leader among progressive prosecutors, George Gascón is working to build a national model of criminal justice reform that supports and restores crime victims and while addressing mass incarceration, racism, and social systemic inequities. He was the first District Attorney in the nation to call for an end to cash bail and to launch an automatic record clearing program for marijuana convictions and the only District Attorney in California to support a state law that created a stricter standard for when police can use deadly force.

George Gascón rose through the ranks of the Los Angeles Police Department from patrol officer to Assistant Chief of Police. He served as Chief of Police in Mesa, Arizona, before being named San Francisco's first Latino Chief of Police. He was appointed San Francisco District Attorney in 2011, becoming the nation's first police chief to become District Attorney.

At age 13, George Gascón migrated with his parents to the United States from Cuba. After serving in the U.S. Army, he earned a bachelor's degree in history from California State University, Long Beach, and later received a law degree from Western State University, College of Law. He is married to Fabiola Kramsky, a three-time Emmy Award-winning journalist.

AI/Technology Guest Speaker



Michael Allen
Chief Technology Officer,
Laserfiche

Michael Allen is the Chief Technology Officer at Laserfiche, which was founded on the idea that technology could help the world work smarter. Laserfiche provides a vision of digital transformation for organizations around the world and believes in innovation and collaboration — among its worldwide offices, employees, partners, and customers — which has led to the solutions that move industries forward. Mr. Allen leads the development, implementation, management, and evaluation of Laserfiche's technology resources, previously serving as its Chief Software Architect. He earned a B.S. in computer science from Harvey Mudd College.

Closing Remarks/Acknowledgements



Nichelle M. Henderson
Chair,
Quality and Productivity
Commission

Nichelle M. Henderson, born and raised in LA County, is an educator and union activist committed to capacity building around education, women's empowerment and labor through higher education workforce collaborations that prepare K-12 and community college students to reach their academic and professional goals.

She is a second-generation alumnus of California State University, Los Angeles and a Lecturer with the Cal State Teach teacher preparation program at Fresno State University. An active member of the California Faculty Association/SEIU 1983, she is a member of the union's Statewide Representation Committee. Deeply involved in Los Angeles County, she was elected to the LA Community College District Board of Trustees in 2020. Nichelle chairs the Institutional Effectiveness and Student Success Standing Committee and the Gender Diversity and Equity Ad Hoc Committee ensuring that her decisions are aligned with the district's mission and adhere to the adopted framework for Racial Equity and Social Justice. She is a wife, mother, grandmother and proud member of Delta Sigma Theta Sorority, Inc.

COUNTY OF LOS ANGELES
Board of Supervisors



Janice Hahn
Chair
Supervisor, 4th District



Hilda L. Solis
Supervisor, 1st District



Holly J. Mitchell
Supervisor, 2nd District



Lindsey P. Horvath
Supervisor, 3rd District



Kathryn Barger
Supervisor, 5th District

Special Thanks

2023 Leadership Conference Ad Hoc Committee

William B. Parent, Chair

Dion Rambo, Vice Chair

Jacki Bacharach

Nichelle M. Henderson

Derek Hsieh

J. Shawn Landres

Edward McIntyre

Yasmine-Imani McMorris

Andrea Barnes, Productivity Manager, Child Support Services

Jessica Gama, Productivity Manager, Probation

Productivity Managers' Network

Internal Services Department

Department of Military and Veterans Affairs

The Music Center

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