



**PUBLIC REQUEST TO ADDRESS  
THE BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES, CALIFORNIA**

MEMBERS OF THE BOARD

HILDA L. SOLIS  
HOLLY J. MITCHELL  
LINDSEY P. HORVATH  
JANICE HAHN  
KATHRYN BARGER

**Correspondence Received**

			The following individuals submitted comments on agenda item:	
Agenda #	Relate To	Position	Name	Comments
CS-6.		Favor	Aging and Disabilities Favor	I am writing to express my strong support for Maral Karacussian to be appointed to the permanent Director position. In her short time as Interim Director, she has proven to be an outstanding, brave, and knowledgeable leader. She is incredibly fair and treats everyone equally, which has greatly improved our team dynamic. Her clear communication and ability to make effective decisions have provided much-needed stability and direction. Ms. Karacussian being here in this short period I noticed her impact has been significant. She has demonstrated exceptional leadership and qualities. Ms. Karacussian consistently ensures that all employees, regardless of background, are treated equitably and their voices are heard. She leads with confidence and transparency, which has fostered a very positive and inclusive work environment where everyone feels valued and motivated. She genuinely deserves this position."
			Anonymous Manager	I support and recommend the appointment of Maral Karacussian to the Aging & Disabilities Director position. In the relatively short time she has been with the department, there has been a noticeable improvement in morale, positivity, and overall efficiency.  An effective AD Director must demonstrate integrity, strong leadership, empathy, compassion, and forward-thinking vision. Maral consistently embodies these qualities. While the programs and services within the department are complex and cannot be mastered overnight, she has shown genuine dedication and a clear commitment to learning and understanding them.  Most importantly, Maral brings heart, accountability, and purpose to the work, ensuring the department continues to provide high-quality services to our most vulnerable populations. I am confident she will lead the department in a positive and impactful direction.
			Another Standing Survivor	As a longtime AD employee I'm in support of Maral becoming the permanent Director of Aging and Disabilities. I actually like that she is involving all managers with AFN. The previous system in place wasn't fair to the disabilities division. Her decision seems fair to all.
			John Doe I	I firmly support the appointment of Maral Karacussian as the new AD Director. However, it is equally crucial to change the leadership in the HR department, which was weaponized by the previous administration. As long as Derrick Martin and his colleagues continue to lead, this department will never restore its credibility. We need to eliminate these remnants from the past to allow HR to start fresh and move forward effectively.
			Just D Oit	Please appoint Maral. We don't want another outsider as clearly that didn't work before. We like her, respect her and trust her.

As of: 12/16/2025 11:00:05 AM



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CS-6.		Favor	Ralph Pascual	<p>Maral Karaccusian has dedicated herself to transforming a department that has faced significant challenges under previous leadership. Recognizing the emotional toll on the team, she approached the situation with empathy and a clear vision for improvement.</p> <p>From the beginning, Maral focused on rebuilding trust within the team. She initiated open forums where employees could voice their concerns and share their ideas, fostering a culture of transparency. By actively listening to her staff, she made them feel valued and heard, which was essential for restoring morale.</p> <p>Through her consistent efforts to uplift team spirit and demonstrate her commitment to their well-being, Maral Karaccusian has achieved remarkable progress in revitalizing a struggling department. Her leadership has inspired a renewed sense of purpose and dedication among employees, laying the groundwork for a more productive and engaged workforce.</p> <p>If we can retain her, the Aging and Disabilities Department will improve much sooner than we expect</p>
			Seeing Is believing	<p>Honorable Supervisors, in just 3 months Maral Karaccusian has changed the atmospheric pressure at Aging and Disabilities. What once felt like heaviness and a London fog due to prior administrations constant berating of staff is being lifted. Maral bring psychological safety, is an empathetic leader and is changing things that will serve your Board, the employees, and most importantly, the community WE serve, our aging and dependent adults. She knows policy from her prior position and how things work, our programs, and the complexity of services and obstacles to service our community faces - some cause by the County. She is visionary, something that a department head needs to be and is going to help navigate the issues. I don't care if she was a deputy, she's a social worker at heart, and there are people helping her with the department issues. Three months ago we walked around the office with crushed souls. Now we are walking around like colleagues and have comradery. We are engaging one another and becoming a team. We are able to do our work and instead of having picking at anything and everything in our work, we are met with learning opportunities. She is creating equity within the department. Instead on one team having to be on call all the time for AFN emergency operations, it is being extended to the department to contribute and we get to pick the schedule that works best for us well in advance. AD will become stronger for this because ALL of us will be learning and help contribute to serving our community. Please appoint her, do not disappoint us, show us some respect because we respect her!</p>



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CS-6.		<b>Favor</b>	Survivor Last Standing	<p>I commend our Board of Supervisors for sending us such a very competent and invested leader. She was blocked at every step by the existing toxic management team. But she did not let them snow job her, She brought in trusted professionals to help get a clear picture of the difficulties she would face. And she is not afraid and has fought the toxic trickeries. She is fearless, sharp minded, well spoken, genuine in spirit and true to her word. Please take her recommendations seriously and allow her to continue her good work. Maral Karaccusian is a credit to your office and is an example of real public service. She showed us what healthy management is supposed to be like. She has the ability to train up the next generation of management to make sure this mess does not happen again. In other words, we like her. Don't mess this up.</p>
			Yuisa J Gimeno	<p>I'm in favor of making Maral Karaccusian the permanent Director of the Aging &amp; Disabilities (AD) Department. AD staff and the constituents we serve deserve consistency, integrity, transparency, and genuine care for who we are, what we do, and what we NEED to thrive. Maral has demonstrated that in a short time and I'm hopeful that she will continue to move our department forward for the benefit of the hardworking employees in the Aging &amp; Disabilities Department, and the diverse communities we serve.</p> <p>Two areas of improvement in AD's programming/services/staffing that I'm hopeful and confident Maral can address under her permanent leadership are:</p> <p>1) the particular needs of LGBTQ+ older adults, queer and trans people with disabilities, especially communities of color, immigrants, and folks living with HIV and STIs. A key component of this is supporting LGBTQ+ staff already in AD, like me, and within the LA County workforce to help lead, innovate and shape this effort. We need genuine support, action, innovation, and resources to make this happen. I'm confident Maral understands the importance of focusing on underserved, vulnerable LGBTQ+ older adults and people with disabilities.</p> <p>2) the social services and community programming needs of Antelope Valley elders and people with disabilities. A key aspect of this is not just increasing services to this region but increasing AD staffing in this region - from the Antelope Valley Senior Center to APS social workers to Information &amp; Assistance services. As an Antelope Valley resident myself, I would LOVE to work in my community to serve their diverse needs! North County region is under-resourced. AD can be part of the solution to help turn the tide on that.</p> <p>2025 marks 10 years that I've worked in AD (formerly CSS and WDACS). Since Interim Director Maral K. has joined this department, I feel hopeful and confident that she can turn the tide of the hostile work environment and mismanagement that has plagued this department for years. Her sincerity and warmth in engaging with staff professionally, at holiday celebrations, and</p>

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		<p>just generally around the office is a breath of fresh air. She actively invites staff to seek her out to talk about our experiences and ask questions. Her plan to continue to engage staff around our ideas and recommendations to move the department forward organizationally and service-delivery wise is VERY exciting! From her words and actions in the short time she's been Interim Director, she seems to be committed to walking the walk and talking the talk to get AD staff the support and resources we need to continue to provide high quality services to the communities this department serves. I honestly never thought I would see the light at the end of the tunnel. But I see it with Maral. She has a tall order as our new fearless and determined leader, but I have confidence in her leadership and community-building abilities. Plus, she might be the County Director with the BEST sense of humor that I've EVER seen. That's important to me as a person who loves to laugh and just be human while I work. Laughter is one of the best medicines for the soul. AD needs this joy amongst all the other forms of care and humane treatment that Maral and the entire AD staff can help usher in 2026 and beyond!</p>
<b>Oppose</b>	AD worker Centers	<p>I am an AD employee I work 5 days a week and now the interim director wants us to work the weekends as part of the AFN team. How inequitable is that when others work a 9/80. She is also assigning this across the board this responsibility to admin , IT and HR who know anything about coordinated services for the disabilities community. She has no idea how program and services work. She talks a good talk but her ideas don't align with good planning and coordination. Sad that she is being appointed as who will suffer is the community.</p>
	Anonymous Vendor providing services to the AAA	<p>Los Angeles County the largest older adult population in CA and you plan to appoint a board deputy who knows nothing about aging services or how to be a department head all because she was a SD4 board deputy. The county has not posted a recruitment for this position as the board well knows there are thousands of qualified subject matter experts in the field of aging and if the opening is posted publicly she would not be in the running for this appointment. This is unethical and inequitable. The board does not know the meaning of equity.</p>
	Armenian Influence	<p>The interim director came and decided to hire an Armenian ASM III Irma Panosian. Interesting how she was hired when so many other candidates had more experience. I was not given a chance to interview at all. Review her hiring practices as she has some back door deals</p>
	Concerned Employee Manager	<p>I have seen much since I have been at CSS, WDACS and now AD. Unfortunately this just another Otto wanting to be liked by employees and the union. Playing the political BS instead of taking responsibility and accountability for addressing performance and issues. Already sweeping stuff under the rug. In the last few months the transformation has been to reduce accountability and not address so many issues. She wants to be liked by so many instead of being the leader she should be. AD will revert back to Otto days to ensure people are happy and not addressing liability and performance. It's just a matter of time with no checks and balances at all. She lets everyone dictate their own direction. Another board deputy that has no</p>

				idea what she is doing yet knows the political game and protected by the board.
			Equity Issues	An interim director that has no clue or filter when speaking to staff. I was present when she was making inappropriate comments and jokes about certain races and this is who is being recommended to run the largest aging dept. My future is doomed when I get to that age if this is who is running the department
			Equity Issues	Individuals making comments and exposing their names is based on them thinking they are protected now based on their sexual orientation. The interim director is gay and these employees think they can erase the past and they can't. I have had issues with both employees in the past. I supervised them both in the past and personnel issues and accountability existed. It's sad but favoritism because your gay has begun. CPOEs will be filed by many ... A concerned HSA I
		<b>Item Total</b>	<b>15</b>	
<b>Grand Total</b>			<b>15</b>	