



Los Angeles County
Productivity Investment Board
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

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

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

"To enrich lives through
effective and caring service"

Monday, February 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 or listen to the meeting
via telephone at:

Join Zoom Meeting

https://bos-lacounty-
gov.zoom.us/j/84961825697?pwd=bnXOHZQgdN0Tly8nyla3T98KoPUcOK.1

Meeting ID: 849 6182 5697

Passcode: 534383

Call in number: (669) 900-9128

Written Public Comment may also be submitted to Jackie Guevarra
by Sunday, February 22, 2026 (received by 4:00 p.m.):

iguevarra@bos.lacounty.gov

*Any information received from the public by Sunday, February 22, 2025,
at 4:00 p.m. will become part of the official meeting record.

MEETING AGENDA

- 1. Call to OrderCommissioner Wright
2. Land Acknowledgment*Commissioner Wright
3. Roll Call/Assembly Bill 2449.....Commissioner Wright
4. Approval of the November 17, 2025, Meeting Minutes
5. Presentation of Productivity Investment Fund (PIF) proposals (for
discussion and possible action) and Fund Balance Report, as of Fiscal
Year 2025-26, 3rd Quarter.....Commissioner Wright
• 26.7 – Military and Veterans Affairs, LA County MVA Customer
Experience Pilot, \$213,000 Grant, PIB Advisory recommends
\$213,000 Grant.
• 26.9 – Public Health, Maximizing Clinical Services Revenue: TB
Single Case Agreement Implementation, \$225,000 Grant, PIB
Advisory recommends \$225,000 Grant.
• 26.10 – Human Resources, Countywide Neurodiversity Training and
Employment Program, \$200,000 Grant, PIB Advisory recommends
\$200,000 Grant.

6. Discussion and matters not on the Posted Agenda – to be presented and placed on a future agenda.
7. Public Comment (3 minutes for each speaker)
8. Adjournment

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.

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 PRODUCTIVITY INVESTMENT BOARD

DRAFT MINUTES OF THE MEETING OF Monday, November 17, 2025, 10:00 a.m.

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 also join remotely at:
Call in number: (669) 449-9171
Meeting ID: 839 1895 2389
Passcode: 810998

[https://bos-lacounty-
gov.zoom.us/j/83918952389?pwd=cixZFMVaSBWVktC5yTv5jfQ1GKqzo2.1](https://bos-lacounty.gov.zoom.us/j/83918952389?pwd=cixZFMVaSBWVktC5yTv5jfQ1GKqzo2.1)

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

Chair

William B. Parent

First Vice Chair

Will Wright

Second Vice Chair

Marsha D. Mitchell

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*

E. Scott Palmer

Jeffrey Jorge Penichet

Dion Rambo

Mark A. Waronek

Joe Waz

Executive Director

Jackie T. Guevarra, CPA

Program Manager

Jane Lam

Program Coordinators

Betty Belavek

Ruben Khosdikian

*Chair Emeritus

EXECUTIVE OFFICE



BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES

*"To enrich lives through
effective and caring service"*

PRESENT:

Commissioner Rodney C. Gibson, Chair

Commissioner Jacki Bacharach

Commissioner Viggo Butler

Commissioner J. Shawn Landres (Alternate)

Commissioner Edward McIntyre

Commissioner William B. Parent

Commissioner Jeffrey Jorge Penichet

Commissioner Will Wright

ABSENT

Commissioner Nancy G. Harris, Vice Chair

PRODUCTIVITY INVESTMENT BOARD ADVISORY COMMITTEE

Arman Depanian, Chair

CALL TO ORDER (AGENDA #1)

Commissioner Gibson called the Productivity Investment Board (PIB) meeting to order at 10:00 a.m.

ATTENDANCE (ROLL CALL)

Commissioner Gibson welcomed everyone to the PIB meeting. He asked Jackie Guevarra, Executive Director, to take roll call of Commissioners in attendance:

In Attendance: Jacki Bacharach, Viggo Butler, Rodney C. Gibson, J. Shawn Landres, Edward McIntyre, William B. Parent, Jeffrey Jorge Penichet, and Will Wright.

ANNOUNCEMENTS

Commissioner Gibson stated that members of the public were given the opportunity to send their comments and questions via email to Jackie Guevarra at jguevarra@bos.lacounty.gov by Sunday, November 16, 2025, at 4:00 p.m. No written public comment was received by the deadline. However, members of the public were informed that they could continue to send public comment to Jackie Guevarra at jguevarra@bos.lacounty.gov during the meeting, and any information received would become part of the official meeting record. They were also informed that they could speak on an item during the meeting and were instructed to inform Jane via email or via the Chat feature on which item they wanted to comment on. Each speaker would be given three minutes. It was also announced that each Commissioner would have the opportunity to speak on any agenda item and any vote 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. The Commission opened its public meeting with a video recording of the Land Acknowledgement, which can be read here: <https://lacounty.gov/government/about-lacounty/land-acknowledgment/>.

ASSEMBLY BILL 2449 (AGENDA #3)

Commissioner Gibson announced that AB 2449 became effective on January 1, 2023. Provisions of this bill permit members of a legislative body of a local agency to participate remotely and to not identify their location.

Commissioner Gibson announced that Commissioner Bacharach was attending the meeting remotely under AB2449 (for just cause). Commissioner Bacharach confirmed that no person over 18 years old was present as a member of the public.

APPROVAL OF MINUTES FOR AUGUST 4, 2025 (AGENDA #4)

Commissioner Landres made a motion to amend the minutes on the bottom of page 3 to read, "After discussion and questions, Commissioner Bacharach made a motion to deny the project *as outside of the PIF guidelines.*" The motion was seconded by Commissioner Bacharach and approved by the following vote:

No:	None
Yes:	Commissioners Bacharach, Butler, Gibson, Landres, Parent, Penichet, and Wright
Abstain:	None

PRESENTATION OF PRODUCTIVITY INVESTMENT FUND (PIF) PROPOSALS (FOR DISCUSSION AND POSSIBLE ACTION) AND FUND BALANCE REPORT, AS OF FISCAL YEAR 2025-2026, 2nd QUARTER (AGENDA #5)

Fund Balance Report

Commissioner Gibson reported there were two proposals before the PIB for the 2nd Quarter of Fiscal Year 2025-2026. He reported the PIF balance as of November 12, 2025, is

\$3,690,937. He further stated that if all the projects before the PIB (\$479,950) were to be approved today, the revised fund balance would be \$3,210,987.

Presentation of PIF Proposals for Discussion and Possible Action

Commissioner Gibson stated that, as a reminder, the Department has 20 minutes to present, followed by 20 minutes of Q&A with the Commissioners, and 5 minutes to deliberate by the Commission.

26.3 – Health Services, EMS Agency (Health Services 110), \$75,950 Grant. The PIB Advisory Committee did not recommend approval of this proposal.

Dr. Nichole Bosson and Richard Tadeo presented and answered questions by the Commissioners. Connie Salgado-Sanchez, Productivity Manager, was in attendance in support of the proposal.

Arman Depanian, Chair of the PIB Advisory Committee (Committee), reported the following recommendations were made to the Department: 1) as this project is for Emergency Medical Services (EMS), it is highly recommended that funds be sought through Measure B (although the Measure B Committee is not allocating funds this year, the project team should work with Board Deputies to get this in front of the Board of Supervisors for approval); 2) in the presentation, add a slide at the beginning that highlights the specific request (e.g., why it is needed, what is the impact if it was not funded, etc.); 3) indicate that the project was previously funded by the Commission and provide justification for why the Department is asking for funding again; 4) emphasize that other sources of funding were explored; 5) add data on the success of app funded by the Commission and include the medication error rate; 6) address how the project is innovative and if any other jurisdictions have implemented a similar program; and 7) in the application, revise the 3-month delay in the implementation plan.

After discussion and questions, Commissioner Landres made a motion to continue this project to the February 2026 PIB meeting with the expectation that the Department will pursue alternative funding sources, refine the application's structure, and clarify the Department's openness to a loan. The motion was seconded by Commissioner Parent and approved by the following vote:

No: None
Yes: Commissioners Bacharach, Butler, Landres, McIntyre, Parent, Penichet, and Wright
Abstain: Commissioner Gibson

26.5 – Justice, Care and Opportunities, Los Angeles Training Center Culinary Social Enterprise, \$404,000 Grant (original request was for a \$400,000 Loan and \$600,000 Grant). The PIB Advisory Committee did not recommend approval of this proposal.

Joseph Wise-Wiley presented and answered questions by the Commissioners.

Arman Depanian reported the following recommendations were made to the Department: 1) consider deferring the proposal and returning in a future quarter when the Department has more information about program implementation, specific costs, and a repayment plan for the loan request; 2) clarify if funds are being requested to pay for County staff salaries and/or wages; 3) consider conducting a cost-benefit analysis (e.g., what is the projection for estimated revenue versus actual cost, etc.); 4) address if the Department can take a loan; 5) address how this project is innovative; 6) seek guidance from County Counsel regarding mitigation risks; 7) reach out to the Department of Consumer and Business Affairs (DCBA) and the Department of Economic Opportunity (DEO) to provide insight and advice on the project's concept/idea; 8) obtain letters of support from County Counsel, DCBA, and DEO; and 9) address who will be marketing the program once it is launched.

After discussion and questions, Commissioner Landres made a motion to deny the project consistent with the recommendations of the PIB Advisory Committee. The motion was seconded by Commissioner Wright and approved by the following vote:

No: None
Yes: Commissioners Bacharach, Butler, Gibson, Landres, McIntyre, Parent, Penichet, and Wright
Abstain: None

REVIEW OF THE PIF SOLICITATION MEMO AND GUIDELINES FOR FISCAL YEAR 2025-26 3rd QUARTER (FOR DISCUSSION AND POSSIBLE ACTION) (AGENDA #6)

Commissioner Gibson suggested that language be added to the solicitation memo asking that IT projects be vetted through the Information Technology Investment Board (ITIB) with the Chief Executive Office (CEO) – Chief Information Office (CIO) before coming to the PIF.

After discussion, Commissioner Parent made a motion to approve the memo with the following added language in the 3rd paragraph: “If your project has any information technology (IT) components, we remind you to review the application requirements. QPC staff and/or the Productivity Investment Board Advisory Committee will return incomplete applications.” The motion was seconded by Commissioner Landres and approved by the following vote:

No: None
Yes: Commissioners Bacharach, Butler, Gibson, Landres, McIntyre, Parent, Penichet, and Wright
Abstain: None

DISCUSSION AND MATTERS NOT ON THE POSTED AGENDA TO BE PRESENTED AND PLACED ON A FUTURE AGENDA (AGENDA #7)

Jane Lam, Program Manager, provided an update on the PIF’s 40th anniversary commemorative project and asked Commissioners to identify projects they want highlighted in the booklet. She already reached out to the Productivity Managers’ Network for their input. She will send a list of historical projects for Commissioners to consider. The goal is to complete the project by the end of January 2026.

Commissioner Butler questioned the limited timing for Commissioner questions during discussion of PIF proposals. He stated that the purpose of being in a Commission is to learn about the County, and that making grant awards is dependent on fully understanding a proposed project, which is done through questions. Jackie Guevarra informed the Commissioners that each proposal is given an allotted time to ensure each project team has adequate time to answer questions about their respective projects. Each project is heard within the allotted time out of respect for each team member's schedule.

PUBLIC COMMENT (AGENDA #8)

None

ADJOURNMENT (AGENDA #9)

Commissioner Butler moved to adjourn the meeting, seconded by Commissioner Gibson. The meeting adjourned at 12:09 p.m.



COUNTY OF LOS ANGELES
MILITARY AND VETERANS AFFAIRS
1816 S. Figueroa Street
Los Angeles, California 90015
mva.lacounty.gov



Jim Zenner
Director

November 25, 2025

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

FROM: JIM ZENNER, DIRECTOR
MILITARY AND VETERANS AFFAIRS

A handwritten signature in black ink, appearing to be "J. Zenner", written over the printed name of the sender.

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

JZ:AO:ra

c: Perez
Guevarra

<p>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)</p>	
<p>Last Updated: 7/23/2024</p>	
Department: Los Angeles County Department of Military and Veterans Affairs (MVA)	Date: 11/25/2025
Project Name: LA County MVA Customer Experience Pilot	
<p><u>PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.</u></p> <p>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.</p>	
<p><u>SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.</u></p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	

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 Period	Project Year 1	Project Year 2	Project Year 3
A. Annual Cost of Current Process:				
B. Estimated Annual Cost of Proposal:	04/05-12/31	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)

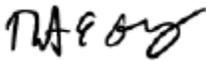
Total Annual Budget: \$213,000

Quarterly Allocation: \$

Fiscal Quarter	Timeframe	Fund Requirement (\$)	Cumulative Total (\$)
Q4 FY 2026	Apr – Jun 2026	\$97,100	\$97,100
Q1 FY 2027	Jul – Sep 2026	\$65,900	\$163,000
Q2 FY 2028	Oct – Dec 2026	\$50,000	\$213,000

Quality and Productivity Manager (Print and Sign)

Roberto Alvarez

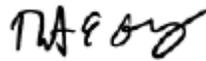


Telephone Number
213-824-6860

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

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

County of Los Angeles Quality and Productivity Commission

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

County of Los Angeles Quality and Productivity Commission

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

1st Quarter \$ _____
 2nd Quarter \$ _____
 3rd Quarter \$ _____
 4th Quarter \$ _____

2024-25

1st Quarter \$ _____
 2nd Quarter \$ _____
 3rd Quarter \$ _____
 4th Quarter \$ _____

2025-26

1st Quarter \$ _____
 2nd Quarter \$ _____
 3rd Quarter \$ _____
 4th Quarter \$ 97,100

2026-27

1st Quarter \$ 65,900
 2nd Quarter \$ 50,000
 3rd Quarter \$ _____
 4th Quarter \$ _____

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)
Kick-off Meeting	04/05/2026	\$1,000	\$
Completion of Discovery Phase	04/13/2026	\$17,000	
Completion of Veterans Interviews	05/10/2026	\$40,000	
Delivery of Qualitative Report & Journey Map	07/10/2026	\$40,000	
Delivery of Final Veteran Experience and Trust Questionnaire	07/10/2026	\$10,000	
Delivery of Q2 Survey Report	10/10/2026	\$55,000	
Delivery of Q3 Survey Report	12/31/2026	\$50,000	

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	\$ 18,500
Qualitative Exploring	\$ 78,600
Survey	\$ 115,900

Other Charges

List all other charges here

(b) Total other charges	\$
-------------------------	-----------

Fixed Assets

List all equipments and other fixed assets here

(c) Total fixed assets	\$
------------------------	-----------

TOTAL COSTS (a+b+c)	\$ 213,000
----------------------------	-------------------



BARBARA FERRER, Ph.D., M.P.H., M.Ed.
Director

MUNTU DAVIS, M.D., M.P.H.
County Health Officer

ANISH P. MAHAJAN, M.D., M.S., M.P.H.
Chief Deputy Director

313 North Figueroa Street, Suite 806
Los Angeles, CA 90012
TEL (213) 288-8117 • FAX (213) 975-1273

www.publichealth.lacounty.gov

BOARD OF SUPERVISORS

Hilda L. Solis
First District

Holly J. Mitchell
Second District

Lindsey P. Horvath
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

February 17, 2026

Commissioner William Parent, Chair
Productivity Investment Fund
Quality and Productivity Commission
Hall of Administration, 500 W Temple Street, Room 585
Los Angeles, CA 90012

Dear Commissioner Parent:

I am pleased to submit a Productivity Investment Fund grant proposal requesting \$225,000 to engage a specialized consultant to implement Single Case Agreement (SCA) workflows for reimbursement of tuberculosis (TB) treatment provided in County of Los Angeles Department of Public Health clinics. This project will enable Public Health to consistently recover reimbursement from health plans for TB clinical care that is provided to insured patients. The resulting revenue will directly offset program costs and reduce Net County Cost (NCC) for TB care that is provided to insured patients.

Los Angeles County operates a comprehensive Tuberculosis Control Program through the Department of Public Health, serving a large and diverse population with one of the highest burdens of TB in the United States. Most health plans lack in-network TB providers, which means reimbursement to DPH for insured patients must be obtained through Single Case Agreement authorizations. These authorizations are secured via direct interaction with each plan's utilization management (UM) department and are submitted on a case-by-case basis. While Public Health treats hundreds of insured TB patients annually, the department lacks the infrastructure to systematically request SCAs and ensure that claims are approved. As a result, a significant amount of revenue that could be recovered from insured patients is currently not being captured.

The proposed work will focus on implementation rather than assessment. The consultant's scope of work will include developing standardized SCA request templates for major Los Angeles-area health plans, establishing direct communication pathways with plan UM case managers, and coordinating electronic health record (EHR) configurations to ensure that SCA authorization numbers are accurately captured and included on claims.

By month six, the program expects to be actively submitting SCAs for ongoing episodes of care. By month twelve, Public Health staff will be fully trained and independently managing the SCA submission, tracking, and follow-up processes. These processes will ensure the sustainability of this work beyond the project period. Recovering reimbursement through SCAs will directly reduce Net County Cost, as each dollar recovered from health plans represents a direct offset to County expenditures.

The TB program serves many of the County's most vulnerable residents including people experiencing homelessness, immigrants, and others at increased risk of developing and transmitting TB. Strengthening sustainable revenue collection supports the continued delivery of essential, high-quality clinical services while advancing health equity.

Public Health respectfully requests this funding to support the implementation of SCA workflows that will improve the department's long-term operational capacity and promote financial stewardship of public resources. We appreciate the Commission's consideration and the opportunity to undertake a project that will meaningfully enhance the delivery of equitable, high-quality TB care in DPH clinics across Los Angeles County.

Please reach out to Dr. Naman Shah, Division Director of Medical and Dental Affairs at NShah@ph.lacounty.gov if you have any questions.

Sincerely,

A handwritten signature in cursive script, appearing to read "Barbara Ferrer".

Barbara Ferrer, Ph.D., M.P.H., M.Ed.
Director

BF:ab

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 Public Health

Date: 2/17/26

Project Name:

Maximizing Clinical Services Revenue: TB Single Case Agreement Implementation

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

The Los Angeles County Department of Public Health provides legally mandated, specialized care to insured patients but currently lacks infrastructure to bill and secure reimbursement from health plans. This project requests \$225,000 to implement Single Case Agreement (SCA) workflows for tuberculosis (TB) care provided to insured patients in Public Health clinics.

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

Los Angeles County Public Health (PH) clinics provide most of the tuberculosis clinical care in Southern California and many private health plans lack in-network TB providers. Reimbursement for clinical care provided in PH clinics requires Single Case Agreements that are plan-specific authorizations negotiated through utilization management (UM) departments. To establish a sustainable system, PH will recruit a specialized implementation consultant with knowledge of how to navigate UM processes and who will coordinate with PH and health plan partners to build the system. The consultant will develop needed tools, templates, and train staff. The services of the consultant will be time-limited and focused on specialized implementation activities that fall outside of PH's routine operational responsibilities. Once workflows and system configurations are established, permanent PH staff will assume full ownership and ongoing management of the process.

Implementation will include developing standardized SCA templates, establishing health plan case management contacts, and coordinating electronic health record (EHR) configuration to reference SCAs on claims. Recovered reimbursements will directly offset County expenditures for health services provided, resulting in ongoing reduction of Net County Cost (NCC).

The consultant will deliver: (1) SCA request templates customized to each major LA-area plan's UM requirements; (2) documented contacts at plan UM departments; (3) EHR configuration so that claims include SCA authorization numbers; (4) tracking tools for SCA status and renewals; and (5) staff training to manage the process. By month six, PH will be actively submitting SCAs. By month twelve, existing PH staff will run the process without consultant support.

The consultant will build the processes needed to start billing for TB services and once established, this model can be extended to enhance billing for other PH clinical services. SCAs can potentially be adapted to other county outpatient programs and could create a scalable, Countywide framework for service reimbursement.

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.

Evaluation of this project will occur through well-defined implementation milestones, quantitative and qualitative performance metrics, and operational sustainability.

Project Milestones

By month three, SCA templates will be completed for the five health plans with the highest volume for the billable TB services and initial SCAs will be submitted to each payor. By month six, the electronic health record (EHR) will be configured to reference SCAs on claims, and the first reimbursements are expected to be received. By month nine, Public Health staff will have been fully trained and independently managing SCA submissions and follow-ups. By month twelve, consultant support will conclude and the SCA workflow will be operationalized as a routine staff administrative process.

Success Measures

Fundamental performance measures include:

- Number of SCAs submitted to the targeted health plans (target: 50+ in year one)
- Percentage of claims with SCA reference paid (target: 80%+ success rate)
- Staff independently managing process (target: full handoff by month 12).

This project aims to improve quality through standardized agreements and authorization documentation, generating and implementing a reliable tracking measure for SCAs, and reducing ad hoc negotiation with payors that often lead to claim delays, under-reimbursement, or denials. Incorporating standardized SCAs into Public Health's existing revenue cycle management process will support more consistent recovery of reimbursements for critical TB services provided to insured individuals seeking specialty care at Public Health clinics.

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 **\$225,000.00** Total **\$225,000.00**

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

	<u>Implementation Period</u>	<u>Project Year 1</u>	<u>Project Year 2</u>	<u>Project Year 3</u>
A. Annual Cost of Current Process:				
B. Estimated Annual Cost of Proposal:		\$225,000.00		
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)

FY 26-27 Q1: \$112,500
 FY 26-27 Q2:
 FY 26-27 Q3: \$112,500
 FY 26-27 Q4:

Quality and Productivity Manager (Print and Sign)

Arpine Chatyan

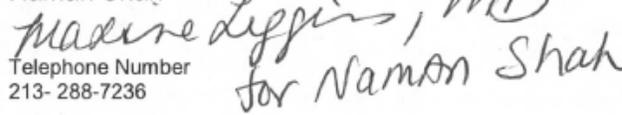


Telephone Number
818-800-5929

E-mail
AChatyan@ph.lacounty.gov

Project Manager (Print and Sign)

Naman Shah



Telephone Number
213- 288-7236

E-mail
NShah@ph.lacounty.gov

Department CIO/IT Manager (Print and Sign)

Telephone Number

E-mail

Budget/Finance Manager (Print and Sign)

Ben G. Phan

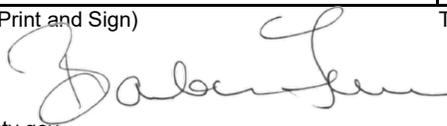


Telephone Number
213-541-3936

E-mail
BPhan2@ph.lacounty.gov

Department Head (Print and Sign)

Barbara Ferrer



Telephone Number
323-434-2700

E-mail
BFerrer@ph.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?

No, these consultation services are a new addition and were not part of the department’s original budget request. This proposal introduces work that requires resources beyond what has previously been allocated.

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, we are requesting a grant because we have found that private equity funding could represent a high-risk venture due to limited number of insured TB patients in Los Angeles County (~300 patients per year investigated).

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?

Yes, this is expected to reduce Net County Cost. We currently provide TB services to approximately 250-300 insured patients annually without receiving adequate reimbursement from their health plans, leading to millions of dollars in lost earnings. Each completed SCA will convert unpaid services into revenue. This revenue will directly reduce NCC.

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);

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

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 complements cross-County efforts to strengthen billing infrastructure and reduce Net County Cost (NCC) by improving third-party revenue recovery for services already being delivered. This project aims to approach a specific gap in reimbursement for clinical TB services provided in Public Health to insured patients. The recovery of reimbursements from insured patients also increases resources that can be directed to the care of uninsured patients. These processes would create a sustainable SCA workflow to secure authorization and enable reimbursement to Public Health by health plans that do not have in-network TB providers.

The proposed solution leverages existing County systems rather than creating new technology. Consultant-led implementation will standardize plan-specific SCA request templates and document utilization management contacts. Tracking tools and staff training will support consistent SCA submission, renewal, and billing follow-through. The training will also improve efficiency by reducing rework, will avoid preventable denials, and will improve cycle time from service delivery to reimbursement.

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?

This proposal serves as a targeted pilot to implement SCA workflows for TB clinical services. The pilot will establish standardized authorization, tracking, and billing processes for services provided in out of network settings. Success will be measured by Public Health staff's ability to independently manage SCA submissions, renewals, and billing without ongoing consultant support. Sustainability will be achieved through integration into existing workflows and use of recovered revenue to support existing staffing. Expansion to other clinical service delivery systems would be considered if the model demonstrates consistent

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

reimbursement, manageable staff workloads, and minimal additional infrastructure, allowing the SCA workflow to be adapted.

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

This project establishes a standardized and repeatable process where no systematic process currently exists. We currently have no systematic way to request SCAs from health plans. The project builds SCA request templates, UM department contacts, EHR claim configuration to reference authorizations, and tracking tools. However, once built, staff can manage ongoing SCA requests efficiently, leading to improved quality of claims submissions, as well as productivity, via reduced need for rework and follow-up on claims denials and underpayments.

This proposal promotes interdepartmental cooperation by establishing standardized SCA workflows that can be shared across departments facing similar out of network billing challenges. Documentation of payer utilization management contacts, authorization requirements, and operational timelines will create reusable reference materials that can inform both Public Health and other county programs.

8. (150 words) Where did the original idea for this project come from?

The project originated from the Department's need to respond to financial pressures across the county and Public Health's limited revenue cycle infrastructure. As services expanded, it became clear that our billing processes, systems, and workflows were not keeping pace, and that specialized expertise outside of the Department is needed to build more effective and sustainable billing processes. This project was developed to address those gaps and create a more sustainable, efficient approach to recovering reimbursement for the services we already provide to insured individuals.

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

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

2023-24

1st Quarter \$ _____
 2nd Quarter \$ _____
 3rd Quarter \$ _____
 4th Quarter \$ _____

2024-25

1st Quarter \$ _____
 2nd Quarter \$ _____
 3rd Quarter \$ _____
 4th Quarter \$ _____

2025-26

1st Quarter \$ _____
 2nd Quarter \$ _____
 3rd Quarter \$ _____
 4th Quarter \$ _____

2026-27

1st Quarter \$ 112,500
 2nd Quarter \$ _____
 3rd Quarter \$ 112,500
 4th Quarter \$ _____

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)
Project initiation; finalize scope and success metrics	April 1, 2026	\$	\$
Initiate consultant recruitment, contracting, and onboarding	April 1, 2026		
Completion of consultant onboarding	July 1, 2026	\$112,500	
Completion of SCA templates for the five highest-volume plans for billable TB services	October 1, 2026		
Initial SCAs submitted to payors	October 1, 2026		
EHR configuration to reference approved SCAs on claims	January 1, 2027		
First SCA reimbursements anticipated	January 1, 2027		

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

Second installment of payment to consultant	January 1, 2027	\$112,500	
Public Health staff fully trained and independently managing SCA submissions, tracking, and follow up	April 1, 2027		
Performance metrics and assessment checkpoint	April 1, 2027		
Consultant support concludes; SCA workflow fully operationalized	June 30, 2027		
Report of project findings and assessment presented to Public Health leadership	September 1, 2027		

LINE ITEM BUDGET DETAIL

(Work with your Budget Analyst)

Services and Supplies

List all services and supplies here

(a) Consultant Contract **\$225,000**

Other Charges

List all other charges here

(b) N/A **\$0**

Fixed Assets

List all equipment and other fixed assets here

(c) N/A **\$0**

TOTAL COSTS (a+b+c) **\$225,000**



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, 12TH FLOOR • LOS ANGELES, CALIFORNIA 90020
(213) 866-5846 • FAX (213) 637-0821

February 17, 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
February 17, 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 seven 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.

LMG:RC:JAB
MPD:gc

Attachments (9)

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: February 17, 2026
Project Name: Countywide Neurodiversity Training and Employment Program	
<p><u>PURPOSE OF FUNDING (50 words). Describe how the PIF funding will be used.</u></p> <p>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 <i>Los Angeles County Embracing Neurodiversity in the Workplace and Creating Career Pathways for Individuals with Developmental Disabilities</i>, expanding employment opportunities for individuals with developmental and intellectual disabilities.</p>	
<p><u>SUMMARY OF PROJECT, INCLUDING BENEFITS (300 words). Describe benefits and potential multi-departmental or countywide adaptation.</u></p> <p>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.</p> <p>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.</p> <p>Project Goals:</p> <ol style="list-style-type: none"> 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 <i>Aging and Disabilities, Auditor-Controller, Internal Services, Mental Health, and LA County Library.</i> <p><u>Project Benefits:</u></p> <p>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</p>	

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 Period	Project Year 1	Project Year 2	Project 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

1st Quarter \$ _____
 2nd Quarter \$ _____
 3rd Quarter \$ _____
 4th Quarter \$ _____

2026-27

1st Quarter \$85,000
 2nd Quarter \$85,000
 3rd Quarter \$15,000
 4th 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>I. <u>Pilot Program Design, Management, and Implementation</u></p> <ul style="list-style-type: none"> o Stakeholder alignment (internal/external working team) o Program design and management o Community outreach and external communications <p>II. <u>DHR Consulting Retainer</u></p> <ul style="list-style-type: none"> o Review of County testing process o Workplace accommodation process review o Best practices in talent acquisition for neurodiversity <p>III. <u>Neurodiversity Training Suite</u></p> <ul style="list-style-type: none"> o Training/Workshop deliveries o Provide training to LA County DEO + AJCCs – Center of Excellence for Individuals with Disabilities <p>IV. <u>Program Evaluation</u></p> <ul style="list-style-type: none"> o Data collection and analysis 	July 1, 2026	<p><u>FY 2026 - 2027 Q1</u></p> <ul style="list-style-type: none"> I. \$30,000 II. \$20,000 III. \$25,000 IV. \$10,000 <p>Total: <u>\$85,000</u></p>	\$0.00
<p>I. <u>Pilot Program Design, Management, and Implementation</u></p> <ul style="list-style-type: none"> o Program management (continuous) o Stakeholder alignment <p>II. <u>Success Coaching Retainer</u></p> <ul style="list-style-type: none"> o One-to-one coaching sessions for hiring managers to provide workplace support from third-party <p>III. <u>DHR Consulting Retainer</u></p> <ul style="list-style-type: none"> o Pilot hiring/job placements and support o Ambassador Program design and support o Workplace accommodations process support o Workplace accommodations tool identification + implementation o Best practices in Talent Retention for Neurodiversity <p>IV. <u>Neurodiversity Micro-Training Suite</u></p> <ul style="list-style-type: none"> o Scale training availability to all LA County Employees o Embed in learning platform and explore incorporating into mandated EEO trainings 	October 1, 2026	<p><u>FY2026 - 2027 Q2</u></p> <ul style="list-style-type: none"> I. \$10,000 II. \$25,000 III. \$15,000 IV. \$35,000 <p>Total: <u>\$85,000</u></p>	

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

<p>I. <u>DHR Consulting Retainer</u></p> <ul style="list-style-type: none"> o Program management and planning for a second CDI cohort o Apply best practices to DHR talent acquisition and retention o Connect to MAPP goals and other related programs <p>II. <u>Neurodiversity Civic Sector Consortium/Community of Practice</u></p> <ul style="list-style-type: none"> o Bring together civic sector partners across Southern California for ongoing learning and collaboration (LA County, SD County, Orange County TBD) o Encourage SoCal-based employers to hire neurodivergent individuals based on learnings from the Community of Practice 	<p style="text-align: center;">January 1, 2027</p>	<p><u>FY2026 - 2027 Q3</u></p> <ul style="list-style-type: none"> I. \$10,000 II. \$5,000 <p>Total: <u>\$15,000</u></p>	
<p>I. <u>Neurodiversity Program Sustainment Plan</u></p> <ul style="list-style-type: none"> o Gather key lessons learned and best practices from pilot program o Build expansion plan for replication and scale <p>II. <u>Program Evaluation Findings</u></p> <ul style="list-style-type: none"> o Evaluate data and submit an Evaluation Report to capture best practices and key lessons learned for future cohorts o Publish key findings to increase civic sector jobs for neurodivergent individuals and to encourage LA county-based employers to adopt similar practices 	<p style="text-align: center;">April 1, 2027</p>	<p><u>FY2026 - 2027 Q4</u></p> <ul style="list-style-type: none"> I. \$10,000 II. \$5,000 <p>Total: <u>\$15,000</u></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	\$200,000
---------------------------------	------------------

Other Charges

List all other charges here

(b) Total other charges	\$
-------------------------	----

Fixed Assets

List all equipment and other fixed assets here

(c) Total fixed assets	\$
------------------------	----

TOTAL COSTS (a+b+c)	\$200,000
----------------------------	------------------

AGN. NO.
April 1, 2025

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

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

February 12, 2026

HILDA L. SOLIS
Chair, 1st District

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 if you have additional questions.

Sincerely,

A handwritten signature in blue ink that reads "R Hundal".

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.

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.

MK:VJ





Employment, Independence & Equality

Gavin Newsom
Governor



State of California
Health and Human Services Agency

Vocational Rehabilitation
Policy and Resources Division
721 Capitol Mall
Sacramento, CA 95814
(916) 558-5800 VOICE
(916) 558-5806 FAX
(844) 729-2800 TTY

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

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,

A handwritten signature in black ink that reads "Jesse Weller". The signature is written in a cursive, flowing style.

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 (Email) www.laccod.lacounty.gov (Website)

Celebrating 44 Years of Leadership & Advocacy



MEMBERS

Carlos Benavides
President

Lourdes Caracoza
1st Vice President

Katherine George Chu
2nd 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,

A handwritten signature in black ink, appearing to read "Carlos Benavides".

Carlos Benavides
President Commission on Disabilities