



Los Angeles County
Quality and Productivity Commission
NOTICE OF REGULAR MEETING

County of Los Angeles
Quality and Productivity
Commission

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

Telephone: (213) 974-1361
(213) 974-1390
(213) 893-0322

Website: qpc.lacounty.gov

Chair

William B. Parent

First Vice Chair

Will Wright

Second Vice Chair

Joe Waz

Immediate Past Chair

Nichelle M. Henderson

Viggo Butler

Julian Cepeda

Barry Donelan

Rodney C. Gibson, Ph.D.\*

Nancy G. Harris

J. Shawn Landres, Ph.D.\*

Huasha Liu

Edward T. McIntyre\*

Marsha D. Mitchell

E. Scott Palmer

Jeffrey Jorge Penichet

Dion Rambo

Mark A. Waronek

Executive Director

Jackie T. Guevarra, CPA

Program Manager

Jane Lam

Program Coordinators

Betty Belavek

\*Chair Emeritus

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

"To enrich lives through
effective and caring service"

Monday, March 23, 2026, 10:00 a.m.
Kenneth Hahn Hall of Administration, Room 140
500 West Temple Street, Los Angeles, CA 90012
Members of the public may participate remotely or listen to the meeting
via telephone at:
Call in Number: (669) 900-9128
Meeting ID: 843 0799 2632
Passcode: 777794
Join Zoom Meeting
https://bos-lacounty-
gov.zoom.us/j/84307992632?pwd=IVYjRar9znnGk8bZ0P7lYaS2wJKhvD.1
Written Public Comment may also be submitted to Jackie Guevarra by
Sunday, March 22, 2026 (received by 4:00 p.m.) at
jguevarra@bos.lacounty.gov
\*Any information received from the public by Sunday, March 22, 2026, at
4:00 p.m. will become part of the official meeting record.

MEETING AGENDA

- 1. Call to Order.....Commissioner Parent
2. Land Acknowledgment\*.....Commissioner Parent
3. Roll Call.....Commissioner Parent
4. Approval of the January 26, 2026, Meeting Minutes
5. Presentation of Productivity Investment Fund (PIF) proposals, Fund
Balance Report as of Fiscal Year 2025-26, 3rd Quarter, and PIF Annual
and Final Reports (for discussion and possible action)
.....Commissioner Wright
• 26.7 – Military and Veterans Affairs, LA County MVA Customer
Experience Pilot, \$213,000 Grant. Commissioner Wright to present.
• 26.10 – Human Resources, Countywide Neurodiversity Training and
Employment Program, \$200,000 Grant. Commissioner Mitchell to present.
6. Chair’s Report: Administrative Items, Ad Hoc Committee Status (5
minutes).....Commissioner Parent

7. Productivity Managers' Network (PMN) Chair's Report: General Meeting and Training (5 minutes).....Keisha Belmaster
8. Executive Director's Report: Commission Events Update, Calendar of Events, Deadlines, Administrative Items (2 minutes).....Jackie Guevarra
9. Department Visit Ad Hoc Committee Report (2 minutes).....Commissioner Harris
10. Strategic Learning Ad Hoc Committee Report (2 minutes).....Commissioner Gibson
11. Leadership Conference Ad Hoc Committee Report (2 minutes).....Commissioner Mitchell
12. Productivity and Quality Awards Ad Hoc Committee Report (2 minutes)...Commissioner Waz
13. Commissioner Announcements regarding conferences, meetings, and gatherings of interest to the Commission (2 minutes) – *For Discussion Only*
14. Commissioner Discussion on goals, ideas, future projects, and/or direction of the Commission (2 minutes) – *For Discussion Only*
15. Matters not on the Posted Agenda (3 minutes) – to be presented and placed on a future agenda – *For Discussion Only*
16. Public Comment (3 minutes for each speaker)
17. The next full Commission meeting will be held on Monday, April 27, 2026, at 10 a.m.

**LOBBYIST REGISTRATION**

Any person who seeks support or endorsement from the Commission on any official action may be subject to the provisions of Los Angeles County Code, Chapter 2.160 relating to lobbyists. Violation of the lobbyist ordinance may result in a fine and other penalties. For more information, call (213) 974-1093.

**ACCOMMODATIONS**

Accommodations, American Sign Language (ASL) interpreters, or assisted listening devices are available with at least 3-business days notice before the meeting date. Agendas in Braille and/or alternate formats are available upon request. Please telephone (213) 974-1390 (voice) or (213) 974-1707 (TDD), from 8:00 a.m.-5:00 p.m., Monday through Friday.

**SUPPORTING DOCUMENTATION**

Supporting documentation can be obtained at the Quality and Productivity Commission Office, 565 Kenneth Hahn Hall of Administration, 500 West Temple Street, Los Angeles, CA 90012 or [jguevarra@bos.lacounty.gov](mailto:jguevarra@bos.lacounty.gov).

**PUBLIC COMMENT**

Commission meetings are open to the public. A member of the public may address the Commission on any Agenda item. In addition, during the General Public Comment item on the agenda, a member of the public has the right to address the Commission on items of interest that are not on the agenda but are within the subject matter jurisdiction of the Commission. A request to address the Commission must be submitted to Commission Staff prior to the item being called. Comments are limited to a total of six (6) minutes per speaker per meeting, at up to two (2) minutes per item. The Commission may further limit public input on any item, based on the number of people requesting to speak and the business of the Commission.

**\*LAND ACKNOWLEDGEMENT**

**ON NOVEMBER 1, 2022, THE BOARD OF SUPERVISORS ADOPTED A FORMAL LAND ACKNOWLEDGMENT FOR THE COUNTY. ([STATEMENT OF PROCEEDINGS](#)) IT WAS REVISED ON NOVEMBER 4, 2025, AS FOLLOWS:**

The County of Los Angeles recognizes that we occupy land originally and still inhabited and cared for by the Tongva, Tataviam, Serrano, Kizh, and Chumash Peoples. We honor and pay respect to their elders and descendants—past, present, and emerging—as they continue their stewardship of these lands and waters. We acknowledge that settler colonization resulted in land seizure, disease, subjugation, slavery, relocation, broken promises, genocide, and multigenerational trauma. This acknowledgment demonstrates our responsibility and commitment to truth, healing, and reconciliation and to elevating the stories, culture, and community of the original inhabitants of Los Angeles County. We are grateful to have the opportunity to live and work on these ancestral lands. We are dedicated to growing and sustaining relationships with Native peoples and local tribal governments, including (in no particular order) the

•Fernandeño Tataviam Band of Mission Indians • Gabrielino Tongva Indians of California Tribal Council • Gabrieleno/Tongva San Gabriel Band of Mission Indians • Gabrieleño Band of Mission Indians–Kizh Nation • Yuhaaviatam of San Manuel Nation•San Fernando Band of Mission Indians • Coastal Band of Chumash Nation • Gabrielino/Tongva Nation • Gabrielino Tongva Tribe

To learn more about the First Peoples of Los Angeles County, please visit the Los Angeles City/County Native American Indian Commission website at <https://lanaic.lacounty.gov>.



Los Angeles County
QUALITY AND PRODUCTIVITY COMMISSION

MINUTES OF THE MEETING OF
January 26, 2026, at 10:00 a.m.

DRAFT FOR APPROVAL

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

County of Los Angeles
Quality and Productivity
Commission

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

Telephone: (213) 974-1361
(213) 974-1390
(213) 893-0322

Website: qpc.lacounty.gov

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

Virtual Meeting

Call in Number: (669) 444-9171

Meeting ID: 869 0135 0022

Passcode: 271128

https://bos-lacounty-

gov.zoom.us/meetings/86901350022/invitations?signature=Y2PHSeutLO9AGiYP2
SeFPaDSPE1Nkaopqfv-72F41c

\*\*\*\*\*

Chair

William B. Parent

First Vice Chair

Will Wright

Second Vice Chair

Joe Waz

Immediate Past Chair

Nichelle M. Henderson

Jacki Bacharach\*

Viggo Butler

Barry Donelan

Rodney C. Gibson, Ph.D.\*

Nancy G. Harris

J. Shawn Landres, Ph.D.\*

Huasha Liu

Edward T. McIntyre\*

Marsha D. Mitchell

E. Scott Palmer

Jeffrey Jorge Penichet

Dion Rambo

Mark A. Waronek

Executive Director

Jackie T. Guevarra, CPA

Program Manager

Jane Lam

Program Coordinator

Betty Belavek

\*Chair Emeritus

CALL TO ORDER

Commissioner Parent, Chair, called the meeting of the Quality and
Productivity Commission to order at 10:00 a.m.

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

Jacki Bacharach

Viggo Butler

Barry Donelan

Rodney C. Gibson

J. Shawn Landres

Huasha Liu

Edward T. McIntyre

Marsha D. Mitchell

William B. Parent

Jeffrey Jorge Penichet

Mark A. Waronek

Joe Waz

William Wright

ABSENT

Nancy G. Harris

Nichelle M. Henderson

E. Scott Palmer

Dion Rambo

PRODUCTIVITY MANAGERS' NETWORK (PMN)

Keisha Belmaster, PMN Chair

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

CALL TO ORDER/OPENING REMARKS (AGENDA #1)

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

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

"To enrich lives through
effective and caring service"

Members of the public were also given the opportunity to send their comments and questions to Jackie Guevarra by January 25, 2026, at 4:00 p.m. No written comments were received.

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

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

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

### **ROLL CALL/ASSEMBLY BILL 2449 (AGENDA #3)**

Jackie Guevarra took roll call.

Commissioner Parent announced that AB 2449 became effective on January 1, 2023. Provisions of this bill permitted members of a legislative body of a local agency to participate remotely and to not identify their location. AB 2449 ended on January 1, 2026. In its place is Senate Bill (SB) 707, effective January 1, 2026. SB 707 continues to allow for remote participation. However, there are additional requirements. Commissioner Parent noted he would elaborate during the Chair's Report. No Commissioners attended the meeting remotely.

### **APPROVAL OF THE DECEMBER 15, 2025, MINUTES (AGENDA #4)**

Commissioner Mitchell moved to approve the minutes of December 15, 2025, seconded by Commissioner Gibson, with the following amendments:

- Page 3 – Commissioner Bacharach moved to revise the minutes under Productivity Managers in attendance made..., third bullet, changed from “at the intersection of QPC is improvement” to “*at the core of QPC is innovation*”
- Page 6 – Commissioner Bacharach moved to revise the minutes under the Nominating Committee ad hoc Report, bullet 1, changed from “Commissioners acknowledged” to “*Commissioner Bacharach acknowledged*”
- Page 7 – Commissioner Landres moved to revise the bullet point at the top of the page to read: “After discussion, Commissioner Landres made a motion to approve the recommended slate of officers by *acclamation*, seconded by Commissioner Gibson. *The motion, having received a three-fifths (60%) majority vote of voting Commissioners, as required by Commission Policy 5.0 Nominations and Appointments, was unanimously approved by voice vote.*”

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

### **PRESENTATION AND UPDATE ON THE E-PROCUREMENT IMPLEMENTATION TO STREAMLINE AND MODERNIZE THE COUNTY'S PURCHASING AND CONTRACTING SYSTEMS (AGENDA #5)**

Lawrence Gann, General Manager, Purchasing and Contract Services, Internal Services Department, provided an update on the Countywide e-Procurement Transformation. The Board approved the Ivalua Consultants to Government and Industry (CGI) contract, with Ivalua serving as the prime SaaS e-Procurement platform provider and CGI acting as the implementation partner, integrating Ivalua into the County's existing CGI financial Enterprise Resource Planning (ERP) system.

The implementation plan was reviewed, outlining a three-phase rollout: Phase I will deliver Vendor Management and a Contract Repository; Phase II will implement Source-to-Pay functionality, including purchasing and procurement, with a pilot rollout to the top six contracting departments, which represent approximately 75% of County contract services spending; and Phase III will expand the system to the remaining 34+ contract services departments.

Countywide design sessions were discussed, noting that Phase I sessions are currently in progress with County departments. Mr. Gann addressed items identified in the QPC report of May 15, 2024, and answered questions posed by the Commissioners.

Commissioners asked Mr. Gann to return in six months to provide an update on the milestones.

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

Commissioner Parent, Chair, reported the following:

- The next QPC meeting is scheduled for Monday, March 23, 2026
- The next Productivity Investment Board (PIB) meeting is scheduled for February 23, 2026
- The biannual meeting with Joe Nicchitta, Acting Chief Executive Officer, is scheduled for Wednesday, February 25, 2026
- Commissioner Reappointments: There are 6 Commissioners with terms that expired on January 1, 2026. All 6 have confirmed their interest in reappointment. The status of these reappointments is as follows:
  - Jeffrey Jorge Penichet, First District (re-appointed on January 6, 2026)
  - Nancy G. Harris, Second District (pending)
  - Marsha D. Mitchell, Second District (pending)
  - Rodney C. Gibson, CEO/QPC (pending)
  - Edward T. McIntyre, CEO/QPC (pending)
  - Will Wright, CEO/QPC (pending)
- Senate Bill (SB) 707 open meetings: meeting and teleconference requirements
  - Signed by the Governor on October 3, 2025, and effective this year, SB 707, which amends the Ralph M. Brown Act, will have significant impacts on counties, particularly on Board of Supervisors meetings and meetings of subsidiary bodies
  - SB 707 introduces significant changes to the Brown Act, enhancing public participation and teleconferencing requirements for legislative bodies.
  - Overview of SB 707
    - SB 707 aims to modernize the Brown Act, which governs open meetings for local agencies in California. The bill emphasizes transparency and public

engagement by mandating that all open meetings provide opportunities for public participation through two-way telephonic services or audiovisual platforms.

- Key Requirements
  - Public Access: All open and public meetings must allow members of the public to attend via a two-way telephonic service or a two-way audiovisual platform, ensuring that adequate service is operational during the meeting.
  - Remote Participation: Members of legislative bodies may participate in meetings via teleconference, especially as an accommodation for disabilities. They must disclose if another adult is present with them during the teleconference.
  - Public Comment: Legislative bodies are required to provide opportunities for public comment through the same telephonic or audiovisual means as in-person attendees, ensuring equal participation.
  - Disruption Protocols: If disruptions occur that affect telephonic or internet services during a meeting, the legislative body must attempt to restore services and may need to recess the meeting for at least one hour.
  - Implementation Timeline: The new requirements will take effect on January 1, 2026, with specific provisions for eligible legislative bodies beginning on July 1, 2026.
- Implications for Local Agencies
  - Local public agencies must familiarize themselves with these changes and consider updating their meeting procedures to comply with the new requirements. This includes ensuring that they have the necessary technology and protocols in place to facilitate remote participation and public engagement effectively.
- In summary, SB 707 represents a significant shift in how public meetings are conducted in California, focusing on enhancing accessibility and participation for all community members
- Strategic Plan 2027-2032 Update
  - At the Commission meeting on December 15, 2025, the Commission agreed to proceed with hiring a consultant for the next Strategic Plan
  - Commission staff will begin working to the contract process to hire a consultant
    - The first step is to develop the Statement of Work, which sets the parameters of what the Commission wants the consultant to deliver during the strategic planning process
    - This includes strategies on how to successfully absorb potential changes to the Commission (e.g., commission mergers, etc.) and how best to prepare for Measure G changes (e.g., 9 Supervisors, elected CEO, etc.)
    - A Strategic Plan ad hoc Committee will help lead the process
- Commissioner Resignation:
  - Commissioner Bacharach announced her resignation from the Commission effective January 31, 2026
  - Commissioner Parent gave remarks on Commissioner Bacharach's respected tenure with the Commission and expressed the Commission's great appreciation for her many years of service and presented Commissioner Bacharach with a Certificate of Commendation for her service from January 2006 – 2026

- Commissioner Bacharach gave outgoing remarks expressing her gratitude for having served on the Commission

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

Keisha Belmaster, PMN Chair, reported the following:

- She acknowledged and welcomed back the Commission's liaisons to the PMN, Commissioners Palmer and Waz
- The third quarter Productivity Investment Fund (PIF) proposals were due on January 2, 2026
  - Four proposals were received from the Departments of Human Resources, Military and Veterans Affairs, Public Health, and Public Social Services
  - The PIB Advisory Committee met on January 14, 2026, to hear the presentations and provide feedback to the departments. There was one project from Health Services last quarter that was asked by the PIB to return to a future PIB meeting, so the PIB may be hearing up to 5 projects at the upcoming meeting on February 23, 2026
- The PMN Executive Committee (Committee) held its first meeting of the year on January 7, 2026. The Committee discussed and planned the PMN General Meeting and Training scheduled for February 11, 2026, at 9:30 am. The meeting will be hosted by the Registrar-Recorder/County Clerk at the Ballot Processing Center. Training provided will cover the PIF process
- Every few years, the PMN Chair is asked to create a subcommittee to review the PMN Handbook and policies and make recommendations for changes and/or improvement
  - Recommendations were made for the PMN policies, Shared Practices Report, Operational Trends Report, and the Productivity and Quality Awards application review process. Recommendations will be relayed to the strategic plan consultant and any relevant ad hoc committees
- The next New Managers' Orientation meeting is scheduled virtually for February 4, 2026

### **EXECUTIVE DIRECTOR'S REPORT: COMMISSION EVENTS UPDATE, CALENDAR OF EVENTS, DEADLINES, ADMINISTRATIVE ITEMS (AGENDA #8)**

Jackie Guevarra, Executive Director, reported the following:

Calendar of Events/Administrative:

- Staff have been working on the following:
  - Spring 2026 Quarterly Newsletter – due out by March 31, 2026
    - Will feature Commissioners (experiences, day jobs, former roles, etc.)
  - 2025 Annual Report
  - PIF 40<sup>th</sup> Anniversary Report
    - Six Department Heads were selected to provide quotes
    - Commission staff were asked to contact former Commissioner Jaclyn Tilley Hill for input
    - Use PIF projects overtime (e.g., Medical Examiner) to tell a story
  - PIF Annual and Final Reports (due to the Commission by January 30, 2026)
  - Bi-monthly Progress Reports to the Executive Office
  - Possible speakers for future meetings

- Captain Sandra Lucio, Sheriff's Department, Public Safety Coordination for the LA 2028 Olympic Games

Announcements:

- Meeting format changes – roll call will be taken up along with AB 2449/SB 707 remote participation announcement after the Land Acknowledgment is read
- Department Head Updates:
  - Terrie Hardy, Director, Child Support Services Department, is retiring March 31, 2026
  - Maral Karaccusian, Director, Aging and Disabilities Department, was appointed January 6, 2026
- Land Acknowledgement – On November 1, 2022, the Board of Supervisors adopted the Countywide Land Acknowledgement. On November 4, 2025, the Board adopted an updated Land Acknowledgement. The Implementation Guide clarifies that we can no longer use a recording of the Land Acknowledgment, and includes key terminologies, instructions on how to use the guide, and other requirements
- Department Visit:
  - The Department Visit with the Sheriff is pending a date
  - The Department Visit ad hoc Committee requested the following data from the 2025 Department Visit:
    - 88% (15) met the minimum of 3 visits attended during the year
    - 12% (2) attended only 2 visits
    - 29% (5) of Commissioners attended 14 visits (67%) or more
    - 1 Commissioner attended 17 of the 21 visits
  - To ensure all Commissioners are signed up for at least three visits, the Executive Director asked a few Commissioners to give up seats to accommodate other Commissioners' schedules

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

Jackie Guevarra, Executive Director, on behalf of Nancy G. Harris, Chair, Department Visit ad hoc Committee, reported the following:

- Ad hoc Committee are Nancy Harris, Ed McIntyre, Viggo Butler, Rod Gibson, Huasha Liu, Scott Palmer, Dion Rambo, and Mark Waronek
- There are 16 Department Visits scheduled this year
- Commissioners were reminded that QPC policy requires that Commissioners must sign up for at least 3 Department Visits per year
- The ad hoc Committee met on January 13, 2026, and discussed the following:
  - Lead Commissioner to contact the Productivity Manager before the Department Visit; additional instructions will be added to the Lead Commissioner Guidelines
  - Promote better/stronger submissions of PQA applications during the Department Visits, and communicate the importance of submitting awards-ready PQA and PIF applications
  - Highlighting the roles of Productivity Managers during the Department Visit. The ad hoc Committee became aware that not all Productivity Managers are deemed as important or adequately acknowledged in their roles as Productivity Managers within their departments. The Lead Commissioner's script will be revised to include

- a more robust acknowledgement of the Productivity Manager's role during the Department Visit
- Not all Commissioners ask questions at each Department Visit. The ad hoc Committee would like to encourage Commissioners to take notes during the department's presentation and ask questions during the Q&A portion of the visit
  - As a reminder, questions during the visits should be relevant to quality, productivity, efficiency and innovation. Questions should not be personal or overreaching. Questions and comments should always be professional
- As a follow-up question, there was a request to inquire where PIF projects fall organizationally; this has been added to the list of follow-up questions for the department. The ad hoc would also like to ask the PIB to include this inquiry during the PIF review process
- The Executive Office requested that the Executive Officer (Edward Yen) and Chief Deputy (Steven Hernandez) be listed first in the distribution list since the Commission falls under the EO. The CEO (Fesia Davenport) and Chief Deputy/Acting CEO (Joe Nicchitta) will be listed second
- There was a suggestion to create "how-to" videos targeted for Productivity Managers, Department Heads, and/or Commissioners – especially new Commissioners – on what to expect and how to prepare for Department Visits
- Increasing the requirement from three to five (or six) visits that Commissioners must attend. After discussion on whether there would be enough visits for all Commissioners to attend, the requirement remains at 3. However, Commission staff conducted an analysis on whether this was feasible
  - 5 visits for each of the 17 Commissioners total 85 and there are 120 spots on the 15 visits scheduled this year [*correction: there are 16 visits*]
  - Be mindful that there are Commissioners who still work a full-time job and additional visit requirements may result in conflicts
  - On the other hand, we have Commissioners who can attend all visits
  - If we are to increase the minimum requirement, the Commission must vote to change Policy 2.0 – Commissioner Participation Policy:
- Policy 2.0 Annual Responsibilities:
  - Participate in a minimum of 3 Departmental Visits or participate in other equivalent Commission activities, as assigned by the Chair

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

Rod C. Gibson, Chair (2026 Report Lead), reported the following:

- The ad hoc Committee members are Rod Gibson (Chair), Will Wright (2025 Report Lead), Nancy Harris, Huasha Liu, Ed McIntyre, and Bill Parent
- The ad hoc Committee met on January 6, 2026
- Developed preliminary themes for 2025 – Commission staff are compiling the information for the ad hoc Committee to review and provide feedback
  - Mature: Promoting use of technology (automation (2018), mobile/remote/virtual business process (2019) and digitization (2021) to Mature trend
  - Current: Artificial Intelligence as a Current trend – there are examples from the 2025 Department Visits (e.g., Arts and Culture and Assessor expanding

- use of AI, Auditor-Controller looking at generative AI, ISD leveraging AI/Copilot, Public Works stating to use AI)
- Emerging trend is under discussion and will be discussed at the next meeting
- Next meeting is scheduled for March 10, 2026

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

Jackie Bacharach, Chair, reported the following:

- The ad hoc Committee members are Jacki Bacharach (Chair), Marsha Mitchell (Vice Chair), Shawn Landres, Bill Parent, Mark Waronek, Joe Waz, and Will Wright
- Ad hoc Committee met on January 15, 2026
- Preliminary discussion centered around the theme/topic:
  - Understanding artificial intelligence in government space
    - Be cautious about what we do in AI that will add value
    - Health and mental health; AI diagnosis and taking over work of therapists
  - Critical issues to consider in the County's expansion, need to add value to the work that's already been done.
  - "Who is Government" by Michael Lewis. People in public service are feeling under the gun. Helpful in a new era of real scarcity not only to provide a space that affirms and celebrates our County workforce, every innovation we funded from the PIF came from a County employee. Incredible creativity. AI is part of this. Love to find a way to celebrate the workforce and look at coming trends.
  - Government trust
  - Continuing to be a County of care in a time of cuts – Take a look at how the County will weather this storm where every day people are considered
  - Conversation about care could have 3 components:
    - Caring for constituents at risk and how we maximize, empower, care for them; argue for universal household income
    - How do we care for the county employees who have to do this; what is the future of the workforce in times of scarcity
    - AI session about how AI can be a tool to maximize their effectiveness; just do the part of the AI conversation about 1 and 2.
  - Precision and Care - *Where compassion shapes decisions and people shape the future.*
  - Some AI ideas using precision and care:
    - Precision. Care. Impact.
    - Precision and Care: The New Standard for Public Service
      - *Where intention meets compassion.*
      - *Delivering care with purpose and precision.*
  - Precision and Care: The Road Ahead for County Service(s)
  - Whole-Person Care: County Community at its Best
- The next ad hoc Committee meeting is January 29, 2026

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

Joe Waz, Chair, reported the following:

- The ad hoc Committee members are Joe Waz (Chair), Dion Rambo (Vice Chair), Barry Donelan, Nancy Harris, Nichelle Henderson, Huasha Liu, Ed McIntyre, and Jeff Penichet
- The ad hoc Committee met on January 20, 2026
- The ad hoc Committee discussed and agreed to the following:
  - Date: October 7, 2026
  - Location: The Music Center, Dorothy Chandler Pavilion, Grand Hall
  - Emcee: Confirming with Lolita Lopez from NBC4 to return this year
  - Theme: Catalysts for Innovation
  - Colors/Graphics: Should capture energy, chain reaction, movement; Commission staff will work with Graphics Unit to prepare color and graphics for the ad hoc Committee's review
- Discussed application review process. Several ideas for making "judgment day" (8 hours, 100+ applications) less of a burden, potentially allowing more Commissioners to review and provide their scores
- Discussed ways to promote better applications and better-written applications
  - Need departments to coordinate better internally with their partner departments to avoid duplicate applications
- Discussions will resume at the next Committee meeting and will approve color and graphics
- Additional topics of discussion will include:
  - Program books, scrolls, plaques
  - April PQA announcement memo
  - Application form
  - Guidelines for application
  - Promotion of the PQA

### **COUNTYWIDE CRIMINAL JUSTICE COORDINATING COMMITTEE (CCJCC) UPDATE (AGENDA #13)**

Ed McIntyre, Liaison, reported the following:

- The next General Committee Meeting is scheduled for February 18, 2026
  - Meetings will occur every other month
  - The meeting schedule follows the new format set in 2025 with Executive Committee meetings to set the agenda, followed by General Committee meetings
- Previously, the monthly meetings included members from top law enforcement agencies in the County; now the meetings are split into two (one that includes the Sheriff, Fire and District Attorney) and the other is more general
- The Executive Committee will meet on January 28, 2026

### **COMMISSIONERS ANNOUNCEMENTS REGARDING CONFERENCES, MEETINGS AND GATHERINGS OF INTEREST TO THE COMMISSION (AGENDA #14)**

Commissioner Bacharach announced the South Bay Cities Council of Government's General Assembly "Let the Games Begin: How Sports and Entertainment are Shaping the South Bay" is set for March 26, 2026.

**COMMISSIONER DISCUSSION ON GOALS, IDEAS, FUTURE PROJECTS AND/OR DIRECTION OF THE COMMISSION (AGENDA #15)**

Commissioner Butler asked how the Strategic Plan process will help the more than 110,000 County employees avoid mediocrity. He encouraged the Commissioners to ask questions during the Department Visits and let them know that the Commission is ready to help.

**MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACED ON A FUTURE AGENDA (AGENDA #16)**

None

**PUBLIC COMMENT (AGENDA #17)**

None

**ADJOURNMENT**

Commissioner Landres moved to adjourn the meeting in recognition of Commissioner Bacharach, seconded by Commissioner Wright. The meeting adjourned at 12:25 p.m. The next full Commission meeting will be held on Monday, March 23, 2026, at 10:00 a.m.



**COUNTY OF LOS ANGELES**  
MILITARY AND VETERANS AFFAIRS  
1816 S. Figueroa Street  
Los Angeles, California 90015  
[mva.lacounty.gov](http://mva.lacounty.gov)



Jim Zenner  
Director

March 17, 2025

TO: WILLIAM B. PARENT, CHAIR  
QUALITY AND PRODUCTIVITY COMMISSION

FROM: JIM ZENNER, DIRECTOR  
MILITARY AND VETERANS AFFAIRS

**PRODUCTIVITY INVESTMENT FUND (PIF) REQUEST – LA COUNTY MVA CUSTOMER EXPERIENCE PILOT**

This memo endorses and formally requests the Commission's consideration for Productivity Investment Fund (PIF) funding for the LA County Department of Military and Veterans Affairs (MVA) Customer Experience Pilot. The goal is straightforward, to strengthen how MVA serves veterans and military-connected communities by shaping our programs around what people actually experience.

Ongoing shifts in federal policy, including changes in veteran services and exclusionary measures affecting military service eligibility, have created growing gaps in trust and access. The recent federal government shutdown underscores the role MVA plays in ensuring veterans can have a level of continuity. Underserved veterans are seeking help from the County for stability and support, which means their experience with MVA must be clear, responsive, and reliable. It is essential that MVA continues to deliver customer experience that is clear, responsive, and reflects the needs of veterans.

The Customer Experience Pilot will provide practical, actionable insight to close service gaps and address barriers. We will map key service journeys, gather direct feedback through surveys and interviews, and be more responsive. This initiative builds on prior County and Commission investments in MVA and will help us maximize our resources by focusing improvements where they matter most. This will ensure we remain effective but also impactful, helping us adapt to changing conditions and giving stakeholders a clearer understanding of the challenges veterans face.

If you have any questions or need additional information, please contact me at (213) 765-9678, or your staff may reach out to Roberto Alvarez, our Department's Quality and Productivity Manager, at [ralvarezportillo@mva.lacounty.gov](mailto:ralvarezportillo@mva.lacounty.gov)

JZ:AO:ra

c: Perez  
Guevarra

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: 7/23/2024

Department: Los Angeles County Department of Military and Veterans Affairs (MVA)

Date: 03/17/2025

Project Name: LA County MVA Customer Experience Pilot

**PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.**

MVA will implement a CX strategy design program to understand Veterans' experience with county veteran's services. Veterans and support staff will be interviewed to understand Veterans' needs and inform strategies for improving services. Additionally, veterans will be surveyed to measure Veterans' experiences with services and trust of county services.

**SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.**

LA County's MVA's CX Strategy Design program will be implemented in three phases: Discovery, Qualitative Research & Journey Mapping, and Veteran Experience and Trust Survey. By implementing such a program, MVA will develop a better understanding of the customer experience, improve outreach and instill trust. For the sake of brevity, the term "Veterans" will be used to encompass Veterans, service members, and their families throughout this application.

During the Discovery phase, the project will include an audit of existing programs serving Veterans and initiatives designed to improve Veteran experience. This task will involve the review of program documents and interviews with key stakeholders in MVA and partner organizations. The results will inform the data collection design, reporting and journey mapping tasks within subsequent stages.

The second phase centers on 12 in-depth interviews conducted among Veterans who have interacted with MVA staff, Veterans Service Officers (VSOs), and the Veteran Peer Access Network (VPAN). A journalistic approach will be employed to fully understand participants' perceptions of their experiences and implicit behaviors. The results will be presented in a report detailing the aspects of experience that matter for different types of Veterans. A journey map will visually depict the processes Veterans undertake to achieve their goals when working with MVA and pinpoint the opportunities for intervention to deliver a better experience.

Building upon the qualitative research, MVA will implement a Veteran Experience and Trust Survey to assess the recent experiences of Veterans interacting with LA County. This will be administered online, with the intent of receiving 30-100 veteran responses each month. The survey will assess overall experience, key interaction dimensions (such as ease of achieving objective, helpfulness of staff), important touchpoints, and Veteran trust of LA County and MVA. Results will be presented in a quarterly insights report, tracking performance over time and exploring opportunities for improvement.

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: 7/23/2024

**EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.**

In embarking on the CX Strategy Design program, LA County MVA aims to achieve tangible improvements in customer outreach, trust, and overall wellbeing. This seeks to transform not just service delivery but also enhancing life outcomes for Veterans. This initiative will track and measure critical outcomes to ensure these objectives are met.

Specific Outcomes include:

- (1) Increased Customer Acquisition and Access to Services: Through enhanced outreach efforts and trust-building, the project aims to elevate visibility and increase the likelihood of Veterans engaging with available services.
- (2) Enhanced Customer Experience and Responsiveness: By analyzing the customer journey, MVA can identify crucial improvement areas to foster a proactive and responsive service environment.
- (3) Improved Overall Health, Wellbeing, and Economic Outcomes: With the strengthened service approach, Veterans' overall health, wellbeing, and economic conditions can see significant advancement.

To effectively track the success of the CX Strategy Design program, it's essential to establish quantifiable performance measures.

The following metrics will aid in evaluating progress and ensuring alignment with strategic goals;

- (1) Customer Acquisition Rate: Track the increase in the number of Veterans engaging with the department and utilizing services post-implementation.
- (2) Net Promoter Score (NPS): Measure customer satisfaction and loyalty by assessing the likelihood that Veterans will recommend services to others.
- (3) Customer Satisfaction (CSAT) Score: Regularly survey Veterans about their satisfaction with the services received to identify areas for improvement.
- (4) First Contact Resolution (FCR) Rate: Analyze how often Veterans' inquiries or issues are resolved during their first interaction, indicating efficiency in service responsiveness.
- (5) Veteran Trust Index: Measure the level of trust Veterans have in the services provided through a dedicated quarterly "Veteran Experience and Trust" survey and report highlighting key trends and insights into Veterans' trust levels.

**County of Los Angeles Quality and Productivity Commission**  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: 7/23/2024

Is this an Information Technology (IT) project?

Yes     No     N/A

If you answered yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below. In addition, you must apply for Information Technology Funds (ITF) with the Chief Executive Office (CEO), Chief Information Office (CIO) first before applying for Productivity Investment Funding (PIF). If your IT project was not approved by the CEO-CIO, please indicate the reason it was not approved and/or the status of your project below:

**Amount Requested:**      Loan \_\_\_\_\_      Grant 213,000      Total 213,000

Cost Analysis Summary. Attach detail for A and B, including staff, equipment, supplies, etc.

|                                       | Implementation<br>Period | Project<br>Year 1 | Project<br>Year 2 | Project<br>Year 3 |
|---------------------------------------|--------------------------|-------------------|-------------------|-------------------|
| A. Annual Cost of Current Process:    |                          |                   |                   |                   |
| B. Estimated Annual Cost of Proposal: | 07/2026-03/2027          | 213,000           |                   |                   |
| C. Savings (B minus A)                |                          | \$0.00            | \$0.00            | \$0.00            |

**Funds Flow Summary: Indicate the amount of funds needed during implementation by period (fiscal year and quarter)**

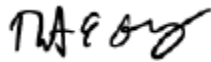
**Total Annual Budget: \$213,000**

**Quarterly Allocation: \$**

| Fiscal<br>Quarter | Timeframe           | Fund Requirement<br>(\$) | Cumulative Total<br>(\$) |
|-------------------|---------------------|--------------------------|--------------------------|
| <b>Q1 FY 2027</b> | Jul - Sept 2026     | \$18,500                 | \$18,500                 |
| <b>Q2 FY 2027</b> | Oct - Dec 2026      | \$78,600                 | \$97,100                 |
| <b>Q3 FY 2027</b> | Jan 2027 - Mar 2027 | \$115,900                | \$213,000                |

Quality and Productivity Manager (Print and Sign)

Roberto Alvarez

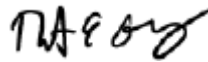


Telephone Number  
213-824-6860

E-mail  
ralvarezportillo@mva.lacounty.gov

Project Manager (Print and Sign)

Roberto Alvarez



Telephone Number  
213-824-6860

E-mail  
ralvarezportillo@mva.lacounty.gov

Department CIO/IT Manager (Print and Sign)

Edward Lo



Telephone Number  
213-824-6871

E-mail  
elo@mva.lacounty.gov

Budget/Finance Manager (Print and Sign)

Allan Ochoa



Telephone Number  
213-765-8584

E-mail  
aochoa@mva.lacounty.gov

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: 7/23/2024

Department Head (Print and Sign)  
Jim Zenner

Telephone Number  
213-765-9678



E-mail  
jzenner@mva.lacounty.gov

**\*\* Electronic, Original, or Scanned Signatures Are Accepted \*\***

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**QUESTIONS**

1. Has this proposal been submitted before for a Productivity Investment Fund loan or grant? Yes \_\_\_\_\_ No  X

If so, when (date)?

2. Was this proposal included in the department's current budget request?

Yes \_\_\_\_\_ No  X  If no, why not?

The Department remains committed to advancing existing programs and initiatives that align with Board priorities, which continue to guide the allocation of our resources. However, limited funding coupled with ongoing shifts in policy direction at the VA and federal level has created gaps in services and lapses in engagement that veterans have historically relied on. Building and maintaining trust with veterans, as well as ensuring the County's responsiveness to their needs, remains a central priority. Yet, the growing impact of new federal policies highlights an urgent need for additional funding to sustain and strengthen support for the veterans who are most affected.

3. How many years will it take for the loan to be paid back (3 years maximum without special approval)? Where will the funds come from to repay the loan? N/A

Hard Dollar Savings

Cost Avoidance

Revenue Generation

Other (please explain)

4. Discuss potential for revenue increase, service enhancement, future cost avoidance and/or cost savings. Does it reduce net County cost?

A key dimension of this program is identifying Veterans' pain points in working with LA County or accessing the benefits available to them. By identifying these, we can inform strategies for improving services for Veterans and making information more easily available and easier to understand. Improved services and clearer, more accessible information should make it easier for Veterans to achieve their objectives in pursuing County services. A smoother experience (i.e. an easier-to-complete form, or a more straightforward process for accessing care) may reduce the need for Veterans Service Officers to provide support, which could produce savings, albeit

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

probably not more than the cost of implementing the program, at least within the first year.

5. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices, and equity impact – whom does this benefit and/or burden); describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes, and/or Department strategic goals and objectives?

This proposal aligns with the County's efforts to invest in vulnerable populations. Despite changes in federal policies and priorities, the County has been steadfast in ensuring a safety net. Within the veteran community, this translates to maintaining advocacy, outreach, and service delivery for those who are most vulnerable, including homeless veterans, aging veterans, and those impacted by federal policies such as a LGBTQ+ veterans and female veterans.

The proposed CX Strategy Design amplifies existing County practices by emulating an innovative approach previously used by the VA to better understand the impact of service delivery. It builds on established practices at the VA, leveraging customer satisfaction surveys and equity-centered program evaluations, but takes them further by applying journey mapping, trust-building metrics, and qualitative interviews to identify service pain points specific to veterans.

The program also complements County technology practices by creating scalable tools and templates that can be shared across departments to ensure consistent, friendly communication and service standards. By centering equity, this program ensures that disproportionately impacted populations benefit from services that are easier to access and navigate.

Ultimately, the proposal enhances the County's ability to deliver on accessibility, equity, and efficiency. By investing in innovative research methods and translating insights into practical service improvements, the initiative reinforces the County's role as a leader in responsive, resident-centered governance while reducing long-term costs tied to inefficiency, duplication, and service gaps.

6. (150 words) Is the proposal a pilot project? What, if any, are the programmatic and fiscal sustainability measures of success, and/or learning objectives for the project? What would be the conditions for further expansion or development?

The proposal serves as a pilot project designed to evaluate the feasibility and impact of implementing a comprehensive Customer Experience (CX) Strategy Design

**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

tailored for the LA County Department of Military and Veterans Affairs. The pilot aims to establish significant improvements in outreach, trust, and overall service delivery and success will be evaluated through key performance measures (such as increased CSAT and Trust Index scores). Learning objectives for the pilot project include developing actionable insights into the best practices for CX enhancement and stakeholder engagement to guide future implementation decisions.

Demonstrated improvements in Veteran engagement and service utilization will be grounds for further project development, such as expansion beyond LA County and/or administering a quantitative relationship study to further explore points of friction and identify moments that matter most for ongoing measurement through Key Driver Analysis.

7. (300 words) What current County processes or functions will be eliminated or streamlined via this productivity enhancement(s) and/or quality improvement(s)?

Veteran Service Officers (VSOs) and MVA staff play a key role in delivering a strong experience for Veterans, and there may be opportunities to streamline their activities with better information on what support Veterans need, clearer and more easily accessible information for Veterans through the County website and other resources, and the removal of unnecessary or burdensome steps in the Veteran/VSO interaction as identified in the qualitative stage of this program.

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan North Stars and Board-Directed priorities? (To view the County's strategic plan, click here: [LA County Strategic Plan 2024-2030 – Los Angeles County](#). To view the Board-Directed priorities, click here: ([Chief Executive Office | County of Los Angeles \(lacounty.gov\)](#)). If yes, please explain.

Yes, this proposal directly relates to several Countywide Strategic Plan North Stars and Board-directed priorities. It supports North Star 1: Investing in solutions that address complex societal challenges by focusing on veterans, a community that experiences layered issues such as homelessness, unemployment, disability, and mental health challenges. Veterans are among the populations most affected by fragmented systems, and this program is designed to understand how veterans interact with that system.

The initiative also connects to North Star 3 to Realize tomorrow's government today using data driven decision making. By actively engaging veterans through interviews, journey mapping, and surveys, the program ensures that veterans

**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

underserved because of new federal policies are reflected in shaping MVA service improvements. This aligns with the County's equity framework and the Board's stated commitment to inclusive governance.

Additionally, the program is consistent with the County's Equity principles by reducing disparities, simplifying County processes to improve outcomes, and effectively assessing our service delivery. It does not duplicate existing efforts but instead fills critical gaps by translating real veteran experiences into actionable recommendations for system redesign and innovation.

In summary, this proposal operationalizes the County's North Stars and Board priorities by making the veteran safety net more effective, equitable, and accessible. It bridges policy commitments with on-the-ground improvements that veterans will feel directly, while creating scalable lessons that can extend to other vulnerable populations served by the County.

9. (150 words) Does this proposal enhance the County image and/or improve relationships with the County's constituents? Please explain.

The CX Strategy Design program enhances LA County's image by demonstrating a deep commitment to Veteran-centered service. By actively listening to Veterans through various research means including interviews, surveys, and journey mapping, the Department of Military and Veterans Affairs signals that it values and prioritizes their unique needs and perspectives. This fosters greater trust in county institutions and shows constituents that the government is responsive and empathetic. The initiative improves relationships by identifying pain points in service delivery and providing actionable solutions, ultimately streamlining access to benefits and improving outcomes. In doing so, the county not only strengthens its bond with Veterans and their families but also bolsters its reputation as a forward-thinking, service-driven entity. This initiative sends the message that LA County is invested in delivering respectful, effective, and trustworthy services that meet people where they are—earning both loyalty and public confidence in the process.

10. (150 words) How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?

Veterans interact with Los Angeles County through many different departments and seeking many different types of services. By more effectively mapping out the processes whereby these interactions take place and by identifying potential challenges and successes, this program will provide data for cross-department efforts to improve Veteran services. During the initial discovery stage, information

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

will be solicited from other departments besides MVA to understand the current approaches for delivering services to Veterans. Both the report and journey map from the program’s second phase and the quarterly report from the Veterans Experience and Trust Survey will be shared with other departments to help them understand how Veterans are experiencing their interactions and potential opportunities for enhancing their relationships with Veteran constituents.

11.(150 words) Where did the original idea for this project come from?

The federal Department of Veterans Affairs (VA) instituted its Veterans Experience Office (VEO) in 2015 in response to challenges Veterans had in accessing care. Shortly thereafter, the VA started measuring Veteran trust in VA as a key performance metric. From 2016 through 2024, Veteran trust rose from 55% to 80%, in large part due to the efforts to improve Veterans’ experience, led by VEO. This program draws on the work of VEO in mapping the experience that Veterans have with the VA and using surveys to measure Veterans experience, both holistically across journeys and/or episodes of care and at specific touchpoints. The idea for the program emerged out of discussions between LA County MVA leadership and the federal VEO about the kind of specific challenges LA County Veterans encounter and the specific solutions the County and its partners can provide.

12. When will the funds be needed? Please indicate the amount needed by fiscal year and quarter:

**2023-24**

1<sup>st</sup> Quarter \$ \_\_\_\_\_  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ \_\_\_\_\_  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2024-25**

1<sup>st</sup> Quarter \$ \_\_\_\_\_  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ \_\_\_\_\_  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2025-26**

1<sup>st</sup> Quarter \$ \_\_\_\_\_  
 2<sup>nd</sup> Quarter \$ \_\_\_\_\_  
 3<sup>rd</sup> Quarter \$ \_\_\_\_\_  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2026-27**

1<sup>st</sup> Quarter \$ 18,500  
 2<sup>nd</sup> Quarter \$ 78,600  
 3<sup>rd</sup> Quarter \$ 115,900  
 4<sup>th</sup> Quarter \$ \_\_\_\_\_

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**IMPLEMENTATION PLAN**

| <b><u>KEY MILESTONES</u></b>                                 | <b><u>START DATE</u></b>               | <b><u>FUNDS NEEDED</u></b>                | <b><u>FUNDS REPAID</u></b>                |
|--|--|---|---|
| (Major steps in the project development)                     | (Estimated date for each project step) | (Amount and quarter funds will be needed) | (Amount and quarter funds will be repaid) |
| Kick-off Meeting   | 07/31/2026                             | \$1,500                                   |   |
| Completion of Discovery Phase                                | 08/31/2026                             | \$17,000                                  |   |
| Completion of Veterans Interviews                            | 10/30/2026                             | \$38,600                                  |   |
| Delivery of Qualitative Report & Journey Map                 | 11/30/2026                             | \$40,000                                  |   |
| Delivery of Final Veteran Experience and Trust Questionnaire | 01/29/2027                             | \$10,900                                  |   |
| Delivery of Q2 Survey Report                                 | 02/26/2027                             | \$50,000                                  |   |
| Delivery of Q3 Survey Report                                 | 03/15/2027                             | \$55,000                                  |   |

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**LINE ITEM BUDGET DETAIL**

(Work with your Budget Analyst)

**Services and Supplies**

List all services and supplies here

|                       |                   |
|-----------------------|-------------------|
| (a) Discovery         | <b>\$ 18,500</b>  |
| Qualitative Exploring | <b>\$ 78,600</b>  |
| Survey                | <b>\$ 115,900</b> |

**Other Charges**

List all other charges here

|                         |           |
|-------------------------|-----------|
| (b) Total other charges | <b>\$</b> |
|-------------------------|-----------|

**Fixed Assets**

List all equipments and other fixed assets here

|                        |           |
|------------------------|-----------|
| (c) Total fixed assets | <b>\$</b> |
|------------------------|-----------|

|                            |                   |
|----------------------------|-------------------|
| <b>TOTAL COSTS (a+b+c)</b> | <b>\$ 213,000</b> |
|----------------------------|-------------------|



**LISA M. GARRETT**  
DIRECTOR OF PERSONNEL

# COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

## HEADQUARTERS

KENNETH HAHN HALL OF ADMINISTRATION  
500 W. TEMPLE STREET, ROOM 579 • LOS ANGELES, CALIFORNIA 90012  
(213) 974-2406 • FAX (213) 621-0387

## BRANCH OFFICE

510 S. VERMONT AVENUE, 12<sup>TH</sup> FLOOR • LOS ANGELES, CALIFORNIA 90020  
(213) 866-5846 • FAX (213) 637-0821

March 13, 2026

To: William B. Parent, Chair  
Productivity Investment Board  
Quality and Productivity Commission

From: Lisa M. Garrett  
Director of Personnel

## **PRODUCTIVITY INVESTMENT FUND GRANT PROPOSAL FOR THE IMPLEMENTATION OF BOARD-DIRECTED COUNTYWIDE NEURODIVERSITY TRAINING AND EMPLOYMENT PROGRAM**

The County of Los Angeles (County) Department of Human Resources (DHR) is requesting a \$200,000 grant to implement a Countywide neurodiversity accessibility training and pilot program for County supervisors and managers. This effort aligns with the County Board of Supervisors' April 1, 2025, motion, "*Los Angeles County Embracing Neurodiversity in the Workplace and Creating Career Pathways for Individuals with Developmental Disabilities.*" The funding will enable DHR to partner with a qualified vendor to design and deliver a consistent, scalable training program. The program will strengthen supervisory ability, reduce legal and compliance risks, and improve employee retention, engagement, and productivity by fostering a more inclusive and accessible workplace.

Through a sustainable "train-the-trainer" model, DHR will build internal expertise and expand training acumen, starting with the following five pilot departments: Aging and Disabilities, Auditor-Controller, Internal Services, Mental Health, and LA County Library.

Project success will be evaluated through measurable outcomes, including pre- and post-training assessments, training completion rates, integration of standardized tools and guidance materials, employee satisfaction and retention trends, and reductions in human resources-related and Americans with Disabilities Act compliance issues. Collectively, these outcomes will demonstrate improved leadership quality, workforce effectiveness, and the County's continued commitment to equity, inclusion, and high-quality public service.

William B. Parent  
March 13, 2026  
Page 2

The attached funding proposal summarizes our project, how it will enhance the quality of employee management, and the performance measures that will be used to evaluate the success of the pilot training and employment program. It should be noted that since this project does not involve information technology systems or infrastructure, it was not reviewed by the DHR's Chief Information Officer.

Additionally, we are pleased to attach eight letters of support from cross-sector governmental and community stakeholders. Thank you for your time and consideration of our Productivity Investment Fund grant proposal.

Should you have any questions, please contact me or Julie A. Benavides, Productivity Manager, at (213) 349-7993 or [JBenavides@hr.lacounty.gov](mailto:JBenavides@hr.lacounty.gov).

LMG:RC:JAB  
MPD:gc

Attachments (10)

c: Executive Office, Board of Supervisors

S:TS/Countywide Programs/CDI/LMG to WBP re Productivity Investment Fund Proposal

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: 7/23/2024

|   |                      |
|---|----------------------|
| Department: Department of Human Resources | Date: March 13, 2026 |
|---|----------------------|

Project Name: Countywide Neurodiversity Training and Employment Program

**PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.**

To support neurodiversity accessibility training for County of Los Angeles (County) supervisors and managers and creation of a pilot program to align with the April 2025 Board motion *Los Angeles County Embracing Neurodiversity in the Workplace and Creating Career Pathways for Individuals with Developmental Disabilities*, expanding employment opportunities for individuals with developmental and intellectual disabilities.

**SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.**

The Department of Human Resources (DHR), in collaboration with the Departments of Aging and Disabilities, Economic Opportunity, LA County Library, County Counsel, the Chief Executive Office, and the Los Angeles County Commission on Disabilities, will develop a neurodiversity pilot training and employment program. To promote a supportive and accessible workplace, DHR proposes implementing consistent, scalable training for County supervisors and managers. Training will include a foundational understanding of neuroinclusion by exploring how neurodivergent individuals think, process information, communicate, and contribute in the workplace. Additionally, neurodiversity resources and tools concerning when and how consultation with DHR, disability specialists, or other professionals should be requested. By establishing a “train the trainer” model, the selected vendor will provide instruction to those County workforce members that will comprise the training cadre, thereby enabling DHR to deliver more efficient, time-effective training to additional County workforce members.

DHR does not currently have the monetary resources to provide this Countywide training and seeks **\$200,000** to partner with a qualified vendor to facilitate. This initiative will increase supervisory knowledge, social awareness, accommodation readiness, and compliance with applicable laws.

**Project Goals:**

1. Address potential legal and compliance risks.
2. Strengthening capacity to support employees with developmental disabilities and neurodiverse needs; and
3. Establish ongoing, tiered training for supervisors and managers within five pilot departments: Departments of *Aging and Disabilities*, *Auditor-Controller*, *Internal Services*, *Mental Health*, and *LA County Library*.

**Project Benefits:**

An inclusive workforce recognizes the importance of diverse perspectives as fundamental to its success. To achieve this, hiring and training systems must be flexible, equitable, and responsive to varying needs. By taking intentional steps to reduce barriers and improve workplace accessibility, the County can model inclusive employment practices and neurodiversity sensitivity training that create meaningful career pathways for

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: 7/23/2024

individuals with developmental and intellectual disabilities. To ensure success, it is critical to partner with an experienced, reputable vendor that will deliver effective program design, implementation, and sustainability.

**EVALUATION/PERFORMANCE MEASURES. (300 words) Describe what specific outcomes are to be achieved and how the project will enhance quality and/or productivity.**

The neurodiversity pilot project aims to achieve several specific outcomes that will directly improve the quality and productivity of the County workforce. The primary goal is to deliver accessibility training to all supervisors and managers, beginning with the five pilot departments. This training will enhance supervisory skills by providing participants with a better understanding of how to support employees with developmental disabilities and cognitive needs. To evaluate the training's effectiveness, pre- and post-training assessments will measure readiness in applying inclusive supervisory practices.

An important outcome of the project is the creation of a scalable and sustainable training infrastructure. DHR will integrate a Countywide training model into new supervisor and manager orientations and professional development programs. Supplemental resources will include toolkits, guidance manuals, and clear protocols for Human Resources (HR)-related issues.

The project also seeks to enhance workplace culture and neurodiverse employee retention by fostering inclusion and accessibility. DHR will monitor employee satisfaction, retention trends, and feedback from supervisors, managers, and neurodivergent employees to assess improvements in workplace accommodation and support systems.

The project also aims to reduce legal and compliance risks by increasing awareness of Americans with Disabilities Act requirements and promoting inclusive practices. By training supervisors and managers to handle accommodation requests fairly, DHR can reduce HR issues and legal challenges. This initiative will improve leadership quality, lower employee turnover, and encourage innovation through cognitive diversity. Better-informed supervisors and managers will increase employee engagement and morale, thereby boosting overall productivity. Additionally, by demonstrating inclusive hiring practices, the County can reinforce its welcoming reputation and reaffirm a commitment to equity and diversity.

**County of Los Angeles Quality and Productivity Commission**  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**  
(Please submit the proposal with a cover letter signed by the department head)

Last Updated: 7/23/2024

Is this an Information Technology (IT) project?

Yes     No     N/A

If you answered yes, please obtain endorsement and sign off from your department's CIO/IT manager and answer question 5 on page 3 below. In addition, you must apply for Information Technology Funds (ITF) with the Chief Executive Officer (CEO) and Chief Information Office (CIO) first before applying for Productivity Investment Funding (PIF). If your IT project was not approved by the CEO-CIO, please indicate the reason it was not approved and/or the status of your project below:

**Amount Requested:** Loan \_\_\_\_\_                      Grant **\$200,000**                      Total **200,000**

Cost Analysis Summary. Attach details for A and B, including staff, equipment, supplies, etc.

|                                       | Implementation<br>Period | Project<br>Year 1 | Project<br>Year 2 | Project<br>Year 3 |
|---------------------------------------|--------------------------|-------------------|-------------------|-------------------|
| A. Annual Cost of Current Process:    | N/A                      |                   |                   |                   |
| B. Estimated Annual Cost of Proposal: | 200,000                  | 200,000           |                   |                   |
| C. Savings (B minus A)                | N/A                      | \$0.00            | \$0.00            | \$0.00            |

**Funds Flow Summary: Indicate the amount of funds needed during implementation by period (fiscal year and quarter)**

\$85,000 in funding will be needed in Q1 of FY 2026-2027  
\$85,000 in funding will be needed in Q2 of FY 2026-2027  
\$15,000 in funding will be needed in Q3 of FY 2026-2027  
\$15,000 in funding will be needed in Q4 of FY 2026-2027

Quality and Productivity Manager (Print and Sign)  
Julie A. Benavides

Julie A. Benavides Digitally signed by Julie A. Benavides  
Date: 2026.02.11 18:14:56 -08'00'

Telephone Number  
(213) 349-7993

E-mail  
JBenavides@hr.lacounty.gov

Project Manager (Print and Sign)  
Monica Paraja Dominguez

Monica Paraja Dominguez Digitally signed by Monica Paraja Dominguez  
Date: 2026.02.13 10:37:22 -08'00'

Telephone Number  
(213) 974-7891

E-mail  
MParajadominguez@hr.lacounty.gov

Department CIO/IT Manager (Print and Sign)

Telephone Number

E-mail

Budget/Finance Manager (Print and Sign)

Erica Greene Digitally signed by Erica Greene  
Date: 2026.02.12 09:10:09 -08'00'

Telephone Number  
(213) 349-8007

E-mail  
EGreene@hr.lacounty.gov

Department Head (Print and Sign)

Lisa M. Garrett

E-mail  
LGarrett@hr.lacounty.gov

Telephone Number  
(213) 974-2406

**\*\* Electronic, Original, or Scanned Signatures Are Accepted \*\***

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**QUESTIONS**

1. Has this proposal been submitted before for a Productivity Investment Fund loan or grant? Yes \_\_\_\_\_ No  X

If so, when (date)?

2. Was this proposal included in the department's current budget request?

Yes \_\_\_\_\_ No  X  If no, why not? This pilot program will be a

cross-departmental collaboration and requires initial seed money to begin the creation and implementation of the pilot program.

3. How many years will it take for the loan to be paid back? Where will the funds come from to repay the loan? N/A

Hard Dollar Savings N/A Cost Avoidance N/A

Revenue Generation N/A Other (please explain) N/A

4. Discuss potential for revenue increase, service enhancement, future cost avoidance, and/or cost savings. Does it reduce net County cost?

Service enhancements will result from the establishment of the full-scope accessibility training specifically created to reach and retain a previously untapped pool of talent that can fulfill the County's need for varied skill sets. While there is no direct Net County Cost savings, there is potential for cost avoidance that may be achieved through improved learner outcomes and reduced litigation costs against the County. The first year of the program can potentially render a cohort of 25 new skilled employees. It should be noted that the East San Gabriel Valley Regional Center has already committed to giving \$97,000 to the vendor toward training the initial 25 candidates.

5. (300 words) How does this proposal extend, amplify, or complement existing cross-County best and shared practices (including, if applicable, technology or sustainability practices, and equity impact – whom does this benefit and/or burden); describe the proposed solution in terms of its innovative use of technologies to achieve desired business outcomes, and/or Department strategic goals and objectives?

The training project will support the following DHR Strategic Plan Goals (2024-2028):

- Goal 1: Transforming the way the County recruits, hires, supports, and retains people.

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

- Goal 2: Champion justice, equity, diversity, and inclusion for all.
- Goal 3: Strengthen County workforce culture of continuous learning and growth.
- Goal 4: Continuing to shape the workplace of the future.
- Goal 6: Reshape and promote programs that impact the health and well-being of our employees and their families. The outcomes will include improved workforce skills and knowledge development, employee retention, and contribution to the overall success of the program.

6. (150 words) Is the proposal a pilot project? What, if any, are the programmatic and fiscal sustainability measures of success, and/or learning objectives for the project? What would be the conditions for further expansion or development?

The pilot program's effectiveness will be evaluated to identify best practices for accessible hiring to ensure long-term viability and impact beyond the initial implementation phase. DHR proposes establishing clear metrics for successful implementation and evaluation:

- **Talent Assessment:** The proportion of overall candidates voluntarily identifying as neurodiverse who are successful at various stages of the testing process.
- **Candidate Success Rates:** Success of neurodiverse candidates at the application, testing, and hiring stages.
- **Pilot Hiring Rate:** Percentage of pilot positions filled with qualified candidates.
- **Retention:** Retention of pilot hires at the six-month and one-year mark.
- **Performance:** Supervisor evaluations of employee performance.
- **Engagement:** Survey results on job satisfaction and growth opportunities.
- **Departmental Feedback:** Evaluating feedback with the broader mission and strategic plans of the partner departments. This alignment increases the likelihood of securing ongoing institutional support.
- **Accommodation Impact:** Effect of workplace accommodation on employee success.

7. (300 words) What current County processes or functions will be eliminated or streamlined via these productivity enhancement(s) and/or quality improvement(s)?

Training supervisors and managers to support neurodivergent staff will improve the consistency, accuracy, and effectiveness of County supervisory best practices. The training will enhance communication, strengthen performance, and ensure the timely implementation of reasonable accommodation across departments.

These improvements will elevate the quality of onboarding, coaching, and early issue resolution, reduce misunderstandings, and improve documentation and decision-making at the supervisory level. Overall, the training promotes standardized, inclusive management practices that lead to better employee engagement, workforce performance, and retention.

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

8. (300 words) Does this proposal relate to a specific Countywide Strategic Plan, North Stars, and Board-Directed priorities? (To view the County's strategic plan, click here: [LA County Strategic Plan 2024-2030 – Los Angeles County](#).)

Yes, this proposal directly supports the Countywide Strategic Plan, North Star 1, *Make Investments That Transform Lives*, by investing in hiring of individuals from our most vulnerable communities. In addition, the proposal supports Board motion dated April 1, 2025, entitled *Los Angeles County Embracing Neurodiversity in the Workplace and Creating Career Pathways for Individuals with Developmental Disabilities*. The pilot program advances the County's goal of ensuring its workforce reflects the full diversity of its communities, especially individuals who have historically faced barriers to employment, by providing neurodiversity inclusion training for all County supervisors and managers. This Countywide training equips leadership with the tools and knowledge needed to recognize and reduce bias, implement reasonable workplace accommodations, and foster a culture of inclusion.

9. (150 words) Does this proposal enhance the County's image and/or improve relationships with the County's constituents? Please explain.

Yes, this proposal enhances the County's image by demonstrating a strong commitment to diversity, equity, and inclusion. By actively expanding employment opportunities for individuals with developmental disabilities or those who are neurodiverse, the County positions itself as a leader in creating an equitable and supportive workplace. This proactive approach not only fosters community trust and goodwill, especially by those who face employment barriers, but more importantly, signals that the County values all constituents.

Additionally, by fostering workplace inclusivity and promoting meaningful career pathways, the County strengthens its relationship with residents, advocates, and partner organizations. This visible dedication to inclusion and workforce diversity helps build a positive reputation, reinforcing the County's role as an employer of choice and a community partner committed to social equity and innovation.

10. (150 words) How might this proposal promote interdepartmental cooperation including, if applicable, data sharing and program design?

The Countywide training proposal will enhance collaboration amongst departments by aligning efforts to expand employment opportunities for those with developmental disabilities and neurodiverse individuals. Through shared accessibility training and consistent inclusion standards, departments will adopt unified practices for supporting neurodivergent employees. The project focuses on creating an inclusive workplace culture, with progress measured through employee and supervisor feedback. The initiative encourages joint data collection, feedback sharing, and evaluation of training outcomes to strengthen workforce equity across departments.

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

The \$200,000 investment will fund a vendor-led accessibility training model for a public sector organization. This investment aims to reduce legal compliance risks, minimize future workplace dispute costs, and strengthen financial sustainability for County programs supporting neurodiverse individuals. The initiative will foster long-term employment opportunities and establish a scalable, cost-effective training model for future expansion. These efforts will help embed inclusive practices that benefit both employees and the organization.

11. (150 words) Where did the original idea for this project come from?

The concept for this project originated from the Board Motion adopted on April 1, 2025, *Los Angeles County Embracing Neurodiversity in the Workplace and Creating Career Pathways for Individuals with Developmental Disabilities*. The Board of Supervisors directed DHR, in collaboration with the departments of Aging and Disabilities, Economic Opportunity, LA County Library, County Counsel, Chief Executive Office, and the LA County Commission on Disabilities, to explore a pilot program increasing employment for individuals with developmental disabilities, intellectual disabilities, and neurodiversity.

12. When will the funds be needed? Please indicate the amount needed by fiscal year and quarter:

**2025-26**

1<sup>st</sup> Quarter \$ \_\_\_\_\_

2<sup>nd</sup> Quarter \$ \_\_\_\_\_

3<sup>rd</sup> Quarter \$ \_\_\_\_\_

4<sup>th</sup> Quarter \$ \_\_\_\_\_

**2026-27**

1<sup>st</sup> Quarter \$85,000

2<sup>nd</sup> Quarter \$85,000

3<sup>rd</sup> Quarter \$15,000

4<sup>th</sup> Quarter \$15,000

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**IMPLEMENTATION PLAN**

| <u>KEY MILESTONES</u>  | <u>START DATE</u>                      | <u>FUNDS NEEDED</u>   | <u>FUNDS REPAID</u>                       |
|--|--|---|---|
| (Major steps in the project development)   | (Estimated date for each project step) | (Amount and quarter funds will be needed)   | (Amount and quarter funds will be repaid) |
| <p><b>I. <u>Pilot Program Design, Management, and Implementation</u></b></p> <ul style="list-style-type: none"> <li>o Stakeholder alignment (internal/external working team)</li> <li>o Program design and management</li> <li>o Community outreach and external communications</li> </ul> <p><b>II. <u>DHR Consulting Retainer</u></b></p> <ul style="list-style-type: none"> <li>o Review of County testing process</li> <li>o Workplace accommodation process review</li> <li>o Best practices in talent acquisition for neurodiversity</li> </ul> <p><b>III. <u>Neurodiversity Training Suite</u></b></p> <ul style="list-style-type: none"> <li>o Training/Workshop deliveries</li> <li>o Provide training to LA County DEO + AJCCs – Center of Excellence for Individuals with Disabilities</li> </ul> <p><b>IV. <u>Program Evaluation</u></b></p> <ul style="list-style-type: none"> <li>o Data collection and analysis</li> </ul>  | July 1, 2026                           | <p><u>FY 2026 - 2027 Q1</u></p> <ul style="list-style-type: none"> <li>I. \$30,000</li> <li>II. \$20,000</li> <li>III. \$25,000</li> <li>IV. \$10,000</li> </ul> <p><b>Total: <u>\$85,000</u></b></p> | \$0.00                                    |
| <p><b>I. <u>Pilot Program Design, Management, and Implementation</u></b></p> <ul style="list-style-type: none"> <li>o Program management (continuous)</li> <li>o Stakeholder alignment</li> </ul> <p><b>II. <u>Success Coaching Retainer</u></b></p> <ul style="list-style-type: none"> <li>o One-to-one coaching sessions for hiring managers to provide workplace support from third-party</li> </ul> <p><b>III. <u>DHR Consulting Retainer</u></b></p> <ul style="list-style-type: none"> <li>o Pilot hiring/job placements and support</li> <li>o Ambassador Program design and support</li> <li>o Workplace accommodations process support</li> <li>o Workplace accommodations tool identification + implementation</li> <li>o Best practices in Talent Retention for Neurodiversity</li> </ul> <p><b>IV. <u>Neurodiversity Micro-Training Suite</u></b></p> <ul style="list-style-type: none"> <li>o Scale training availability to all LA County Employees</li> <li>o Embed in learning platform and explore incorporating into mandated EEO trainings</li> </ul> | October 1, 2026                        | <p><u>FY2026 - 2027 Q2</u></p> <ul style="list-style-type: none"> <li>I. \$10,000</li> <li>II. \$25,000</li> <li>III. \$15,000</li> <li>IV. \$35,000</li> </ul> <p><b>Total: <u>\$85,000</u></b></p>  |   |

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

|  |  |  |  |
|--|--|--|--|
| <p><b>I. <u>DHR Consulting Retainer</u></b></p> <ul style="list-style-type: none"> <li>o Program management and planning for a second CDI cohort</li> <li>o Apply best practices to DHR talent acquisition and retention</li> <li>o Connect to MAPP goals and other related programs</li> </ul> <p><b>II. <u>Neurodiversity Civic Sector Consortium/Community of Practice</u></b></p> <ul style="list-style-type: none"> <li>o Bring together civic sector partners across Southern California for ongoing learning and collaboration (LA County, SD County, Orange County TBD)</li> <li>o Encourage SoCal-based employers to hire neurodivergent individuals based on learnings from the Community of Practice</li> </ul> | <p style="text-align: center;">January 1, 2027</p> | <p><u>FY2026 - 2027 Q3</u></p> <ul style="list-style-type: none"> <li>I. \$10,000</li> <li>II. \$5,000</li> </ul> <p><b>Total: <u>\$15,000</u></b></p> |  |
| <p><b>I. <u>Neurodiversity Program Sustainment Plan</u></b></p> <ul style="list-style-type: none"> <li>o Gather key lessons learned and best practices from pilot program</li> <li>o Build expansion plan for replication and scale</li> </ul> <p><b>II. <u>Program Evaluation Findings</u></b></p> <ul style="list-style-type: none"> <li>o Evaluate data and submit an Evaluation Report to capture best practices and key lessons learned for future cohorts</li> <li>o Publish key findings to increase civic sector jobs for neurodivergent individuals and to encourage LA county-based employers to adopt similar practices</li> </ul>  | <p style="text-align: center;">April 1, 2027</p>   | <p><u>FY2026 - 2027 Q4</u></p> <ul style="list-style-type: none"> <li>I. \$10,000</li> <li>II. \$5,000</li> </ul> <p><b>Total: <u>\$15,000</u></b></p> |  |

County of Los Angeles Quality and Productivity Commission  
**PRODUCTIVITY INVESTMENT FUND PROPOSAL**

**LINE-ITEM BUDGET DETAIL**

(Work with your Budget Analyst)

**Services and Supplies**

List all services and supplies here

Neurodiversity accessibility training model for public sector employees provided to DHR staff

|                                 |                  |
|---------------------------------|------------------|
| (a) Total services and supplies | <b>\$200,000</b> |
|---------------------------------|------------------|

**Other Charges**

List all other charges here

|                         |           |
|-------------------------|-----------|
| (b) Total other charges | <b>\$</b> |
|-------------------------|-----------|

**Fixed Assets**

List all equipment and other fixed assets here

|                        |           |
|------------------------|-----------|
| (c) Total fixed assets | <b>\$</b> |
|------------------------|-----------|

|                            |                  |
|----------------------------|------------------|
| <b>TOTAL COSTS (a+b+c)</b> | <b>\$200,000</b> |
|----------------------------|------------------|

**MOTION BY SUPERVISORS JANICE HAHN  
AND HOLLY J. MITCHELL**

AGN. NO.  
April 1, 2025

**Los Angeles County Embracing Neurodiversity in the Workplace and Creating Career Pathways for Individuals with Developmental Disabilities**

Within Los Angeles County (County) we strive to create a workplace environment that is both supportive and inclusive, empowering everyone to reach their full potential. Developmental disabilities are a group of conditions that affect a person's physical, learning, language, or behavioral development. They can include intellectual and physical disabilities. The [Americans with Disabilities Act \(ADA\)](#) defines “disability” as a physical or mental impairment that substantially limits one or more major life activities. The California [Fair Employment and Housing Act \(FEHA\)](#) defines “mental disability” as having any mental or psychological disorder or condition that limits a major life activity. Neurodiversity describes the concept that people have different ways of thinking, learning, and behaving. It includes a broad range of conditions such as Autism Spectrum Disorder (ASD), Attention-Deficit Hyperactivity Disorder (ADHD), Dyslexia, Cerebral Palsy (CP), Twice Exceptional (2e), Fragile x Syndrome (FXS), Tourette Syndrome (TS), Down Syndrome, speech or language impairment, and hearing loss. Neurodiversity encompasses a spectrum of neurocognitive differences and does not always constitute a disability. These cognitive differences begin during childhood development, usually last throughout a person's lifetime, and may impact day-to-day functioning without significantly affecting job

MOTION

|          |       |
|----------|-------|
| SOLIS    | _____ |
| MITCHELL | _____ |
| HORVATH  | _____ |
| HAHN     | _____ |
| BARGER   | _____ |

ability or performance.

Individuals with disabilities have more unmet health needs and often experience greater societal barriers than their peers. They are three times less likely to be employed than people without disabilities. According to data from the U.S. Bureau of Labor Statistics individuals with developmental disabilities have reported lower employment rates, and the COVID-19 pandemic further negatively impacted these rates. Even after employment is obtained, neurodivergent workers often experience ableism in the workplace, which may negatively impact their ability to maintain financial stability and achieve promotional opportunities. This often occurs as a result of policies, practices, and procedures that center neurotypical experiences by default, without considering individuals with varying cognitive needs.

Employment is essential to financial independence, health insurance, benefits, and social relationships. Fully supporting developmentally disabled and neurodivergent employees, including those with more profound autism will require a wide range of service models that reflect the spectrum of impairments and unique needs. However, some neurodivergence generally classified as disorders, such as autism, differ in severity and potential impacts on job performance. Autism is neurodevelopmental condition specifically characterized by differences in social interaction, communication, sensory processing, and behavior patterns. The spectrum reflects a wide range of experiences, challenges, and strengths, making each person's journey unique.

Nearly 85% of individuals with autism are not meaningfully employed ([Autism Society, 2024](#)) and should be recognized for the valuable skills and talents they can offer in the workforce. Compared to their peers with other types of disabilities, young adults with autism had the lowest rate of employment. Approximately, 50,000 students with

autism graduate high school every year, hoping to find jobs as they transition into adulthood ([Drexel University, 2013](#)). According to the Centers for Disease Control and Prevention, 1 in 36 children ([CDC, 2020](#)) are diagnosed with autism. In California, the statistic is even narrower at 1 in 22 children ([CDC, 2020](#)). In the next decade, more than one million young people with autism and other developmental differences will be turning 18 years old. While many initiatives have supported autism education, awareness, and acceptance in the community, the area of employment lags behind.

A more inclusive workforce welcomes unique perspectives as essential. We must continue to enhance the County hiring system to support intensive, individualized services in a range of settings, with flexibility, and an equitable approach. With the appropriate accommodations and equitable working conditions, it is possible for neurodiverse individuals to find fulfilling stable employment and thrive in the workplace. County employment opportunities offer a powerful platform for individuals to share their experiences, perspectives, and talents within the nation's largest county government, which includes over 115,000 employees. Expanding equal employment opportunities to fully include individuals with intellectual and developmental disabilities will not only foster a more inclusive workforce but also provide valuable insights into the experiences of those living with developmental differences, ultimately enhancing service to residents with similar lived experiences.

Many of us may know and love someone with autism or other special needs. For parents, families, educators, professionals, and managers, understanding the contributions of disabled workers can foster a greater appreciation for neurodiversity. It will also create the valuable opportunity to provide helpful resources for those navigating the complexities of their giftedness or disabilities. Developmentally disabled and

neurodiverse professionals have the potential to positively influence the County workforce culture when their cognitive differences, strengths, and abilities provide varying insights to creative solutions. Additionally, neurodiverse talent initiatives will generate employee engagement to better understand diverse perspectives that allows us to utilize our unique talents. This will help to address challenges and bridge the gap in different communication styles. The efforts of this motion support the ADA and FEHA to prevent discrimination against people with disabilities so they can access more expansive employment opportunities and fully participate in public life. To fully realize this mission, there is a need to create specifically tailored career pathways and job opportunities that uplift disabled workers.

The County must take intentional steps to create a more supportive ecosystem that helps individuals with intellectual and developmental disabilities overcome employment barriers. This is a unique opportunity to lead in fostering inclusive, accessible, and supportive workplaces for all. Expanding employment opportunities not only empowers neurodiverse individuals to achieve greater independence but also enables the County to leverage a diverse talent pool with valuable skills, abilities, and perspectives. To ensure the success, compliance, and long-term sustainability of this initiative, several key factors must be addressed:

1. Legal Compliance: It is essential that recruitment and hiring practices align with federal and state laws, including the ADA and the FEHA. While these laws encourage inclusive hiring and reasonable accommodations, they also require employment decisions based on qualifications rather than disability status alone to ensure compliance with equal employment opportunity principles.

2. Feasibility of Evaluating Workplaces: With thousands of workplaces across the

County, conducting a comprehensive evaluation for developmental disability and neurodivergent-friendly environments presents a logistical challenge. A scalable approach that identifies and prioritizes workplaces best suited for a pilot program is a practical first step toward broader implementation.

3. Cost of Accommodations: Implementing potential accommodations, such as quiet rooms, sensory-friendly spaces, or individualized training programs, can pose significant costs. Understanding these financial implications is critical, particularly regarding costs beyond those services already provided by the County's Disability Management and Compliance (DMC) programs. The current services of these programs should be leveraged to the full extent possible.

4. Training and Cultural Shift: Providing consistent and scalable training for County staff to foster inclusive workplaces will be essential. Training for colleagues, supervisors, and managers must cover how to support individuals with a wide range of developmental disabilities and cognitive needs, provide resources, and direction on when to consult with HR, disability specialists or other professionals.

5. Sustainability of the Program: Long-term success requires clear, measurable goals, dedicated resources, and ongoing support. A well-defined strategy is essential to prevent burnout, ensure continued engagement, and maintain program effectiveness over time. Regular evaluation and adaptation will be key to addressing challenges and sustaining impact.

6. Potential Resistance from Departments: Some departments may have concerns regarding hiring individuals with developmental disabilities due to the perception that there may be increased workload or lack of knowledge on how to accommodate these individuals. Overcoming this resistance is crucial to fostering a truly inclusive workforce,

ensuring compliance with equal employment laws, and demonstrating the County's leadership in diversity and accessibility.

7. Impact on Benefits (SSI/SSDI): Many individuals with developmental disabilities rely on Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) and may be hesitant to seek employment due to concerns about losing their benefits. To mitigate this disincentive, the program should provide education on benefit protections, available work incentives (such as the [Ticket to Work program](#)), and strategies to ensure financial stability while pursuing employment.

8. Defining Success: Establishing clear metrics is essential for evaluating the effectiveness of this initiative. Key indicators should include employee retention rates, job satisfaction, successful implementation of reasonable accommodations, and overall workplace inclusivity. Regular assessments and feedback loops will help refine the program and ensure long-term success.

**WE, THEREFORE, MOVE** that the Board of Supervisors direct the Department of Human Resources (DHR), in collaboration with the Departments of Aging and Disabilities, Economic Opportunity, Library, County Counsel, the Chief Executive Office (CEO), other relevant County departments, and the Los Angeles County Commission on Disabilities, to conduct a comprehensive exploration of the feasibility of increasing employment opportunities for individuals with developmental disabilities, intellectual disabilities, and neurodiversity including, but not limited to, Autism Spectrum Disorder (ASD), Attention-Deficit Hyperactivity Disorder (ADHD), Dyslexia, Cerebral Palsy (CP), Twice Exceptional (2e), Fragile x Syndrome (FXS), Tourette Syndrome (TS), Down Syndrome, speech or language impairment, and hearing loss. This exploration should include the following in a report back to the Board within 180 days on the initial findings related to the development

of a pilot program, feasibility of accommodations, potential partnerships, and any legal or financial considerations:

### **1. Pilot Program Development:**

- a. Consult with internal and external experts and agencies, including but not limited to the California Department of Rehabilitation, the California Department of Developmental Services, the California Employment Development Department, Regional Centers, and Independent Living Centers regarding best practices for implementing programs targeted at increasing employment opportunities for individuals with intellectual or developmental disabilities, as well as other forms of neurodivergence. This should also include leveraging knowledge from DHR's existing employment pipeline programs.
- b. Identify departments or specific jobs with variable salary ranges that exist in several departments that can serve as a pilot program to test the feasibility of creating developmental disability-friendly hiring practices and workplaces.
- c. Hiring practices should align with guidance from the CEO's Anti-Racism, Diversity, and Inclusion Initiative to provide equitable work opportunities and inclusive hiring practices for job candidates with developmental disabilities and identify appropriate job requirements, exam plans, and relevant training opportunities for staff involved in hiring.
- d. There should be a focus on aligning candidate skills with job requirements to help County departments appropriately match situations and solutions.
- e. Workplaces should assess the effectiveness of reasonable accommodations such as individualized training, sensory-friendly spaces, and modified work processes for developmentally disabled and neurodivergent employees.

- f. Explore methods for voluntary identification of current employees in targeted demographics (e.g., through surveys or other methods). Such employees can serve as a resource for recruitment and innovation.
- g. Develop and implement ongoing and graduated training programs for supervisors, managers, and employees within pilot departments on how to effectively integrate and support individuals with developmental disabilities and appropriately support neurodivergent employees. This may also include the addition of one-on-one and/or tailored consultative services.
- h. Explore legal ramifications to ensure compliance with the Americans with the ADA and FEHA, as well as other relevant federal and state laws to avoid discriminatory practices and ensure equitable hiring.

**2. Assessment of Accommodations and Cost Analysis:**

- a. Assess the various types of potential reasonable accommodations that may be needed to support individuals with a range of neurocognitive differences and analyze the potential costs associated with these accommodations (e.g., extensive one-to-one training, noise reductions, quiet spaces, modified lighting, etc.) to ensure successful integration, performance, retention, and growth.
- b. Assess current County workplace facilities, and County projects in development as workplaces for County employees, for appropriateness to include reasonable accommodations in the existing or planned facilities.
- c. Assess remote, and work-from-home opportunities as a potential source of reasonable accommodations.
- d. Engage the County's existing Disability Management & Compliance Framework to provide reasonable accommodations on a case-by-case basis,

based on individual needs and departmental capacity.

### **3. Identification of Necessary Resources:**

- a. Identify internal County resources (e.g., HR staff, Departmental Disability Management & Compliance Coordinators, budget) that can be leveraged to support the implementation of the initiative.
- b. Identify and partner with external organizations, including non-profits and community groups specializing in developmental disabilities, that can provide expertise, resources, and support for job candidates and County departments.

### **4. Sourcing and Recruitment of Job Applicants:**

- a. Collaborate with community-based and nonprofit organizations, schools/colleges, and vocational programs that work with individuals with developmental disabilities to identify and inform potential applicants about job opportunities within the County.
- b. Explore partnerships with public and private entities that have successfully integrated employees with developmental disabilities into their workforce to share best practices.

### **5. Development of Success Metrics:**

- a. Establish clear and measurable metrics to track the success of this initiative, including the number of individuals with developmental disabilities hired, employee retention rates, satisfaction of employees with developmental disabilities, effectiveness of training for supervisors and managers, amount or number of consultations, availability of resources, and the number of accommodations provided.
- b. Develop a system for tracking these metrics and reporting bi-annually to the

Board of Supervisors on the initiative's progress, challenges, and any additional resource or funding needs.

**WE FURTHER MOVE**, that the Board of Supervisors direct the Chief Executive Office Legislative Affairs and Intergovernmental Relations branch, in collaboration with the Department of Human Resources (DHR) to:

**1. Support legislative or regulatory proposals that promote employment rights, including proposals that:**

- a. Eliminate the Federal subminimum wage for workers with disabilities under Section 14(c) of the Fair Labor Standards Act, which permits certificate-holding employers to pay workers with disabilities less than the minimum wage.
- b. Address threshold limits to create non-interference with Social Security Disability Insurance and Supplemental Security Income payments if work is disrupted and allow stipend or regular payment that does not interfere with other benefits received.
- c. Provide flexibility to maintain Local and State benefits, including In Home Supportive Services, non-cash-based benefits, and regional center services.

# # #

JH:nh



**LA COUNTY LIBRARY**  
7400 Imperial Hwy, Downey, CA 90242 | 562.940.8400



**SKYE PATRICK, PH.D.**  
*County Librarian & Director*

COUNTY OF LOS ANGELES  
SUPERVISORS

**HILDA L. SOLIS**  
*Chair, 1st District*

February 12, 2026

**HOLLY J. MITCHELL**  
*Chair Pro Tem, 2nd District*

TO: Quality and Productivity Commission

**LINDSEY P. HORVATH**  
*3rd District*

FROM: Skye Patrick, Ph.D.  
County Librarian & Director

**JANICE HAHN**  
*4th District*

**LETTER OF SUPPORT FOR THE DEPARTMENT OF HUMAN RESOURCES PRODUCTIVITY INVESTMENT FUND APPLICATION – NEURODIVERSITY HIRING PILOT**

**KATHRYN BARGER**  
*5th District*

On behalf of LA County Library, I am pleased to provide this letter of support for the Los Angeles County Department of Human Resources’ application to the Productivity Investment Fund for the Neurodiversity Hiring Pilot Initiative.

LA County Library serves communities throughout Los Angeles County by providing equitable access to information, educational resources, and programs that support lifelong learning, workforce development, and community inclusion. Through our network of library locations and partnerships, we are committed to reducing barriers and expanding opportunities for individuals of all abilities.

LA County Library is proud to be a collaborative partner in this effort and has participated in discussions supporting the development of the Neurodiversity Hiring Pilot Initiative. Our contributions include supporting outreach to potential candidates, sharing insights on inclusive practices, and assisting in identifying suitable roles, environments, and resources that align with the strengths of neurodiverse individuals. We value the opportunity to work alongside the Department of Human Resources and other County partners to help advance inclusive employment strategies. We believe this initiative reflects a shared commitment to equity, access, and representation within the County workforce.

If additional information is needed regarding LA County Library’s role or support for this initiative, please do not hesitate to contact us.

GR:MP



## DEPARTMENT OF MENTAL HEALTH

hope. recovery. wellbeing.

LISA H. WONG, Psy.D.  
Director

Curley L. Bonds, M.D.  
Chief Medical Officer

Rimmi Hundal, M.A.  
Chief Deputy Director

February 13, 2026

To Whom It May Concern:

**LETTER OF SUPPORT FOR THE DEPARTMENT OF HUMAN RESOURCES  
PRODUCTIVITY INVESTMENT FUND APPLICATION – COUNTYWIDE NEURODIVERSITY  
TRAINING AND EMPLOYMENT PROGRAM**

On behalf of the Los Angeles County Department of Mental Health (LACDMH), I am pleased to provide this letter of support for the Los Angeles County Department of Human Resources' (DHR) application to the Productivity Investment Fund for the countywide Neurodiversity Training and Employment Program.

LACDMH serves adults, older adults, and children across Los Angeles County who are impacted by severe and persistent mental illnesses, through a comprehensive system of crisis, inpatient, and community-based services. Our mission is to optimize hope, wellbeing, and life trajectories for the County's most vulnerable residents by ensuring access to care and resources that promote independence, personal recovery, connectedness, and community integration.

LACDMH strongly supports DHR's efforts to expand employment opportunities for individuals with developmental and intellectual disabilities, including neurodivergent individuals. We believe that the proposed Neurodiversity Training and Employment Program represents a meaningful and innovative approach to strengthening the County's workforce while expanding equitable access to employment opportunities. LACDMH looks forward to continued collaboration in advancing neurodiversity-affirming and accessible employment practices across Los Angeles County.

Please do not hesitate to contact Jennifer Hallman at (213) 943-8289 or [jhallman@dmh.lacounty.gov](mailto:jhallman@dmh.lacounty.gov) if you have additional questions.

Sincerely,

Rimmi Hundal, M.A.  
Chief Deputy Director

RH:JH:jo



County of Los Angeles  
**INTERNAL SERVICES DEPARTMENT**

1100 North Eastern Avenue  
Los Angeles, California 90063

Telephone: (323) 267-2101  
FAX: (323) 264-7135

**MICHAEL OWH**  
Director

*Speed. Reliability. Value.*

February 13, 2026

William B. Parent, Chair  
Quality and Productivity Commission  
565 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Re: Letter of Support for the Department of Human Resources Productivity Investment Fund Application: Countywide Neurodiversity Training and Employment Program

Dear Chair Parent,

On behalf of the County of Los Angeles Internal Services Department (ISD), I am pleased to provide this letter of support for the Department of Human Resources' (DHR) application to the Productivity Investment Fund for the Countywide Neurodiversity Training and Employment Program.

ISD partnered with DHR to deliver training on supporting neurodivergent employees, and the sessions received positive feedback from neurodivergent staff as well as employees who are parents of neurodivergent children.

We recognize the value of this training and look forward to continuing our partnership with DHR.

If you require additional information about our experience working with DHR or our support for this project, please contact Sabra Johnson, General Manager of the Office of Major Programs and Initiatives at (323) 265-8110, or via email at [SJohnson@isd.lacounty.gov](mailto:SJohnson@isd.lacounty.gov).

Sincerely,

A handwritten signature in blue ink that reads "Michael Owh".

Michael Owh  
Director

MO:QH:SJ:rd

c: Human Resources (Monica Paraja Dominguez, Senior HR Manager)



February 6, 2026

**BOARD OF SUPERVISORS**

Hilda L. Solis

Holly J. Mitchell

Lindsey P. Horvath

Janice Hahn

Kathryn Barger

**EXECUTIVE LEADERSHIP**

Maral V. Karaccusian  
*Director*

Victoria Jump  
*Acting Chief Deputy Director*

Susan Huff  
*Administrative Deputy II*

Anna Avdalyan  
*Assistant Director*

Ivan Pacheco  
*Chief Information Officer*

**GET IN TOUCH**

510 S. Vermont Avenue, Suite 1100  
Los Angeles, CA 90020  
ad.lacounty.gov  
info@ad.lacounty.gov

Aging & Adult Information & Assistance Line:  
(800) 510-2020  
Report Elder Abuse:  
(877) 477-3646  
Community & Senior Centers:  
(800) 689-8514  
Disability Information &  
Access Line:  
(888) 677-1199

**TO:** Quality and Productivity Commission

**FROM:** *Maral V. Karaccusian*  
Maral V. Karaccusian, Director

**SUBJECT: LETTER OF SUPPORT FOR THE DEPARTMENT OF HUMAN RESOURCES PRODUCTIVITY INVESTMENT FUND APPLICATION – NEURODIVERSITY HIRING PILOT**

On behalf of the Los Angeles County Aging & Disabilities Department (AD), I am pleased to provide this letter of support for the Los Angeles County Department of Human Resources' application to the Productivity Investment Fund for the Neurodiversity Hiring Pilot Initiative.

The Aging & Disabilities Department serves older adults, and individuals with disabilities and their caregivers across Los Angeles County with the mission of promoting dignity, independence, safety, and inclusion. Through a comprehensive network of programs and partnerships, AD works to reduce barriers, enhance access to services, and support individuals with diverse abilities in living, working, and thriving in their communities.

As Los Angeles County advances innovative workforce strategies to foster inclusive employment, AD is pleased to continue working with DHR in support of inclusive employment efforts that reduce barriers and expand opportunities for individuals with disabilities, including neurodiverse candidates. We believe that an intentional program, combining robust employer engagement with comprehensive job candidate preparation, holds great promise for advancing employment opportunities for individuals with disabilities in Los Angeles County.

If you require any additional information about our experience working with Los Angeles County DHR or our support for this project, please contact me at [MKaraccusian@ad.lacounty.gov](mailto:MKaraccusian@ad.lacounty.gov).

MK:VJ





January 8, 2026

***Re: Los Angeles County Department of Human Resources Application: Productivity Investment Fund (PIF) grant for Neurodiverse Hiring Pilot Initiative***

The California Department of Rehabilitation (DOR) is pleased to submit this letter of support for Los Angeles County Department of Human Resources' Productivity Investment Fund (PIF) grant for the Neurodiversity Hiring Pilot Initiative.

The California Department of Rehabilitation (DOR), as the Designated State Unit in California, administers the largest vocational rehabilitation and independent living programs in the country. DOR works in partnership with consumers and other stakeholders to provide services and advocacy resulting in employment, independent living, and equality for individuals with disabilities. DOR is pleased to continue working with LA County and NeuroTalent Works as one of our partners in support of the successful employment of individuals with disabilities. Based on our recent experience funding and working with NeuroTalent Works we have full confidence in their ability to deliver an impactful and successful program with LA County.

We believe that an intentional program, combining robust employer engagement with comprehensive job candidate preparation, holds great promise for advancing employment opportunities for individuals with disabilities in LA County.

If you require any additional information about our experience working with NeuroTalent Works or our support for this project, please contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Grove".

Jessica Grove  
Deputy Director  
Vocational Rehabilitation Policy and Resources Division  
California Department of Rehabilitation



**San Gabriel/Pomona  
Regional Center**

75 Rancho Camino Drive  
Pomona, California 91766

[www.sgprc.org](http://www.sgprc.org)

January 5, 2026

County of Los Angeles  
Department of Human Resources  
500 West Temple Street  
Los Angeles, CA 90012

To whom it may concern,

On behalf of the San Gabriel/Pomona Regional Center (SG/PRC), we are writing in support of Los Angeles County's Department of Human Resources application for the Productivity Investment Fund (PIF) grant for the Neurodiverse Hiring Pilot Initiative. SG/PRC was invited to partner with LA County and NeuroTalent Works (NTW) to increase employment opportunities for the neurodiverse community as set forth on the April 1, 2025 Board Motion, "Embracing Neurodiversity in the Workplace and Creating Career Pathways for Individuals with Developmental Disabilities"

The San Gabriel/Pomona Regional Center is one of 21 regional centers throughout California and funded by the State Department of Development Services (DDS). It is our mission to collaborate, advocate, and support individuals with developmental disabilities and their families, ensuring that every person enjoys a life of meaningful opportunities and inclusion. We promote California's Employment First Policy adopted into law in 2013, "it is the policy of the state that opportunities for integrated, competitive employment shall be given the highest priority for working age individuals with developmental disabilities..."

SG/PRC's goal for inclusive employment opportunities for individuals with developmental disabilities align with LA County Department of Human Resources and the Board Motion. We are excited for the collaboration in development of a training program for prospective employees. We have many talented individuals seeking careers in civic sector jobs. The grant will establish the necessary training and ongoing support needed to train hiring managers and departments for successful job placement of future employees.

We sincerely thank you for your thoughtful consideration.

Warm Regards,

Jesse Weller, Psy.D.,  
Executive Director



# Los Angeles County Commission on Disabilities

*Kenneth Hahn Hall of Administration, B-50  
500 West Temple Street, Los Angeles, California 90012  
213-974-1053 (Direct): 213-633-5102 (Fax)*

[laccod@bos.lacounty.gov](mailto:laccod@bos.lacounty.gov) (Email) [www.laccod.lacounty.gov](http://www.laccod.lacounty.gov) (Website)

*Celebrating 44 Years of Leadership & Advocacy*



## MEMBERS

Carlos Benavides  
**President**

Lourdes Caracoza  
**1<sup>st</sup> Vice President**

Katherine George Chu  
**2<sup>nd</sup> Vice President**

Peggie Reyna  
**Treasurer**

Michelle Anne Babitz

Alana Bess

Wan Chun Chang

Jack Darakjian

Andrea Edoria

Cathy Gott

Marsha D. Mitchell-Bray

Hector Ochoa

Dee H. Pinchbeck

Louise E. Smith

Maggie Soleimani

John B. Troost

December 29, 2025

County of Los Angeles  
Department of Human Resources  
500 West Temple Street  
Los Angeles, CA 90012

On behalf of the Los Angeles County Commission on Disabilities, we wholeheartedly support the Neurodiverse Hiring Pilot Initiative to be implemented by the County's Department of Human Resources (DHR). Our Commission is committed to advocating for the neurodiverse community, and we aim to increase employment opportunities for this vulnerable population. Our Commission has participated in ongoing meetings with the DHR and other community partners to develop best practices to train and support employees and employers.

We participated in the development of the April 1, 2025 Board Motion, "Embracing Neurodiversity in the Workplace and Creating Career Pathways for Individuals with Developmental Disabilities" and will continue to partner with the DHR to launch and sustain the Neurodiverse Hiring Pilot Initiative.

Sincerely,

Carlos Benavides  
President Commission on Disabilities



**EXECUTIVE OFFICE**

Ricardo D. Garcia  
*Public Defender*

Justine M. Esack John Matthews  
*Chief Deputy Chief of Staff*

TO: County of Los Angeles  
Quality and Productivity  
Commission

March 13, 2026

CC: Los Angeles County Department  
of Human Resources

**RE: Support for Department of Human Resource’s PIF Proposal:  
Countywide Neurodiversity Training and Employment Program**

The Public Defender’s Office enthusiastically supports the Department of Human Resource’s Productive Investment Fund Proposal for creating a Countywide Neurodiversity Training and Employment Program.

In our work through the Neurocognitive Disorders Team, we regularly encounter individuals whose cognitive profiles, ranging from differences in executive functioning to social communications and many more in between, can make traditional employment pathways difficult to navigate. We know that these challenges are rarely a reflection of the person’s capabilities, and more often reflect systems that are not designed with neurodiversity in mind.

Absent supportive employment pathways, consequences for neurodivergent individuals can extend far beyond the workplace. Individuals who encounter repeated barriers to stable employment are likely to experience housing instability and other stressors that increase vulnerability to involvement with the legal system. Through our work, we see how often these trajectories are preventable.

Programs that proactively create training opportunities and accessible pathways to employment are critical in addressing these risks or interrupting them before individuals become entrenched with criminal legal system involvement.

For these reasons, we strongly encourage your support of this funding request. Expanding access to employment pathways for neurodivergent individuals is an investment in individual stability but also aligns with the County’s broader goals of community stability, equity and effective use of public resources.

Sincerely,

Ricardo D. Garcia

*Public Defender  
Los Angeles County*

