

Board Training & Coaching Proposal Bids

Consultant/Firm name	Total Cost Proposal	Notes
KH Consulting 1901 Avenue of the Stars, Suite 200 Los Angeles, CA 90067	\$23,900.00 for 100 hours of professional time	Includes Board and Executive Interviews, Board Trainings on Outcomes Measures and Strategic Planning, and Coaching cohort sessions. Currently working with NLACRC on other projects.
Leading Resources, Inc. 1930 N. Street Sacramento, CA 95811	\$29,300.00	Includes Board Assessment and Workshop, Interviews, Coaching cohort, Strategic Planning, Outcomes-Based, and Governance Trainings. Experienced with regional centers and has worked with FNRC and DDS.
Board Builders https://boardbuilders.net/	\$7,200.00 - \$24,000.00 for membership	Subscription-based membership program for nonprofit Board development. Membership includes Board Assessments, On-Demand Training Videos, Virtual 1:1 Coaching Sessions, Board Recruitment Opportunities and Support, ED & Board Chair Roundtables, Board Observation and Training



North Los Angeles County Regional Center (NLACRC)

Proposal to Provide Organizational Capacity Building for the NLACRC Board of Trustees

Updated September 23, 2025

KH
CONSULTING
GROUP
MANAGEMENT
CONSULTANTS

September 23, 2025

Megan Mitchell, M.S., Contract Administration & Privacy Manager
Finance Administration
North Los Angeles County Regional Center
9200 Oakdale Avenue, Suite 100
Chatsworth, CA, 91311
MMitchell@nlacrc.org

Re: Revised KH Proposal for Strengthening Governance and Accountability of the Board of Trustees at the North Los Angeles County Regional Center (NLACRC)

Dear Megan:

Thank you for sharing the updated needs of the NLACRC Board of Trustees with us. In response, KH is pleased to submit this updated proposal to provide ***“Organizational Capacity Building for the Board of Trustees”*** at the NLACRC. This proposal includes:

- Our approach, including our understanding of NLACRC needs
- Firm qualifications
- Team qualifications
- Timing and fees
- The Appendices present our team’s resumes and related firm experience

Proposed Support Plan for NLACRC Board of Trustees

In response to the NLACRC Board of Trustees’ request for leadership development and capacity-building support, in Section I – *KH’s Approach* we have outlined a plan that aligns with the Board’s goals while remaining within the available budget of \$24,000 (equivalent to approximately 96 hours at a rate of \$250/hour). While this budget does not support full-year, individualized coaching for all 20 board members, it does allow for a meaningful and impactful development program that includes:

- **Board Training Sessions:** Sessions cover strategic planning, governance, communication, and accountability with focused modules and practical tools to strengthen oversight and leadership.
- **Coaching:** The proposed coaching plan is flexible, focused, and offers real-time feedback to improve governance and alignment.

To maximize impact, we have identified several implementation options for discussion that balance the Board’s aspirations with the realities of available resources. These options are designed to ensure that all participants gain valuable skills and insights, while also allowing for deeper engagement where most needed.



Thank you for the opportunity to submit this proposal. We will gladly make the appropriate modifications if we have not understood your needs precisely.

Our team can meet with you at your earliest convenience if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Heather Sims', with a stylized flourish at the end.

Heather Sims, Executive Vice President

Attachments.

Contents

Contents	3
I – KH’s Approach	4
Understanding of NLACRC Needs	4
Objectives and Scope	4
Tasks.....	5
<i>Task 1: Document Review</i>	<i>5</i>
<i>Task 2: Interviews.....</i>	<i>5</i>
<i>Task 3: Board Training</i>	<i>6</i>
<i>Task 4: Coaching</i>	<i>7</i>
<i>Additional Support Options.....</i>	<i>8</i>
II – Firm Qualifications.....	10
Quick Facts	10
KH Services.....	10
Sample Clients.....	10
III – Team Qualifications	13
IV – Timing and Fees.....	15
Timing.....	15
Cost Estimates.....	15
Appendix A: Team Resumes.....	17
Appendix B: Firm Qualifications.....	26

I – KH’s Approach

Understanding of NLACRC Needs

NLACRC operates within a complex and demanding public service environment, providing essential support to often vulnerable individuals and their families with essential services. NLACRC’s commitment to high-quality service delivery extends not only to its clients, but also to its staff and contracted service providers. The stakes are high, and the consequences of unmet needs can be deeply distressing.



NLACRC and its Board of Trustees (Board) face ongoing demands to improve outcomes, stretch limited resources, and expand services to meet growing demand. This includes accommodating more clients, enhancing program quality, and ensuring comprehensive support. These challenges are met with deep dedication and a shared mission to help clients build the skills and access the resources needed to lead successful, fulfilling lives in their own communities.

However, this level of commitment also brings persistent stress and a sense of urgency. The desire to do more and do better is ever-present, even as the reality of limited capacity means some needs may remain unmet. In this context, strong governance and accountability are not just administrative necessities – they are foundational to sustaining the organization’s mission, supporting its leadership, and ensuring long-term impact.

Objectives and Scope

With recent changes and additions to the Board, KH has designed this proposal to support NLACRC’s Board in strengthening its governance practices, enhancing accountability structures, and building resilience in the face of ongoing demands. By investing in the Board’s capacity, NLACRC can better navigate complexity, uphold its values, and continue delivering high-quality services to those who depend on them most.

This proposal responds directly to the Board’s expressed interest in receiving strategic planning training, particularly focused on how to effectively support the agency’s Strategic Plan once it is developed. In addition, the Board has requested outcomes-based training to ensure that learning is practical, measurable, and aligned with organizational goals.

Outcomes-based training emphasizes the definition of clear, measurable skills and knowledge that participants should acquire by the end of the program. This approach prioritizes learning outcomes, aligns activities and assessments to those outcomes, and uses a participant-centered model to promote continuous improvement. The goal is to equip Board members with actionable competencies that directly support NLACRC’s mission and strategic direction. KH proposes the following outcomes for the training and coaching programs we are offering:

- **Effective oversight of NLACRC programs and activities**, leading to measurable improvements such as improved case-to-coordinator ratios, consistent budget compliance and amendments, and timely responses to requests and complaints.
- **Clear understanding and execution of the Board's role in strategic planning**, including development, approval, and implementation of the Strategic Plan.
- **Regular review of strategic plan progress**, with active support for initiatives through alignment of budget priorities.
- **Improved Board engagement and decision-making**, supported by training that fosters transparency, ethical leadership, and strategic focus.
- **Established mechanisms for accountability and evaluation**, reinforcing a culture of learning and continuous improvement.

This proposal lays the foundation for a comprehensive capacity-building effort that will empower the Board to lead with clarity, confidence, and impact.

Tasks

The NLACRC should assign a Project Manager to facilitate the project internally by guiding the KH team regarding current NLACRC processes and precedents and managing the coordination of meeting calendars and document compilation.

Task 1: Document Review

KH will review documents that can provide background and contextualize our work, such as:

- Board and Committee agenda packets
- Current legislative authorizations
- Board policies and procedures
- Annual reports for the past three years
- Current key performance indicators (KPIs) or other metrics that the Board monitors, if available
- Most recent NLACRC Strategic Plan, including progress updates and final summary (Note: KH has reviewed the NLACRC Strategic Plan posted on its website.)
- Other related background documents that NLACRC determines to be relevant

KH will coordinate with the NLACRC Project Manager to obtain these documents. We will identify any need for additional documents as the project progresses.

Task 2: Interviews

KH will conduct interviews with the NLACRC Board President and the Executive Director. These conversations will serve to refine and tailor the work plan, drawing directly from their insights into current Board dynamics, challenges, and opportunities.

Prior to conducting these interviews, KH will attend and observe a regularly scheduled NLACRC Board meeting. This observation will provide valuable context regarding Board interactions, decision-making processes, and the overall governance environment. It will also help identify

areas where support may be most impactful, such as role clarity, strategic alignment, or accountability mechanisms.

The combination of direct observation and leadership interviews will ensure that the proposed interventions are responsive, relevant, and aligned with NLACRC's mission and operational goals. This task will lay the foundation for a collaborative and informed approach to strengthening Board governance and accountability.

Task 3: Board Training

Based on the original Board request and refined by insights and feedback gathered in the prior tasks, KH will design and facilitate two half-day Board Training sessions. KH will design the training sessions to build Board capacity in key areas of oversight, communication, and strategic alignment. They will provide practical tools and frameworks to support effective Board functioning, foster a shared understanding of roles and responsibilities, and reinforce the Board's ability to lead with clarity, purpose, and responsiveness. If an open-forum approach is needed, KH has experience facilitating Board retreats in accordance with the Brown Act.

To support NLACRC's Board in advancing its governance capacity and accountability practices and based on the NLACRC request for 2-3 training sessions, KH proposes the following preliminary session structure. Organized into four focused modules facilitated across two half-day sessions, this format allows for deep engagement, reflection between sessions, and the opportunity to tailor content based on feedback from the first session. Each module addresses a critical dimension of Board leadership and designed to foster practical skills, shared understanding, and strategic alignment.

The structure is intended to be flexible and responsive to Board needs, with content and pacing subject to refinement in collaboration with NLACRC leadership.

Board Training Session One: Governance and Communication

Governance Fundamentals and Meeting Protocols

- Agenda preparation, publication, and amendment processes
- Review of meeting protocols and respectful communication
- Ensuring equitable speaking time
- Use of written statements in place of oral arguments
- Reinforcing common purpose and shared mission
- Committee and motion protocols

Communication, Inclusion, and Relationship Building

- Effective complaint procedures and response strategies
- Maintaining constructive relationships with stakeholders
- Expressing opposition and support in a respectful, productive manner
- Including and valuing diverse viewpoints
- Coordinating composite actions and unified messaging

Board Training Session Two: Accountability and Strategic Planning

Accountability and Organizational Learning

- Ensuring accountability across programs and operations
- Reviewing and interpreting performance measures
- Building a learning organization through reflection and adaptation

Strategic Planning and Budget Alignment

- Overview of strategic plans and planning processes
- Emphasizing stakeholder inclusion and buy-in
- Connecting strategic plans to budget priorities
- Establishing quarterly reporting and review processes

Following the first half-day session, the Board President and KH will jointly review outcomes and participant feedback to refine the design of the second session. This iterative approach ensures the training remains responsive to the Board's evolving needs and priorities.

Optional Format: Single Full-Day Board Training Session¹

As an alternative, the training may be delivered as a single full-day session covering all four modules. This format may be appropriate for Boards with limited availability or those seeking a more condensed learning experience. The full-day option requires less planning and debriefing, resulting in a lower overall cost. While it offers less time for reflection and adaptation between modules, it remains a viable and efficient format for delivering core content.

This optional format is reflected in the Estimated Cost Schedule, which outlines the costs associated with each delivery model.

Task 4: Coaching

To support the development of stronger governance and accountability practices, a KH Coach will engage in a structured observation and feedback process with the NLACRC Board. Over the course of the engagement, the KH Coach will attend and observe 6 Board meetings, either monthly or every second month, focusing on dynamics, decision-making processes, role clarity, and alignment with strategic priorities.

Following each meeting, the KH Coach will conduct a debrief coaching session with the Board President, creating a space for reflection, feedback, and discussion of opportunities for growth. These debrief coaching sessions may also include the Executive Director when appropriate, particularly when topics intersect with executive leadership or organizational strategy.

As resources allow, additional Board Members can be invited to participate in these debrief coaching sessions, fostering a culture of shared learning and collective accountability. Including more members in the feedback process is intended to enhance overall Board effectiveness,

¹ All optional offering costs are reflected in *Section IV – Timing and Fees*.

strengthen cohesion, and build a deeper understanding of governance best practices across the leadership team.

This iterative approach—combining real-time observation with targeted feedback—will help the Board identify patterns, address challenges, and reinforce behaviors that support strategic alignment, transparency, and high-functioning governance.

Additional Support Options²

To further reinforce the Board’s governance capacity and leadership effectiveness, the following optional coaching components are proposed. These offerings are designed to complement the core training modules and provide sustained, individualized support for key leadership roles.

Board President Coaching Program (3–4 Months)

A dedicated coaching program for the Board President can provide targeted support in navigating the complexities of Board leadership. Over the course of three to four months, the Board President would engage in regular coaching sessions focused on leadership development, meeting facilitation, conflict resolution, and strategic alignment. This program may also include the option of engaging a separate coach to ensure objectivity and specialized expertise, depending on the Chair’s preferences and the Board’s needs.

Team Coaching for Board President and Executive Director

To strengthen the collaborative leadership between the Board President and the Executive Director, a bi-monthly team coaching program (6 sessions over 12 months) is an option that could offer significant return. This initiative would be informed by direct observations of Board meetings and tailored to address real-time dynamics, communication patterns, and shared decision-making. The coaching sessions would focus on building trust, clarifying roles, aligning priorities, and enhancing the effectiveness of joint leadership in guiding the organization.

Board Committee Development

Recognizing that much of NLACRC’s Board work is accomplished through its subcommittee structure, targeted training or coaching is available to support the leadership and effectiveness of the following committees:

- Administrative Affairs Committee
- Consumer Services Committee
- Government & Community Relations Committee
- Strategic Planning and Nominating Committee
- Vendor Advisory Committee
- Consumer Advisory Committee

² All optional offering costs are reflected in Section IV – Timing and Fees.

To enhance the leadership, collaboration, and strategic alignment of NLACRC's Board subcommittees, the following development options are proposed. These offerings are designed to support committee chairs and members in fulfilling their roles with clarity, confidence, and impact.

Individual Committee Chair Coaching. This one-on-one coaching model provides personalized support for each committee chair. The coaching session would focus on:

- Clarifying the chair's leadership role and responsibilities
- Aligning committee work with Board priorities and strategic goals
- Strengthening communication with staff liaisons and fellow Board members

This format allows for tailored guidance based on the unique needs and challenges of each committee.

Group Committee Chair Coaching. This cohort-based model brings together multiple committee chairs for shared learning and peer support. Sessions focus on:

- Building a mutual understanding of committee leadership best practices
- Sharing strategies for effective facilitation and decision-making
- Aligning committee work with Board priorities and strategic goals
- Addressing cross-committee coordination and alignment
- Strengthening relationships among chairs to foster collaboration and consistency

Group coaching promotes a unified leadership approach and encourages cross-functional dialogue.

These coaching options are designed to foster deeper leadership capacity, improve interpersonal dynamics, and ensure that NLACRC's governance practices are not only well-structured but also resilient and adaptive in practice.

II – Firm Qualifications

Quick Facts

- KH was established in 1986.
- KH is headquartered in Los Angeles.
- Although KH has served more than 200 clients in 24 states and 9 countries, most of our work is in Southern California.
- More than 80% of our clients are in the public sector, education, and nonprofit arenas.
- KH is a certified Local Small Business Enterprise (LSBE) in Los Angeles County, a woman-owned business enterprise, and an S-Corporation in the State of California.

KH Services

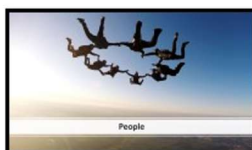
KH is a full-service management consulting firm. KH offers services in three areas of change management: strategy and organization, people (HR), and social and community impact, which includes JEDI.

Using our strategic Know How to help our clients make a difference in what they care about most.



Strategy & Organization

- Governance & ethics
- Strategic planning
- Organizational planning & development
- Policy & process improvements
- Accountability, including:
 - Program evaluations
 - Management audits
 - Objective key results & outcome metrics



People

- Diversity, equity, & inclusion (DEI) + belonging
- Work culture
- Coaching
- Leadership development
- Managing in the new age of the hybrid work world
- Human resources



Social & Community Impact

- Justice, equity, diversity, & inclusion (JEDI)
- Development of strategies across multiple public sector jurisdictions
- Community outreach & engagement
- Policy & program formulation, analysis, evaluation, & implementation

Sample Clients

KH first became aware of NLACRC with our work at Tierra del Sol, where we focused on strategic planning, succession planning, leadership development, and accountability/monitoring metrics. At Childrens Hospital Los Angeles (CHLA), we conducted an HR assessment and developed a three-year HR Business Plan. For the Special Olympics of Southern California Board, we focused on board governance, diversification, and fund-raising strategies. Here is a list of some of our nonprofit clients:

- Tierra del Sol
- Childrens Hospital Los Angeles (CHLA)
- Action on Smoking & Health (ASH)
- Automobile Club of Southern California
- Cannon Family Foundation
- First 5 LA
- LA*Vets
- National Medical Fellowship (NMF)
- National Mental Health Association of Greater Los Angeles (NMHA)
- Pasadena Senior Center
- Public Health Foundation Enterprises, Inc. (now Helluna Health Care)
- Special Olympics Southern California
- The Getty Conservation Institute
- W. M. Keck Foundation
- World Vision International

Among our public sector clients are:



We have worked on city-wide and departmental-specific projects in the City of Los Angeles. For example, we conducted a best practices HR audit of the Los Angeles Department of Water and Power with recommendations for improvement and metrics for monitoring progress.

We have performed studies for more than 30% of the Los Angeles County agencies, including the Departments of Public Social Services, Mental Health, Children & Family Services, and Public Health.



Expertise.com has named KH one of the top 18 business consulting firms in Los Angeles since 2018. Appendix B includes KH Know-How Update publications, which provide additional information about our firm.



Additional information about KH is available at our website: www.KHCG.com.



III – Team Qualifications

We provide our clients with senior team members with the expertise specifically required for a project. Our consultants are outstanding professionals with analytical orientations and experience in the not-for-profit, public, and private sectors. They have earned graduate-level education or professional certifications.

Founded in 1996, Altmayer Consulting, Inc. specializes in strategic and performance management for public agencies. **Tom Altmayer** (he/him) is its President; his practice focuses on a results-oriented approach to governance by assisting clients in clearly defining their mission, employing evidence-based decision-making to promote effective planning, designing efficient business processes, and developing a system of accountability for performance.

Tom earned his Juris Doctor and B.A. from the University of Southern California.



Lead Consultant &
Board Retreat

Because of their extensive experience in the industry, KH Vice Presidents **Bob Schilling** (he/him) and **Charlotte Maure** (she/her) will be the KH coaches available to provide coaching and facilitation services at NLACRC. Their qualifications include:

- Combined 30 years of experience as managers or executives with the Port Authority of New York & New Jersey
- Consulting experiences with dozens of clients since 1999
- Master's degrees in public administration (MPAs) from the University of Southern California
- Certifications in Integral Coaching (ICF (International Coach Federation) recognized program)
- Certification to teach introductory Integral Coaching
- 15 years combined experience in executive coaching

50 years of combined study of coaching and applying coaching principles to management



KH Coaches



Heather Sims (she/her), KH Executive Vice President, will be an advisor on this project, ensuring overall quality control. She has more than 20 years of management consulting and change management experience.

Heather is the **Organizational Culture and Stakeholder Engagement Practice Lead** at KH and specializes in the development and facilitation of stakeholder engagement techniques and tools and stakeholder input analysis as part of change management and strategic-planning efforts; organizational cultural analysis; research implementation; benchmark investigation; and market assessment.

Over the years, she has worked with Board of Trustees, chancellors, and presidents of colleges, universities, and nonprofit organizations; county board of supervisors; and other leaders on a wide range of governance, decision-making, strategic-planning, and related issues. She has facilitated retreats in accordance with Brown Act requirements for several agencies.

Her professional training is in applied anthropology, with a master's degree from the University of Maryland, College Park.



Advisor

Appendix A contains the proposed KH team's resumes.

IV – Timing and Fees

Timing

KH is prepared to begin within two weeks of notification. The coaching efforts could last six months.

Cost Estimates

Our Hourly Rates

KH never wants to sell our clients more services than they need. We are also cognizant of NLACRC's nonprofit status and offer our services at negotiated hourly rates established with master agreements with the County of Los Angeles.

Project Hours and Costs

Our estimated hours, by task and consultant, are displayed in the following table. This effort, with the two half-days board training sessions, requires approximately 100 hours of professional time at an estimated cost of \$23,900.

TASKS	Lead Consultant	KH Coach	KH Advior
	Tom Altmayer	Bob Schilling Charlotte Maure	Heather Sims
1 Document Review	8.0	2.0	1.0
2 Interviews			
Board Interviews	2.0	2.0	
Executive Interviews	2.0	2.0	1.0
3 Board Training			
Session 1 Design	10.0	2.0	4.0
Session 1 Facilitation	5.0	5.0	
Session 1 Debrief	4.0	2.0	
Session 2 Design	8.0	2.0	4.0
Session 2 Facilitation	5.0	5.0	
4 Coaching			
Board Meeting Observations (6)		12.0	
Coaching Sessions (6)		12.0	
Estimated Hours	44.0	46.0	10.0

We assume NLACRC will cover the costs of providing the site, meals, and logistical support for the training sessions. KH requests that NLACRC reimburse our travel and related costs be if the distance exceeds 20 miles each way or if we need to arrive the night before to set up. We charge mileage at the pre-approved IRS rate.

Board Training Sessions

Based on NLACRC's request for "2-3 trainings," KH has proposed two half-day Board Training Sessions budgeted at \$13,700. If NLACRC chooses the option to have one full-day Board Training Session, the estimated cost would be \$9,450.

Board Coaching Services

KH has included in its proposal 6 debrief coaching sessions for the Board President with the option to include the Executive Director or other Board members as appropriate. In addition, KH outlined, in *Section 1 – KH’s Approach*, several optional coaching services available to NLACRC. If desired, following are cost estimates for each service.

	<i>Recommended Duration</i>	<i>Cost Per Session</i>	<i>Total Cost Range</i>
Board President Coaching Program	3-4 Months	\$500	\$1,500-\$4,000
Team Coaching for Board President and Executive Director	3-6 Months	\$500	\$1,500-\$6,000
Individual Committee Chair Coaching	1-2 Sessions per Committee Chair	\$500	\$4,000-\$12,000
Group Committee Chair Coaching	1-2 Sessions	\$500	\$500-\$1,000

Appendix A: Team Resumes

Thomas L. Altmayer, JD

ROLE: Lead Consultant

FOCUS: Tom Altmayer has spent the last 20 years working with local governments and non-profit organizations in various capacities. Tom's practice has focused on consulting services to social service agencies throughout California. Prior to consulting, Tom was an attorney with a focus on local government, including serving as Assistant City Attorney for several cities in Southern California. Mr. Altmayer is a recognized expert in Strategic and Performance Management and has spoken numerous times at the Los Angeles County Quality and Productivity Commission Manager's Conference as well as other conferences.

BOARD PROCESS: Mr. Altmayer has served as an Assistant City Attorney and as a contract City Attorney for a wide range of California local governments. He is thoroughly familiar with board processes and capable of recommending effective approaches, including confirming current processes as standard practice. Tom is also a strong strategic thinker who can collaborate with clients to refine the role of boards and board members in support of organizational missions.

REPRESENTATIVE NONPROFIT CLIENTS:

- **First 5 Fresno County/Help Me Grow Fresno County** – Developed a governance structure and strategic plan for Help Me Grow Fresno County (HMG FC). HMG FC's Board involved approximately 15 members from government and community-based organizations within Fresno County. Tom worked to refine its governance structure to maximize effective representation and develop a system for routine review of organizational progress. Tom also provided coaching to the Board on best practices for governance, including the development of a Board Charter. The project also included the development of an agency-wide strategic plan.
- **Valley Children's Hospital** – Tom worked with Valley Children's Hospital to facilitate the creation of a regional Help Me Grow agency to serve the Central Valley of California. Tom facilitated a process involving 8 different counties to develop a plan for an organization dedicated to providing resources and referral options to parents and guardians of children with developmental delays. Tom developed both an initial business plan as well as a Board and governance structure for the proposed agency.
- **Pathways LA** - Currently developing a strategic plan for Pathways LA, a resource and referral agency within the County of Los Angeles. His workplan included interviews with 20 different stakeholders, partners, and staff to develop a comprehensive

environmental scan. Upon completion of the scan, Tom facilitated a series of meetings with the agency's leadership team to develop the strategic planning framework and overall plan. Tom also developed a strategy for Board oversight of the plan's implementation.

- **EPU Children's Center** – Tom worked with EPU Children's Center on the development of a Help Me Grow system within the County of Merced. His primary functions were creating an initial strategic plan for Help Me Grow Merced and developing Board policies and procedures.

FIRST 5 LA: Tom's experience with First 5 LA:

- Tom developed a performance-based contract between the agency and a strategic grantee, 211 LA, resulting in savings of \$800,000 per year. Responsible for defining programmatic goals and objectives and defining applicable performance metrics. Tom continues to serve as part of the contract management team overseeing the program.
- Tom developed a performance-based contract and monitoring program for the Los Angeles Universal Preschool (LAUP). Tom was responsible for refining the mutual goals and objectives of the agencies and developing a "performance matrix" that detailed measurable objectives and allowed for a methodology to evaluate success in achieving those objectives. Through this process, Mr. Altmayer facilitated monthly meetings for approximately one year, involving members of the LAUP Board and staff and First 5 LA Board and staff, including LA County Supervisor's Deputies.

OTHER PROFESSIONAL EXPERIENCE:

- **Burke, Williams & Sorensen, Los Angeles. Senior Attorney**
Served as Assistant City Attorney and Planning Counsel for the Cities of Santa Clarita and El Segundo. Responsible for providing legal advice on land use and planning issues, employment law, contracting, and public law issues, including the Brown Act. Additionally, provided litigation services to public agencies throughout California. Litigation specialties included employment law, land use, eminent domain, First Amendment matters, and regulatory takings. Supervised attorneys within the firm as well as outside attorneys providing legal services to the represented cities.
- **Morgan, Lewis & Bockus, Los Angeles. Associate Attorney.** Served as a litigation associate, specializing in employment litigation and land use cases.

EDUCATION & COMMUNITY SERVICE:

- *Juris Doctor*, University of Southern California
- *B.A., Political Science*, University of Southern California
- Community Service:
 - Past President, Dolores Mission School Board, Boyle Heights, California
 - Board Member, Holy Family School
 - Past President, Pasadena American Little League

Robert C. (Bob) Schilling, Vice President

ROLE: KH Coach

FOCUS: Bob is an experienced coach and consultant. He has been a contributor to major change initiatives in government and private enterprises. His prior career as an executive and manager allows him to offer practical solutions to leadership on organizational performance issues. He is comfortable in the boardroom and on the front line of operations.

Bob has an excellent record of accomplishment. He has earned the trust of his clients by developing candid, accurate insights into their challenges. He is known for honest, forthright analyses, strong, visionary recommendations, and a thorough understanding of institutional change.

COACHING: Bob has studied coaching since the mid-1980s and was certified as a professional coach in 1998. He has collaborated with clients both in the United States and internationally. He designed and implemented a combined individual and group coaching program for an executive team that led to extraordinary accomplishments overall. He has coached leaders from managers to CEOs, focusing on clarity of purpose, healthy workplace practices, speaking and hearing clearly, and the resolution of challenging work relationships. Bob has taught introductory coaching courses and has participated in the certification of new coaches in the United States and abroad.

REPRESENTATIVE COACHING CLIENTS:

- **Metrolink** - Coached Executive Director in meeting goals established by Board of Directors
- **City of Los Angeles, Los Angeles World Airports (LAWA)** – Coached Executive Director; managed team of 6 coaches working with her direct reports; Coordinated and facilitated Executive Team development sessions building on issues raised during the Coaching programs
- **County of Los Angeles - Department of Regional Planning** – Coached key members of the Executive Team. Assisted in the development of the strategic plan for the Department, identifying organization-wide strategic issues; developed succession planning approach with the Departmental senior staff; and coordinated the development and implementation of performance measurements, including outcome and workload measures
- **Other coaching clients:**
 - City of Carlsbad, California
 - County of Los Angeles, Department of Regional Planning
 - USAID – Panama
 - Human Capital Development Pty., Ltd.



- KPMG
- Unilever
- Los Angeles World Airports
- Fannie Mae
- Southern California Association of Governments (SCAG)

LAWA EXPERIENCE:

Los Angeles World Airports (LAWA), including LAX, ONT, VNY, and PMD airports

- **Airport Police Assessment Center** – Project Manager; designed and coordinated the implementation of a leadership assessment center used for the selection of Airport Police Captains
- **Industrial, Economic, and Administrative (IEA) Surveys** – 4 management audits between 1999 and 2022
- **Airport Police Organizational Design** – Project Manager; led team that developed a new organization structure for LAWA Police

OTHER KH CLIENTS:

- **City of Los Angeles**, including Development Reform, LA Parks, Department of Transportation, Department of General Services, and the Office of the City Controller
- **County of Los Angeles**, including the Office of the CEO, Public Health, Assessor, and Internal Services. Most of this work involves strategic planning.
- **City of Beverly Hills**

OTHER WORK EXPERIENCE:

- **University of Southern California**, Sol Price School of Public Policy (current)
- **Human Capital Development (HCD)**, founding Director of this rapidly growing executive training and development firm based in Singapore
- **Port Authority of New York & New Jersey**, Supervisor, Rail Programs; Supervisor, Ground Transportation, JFKIA; and Management Analyst
- **Saudi Public Transport System**, Director, Operations Staff Services, Riyadh, Saudi Arabia
- **New York City Transit Authority**, Manager, Truck Administration and Chief, Maintenance Analysis
- **MTA (Metropolitan Transportation Authority) Bridges & Tunnels** (New York City), Director, Administration

EDUCATION & TRAINING:

- Master of Public Administration, University of Southern California
- B.A., History and Political Science, Whittier College
- Certified Professional Coach, New Ventures West
- Certified Trainer, “Coaching to Excellence” Coach Training Workshop, New Ventures West

Charlotte Maure

PROJECT ROLE: KH Coach

FOCUS: Charlotte Maure applies a combination of executive coaching, metric development, strategic assessment, and executive experience to help leaders and their teams exert focused, cohesive, results-oriented change in bureaucratic and politically charged environments. She has produced strategic and operational plans, developed leaders and teams, and designed effective organizational performance measurement systems. Her experience includes process mapping design improvements.

REPRESENTATIVE CLIENTS:

- **County of Los Angeles Department of Human Resources** – Led a department-wide team to develop a mission and plans covering improvements in supporting County departments as they planned, recruited, hired, trained, and developed staff. Designed a performance measurement approach with the Department.
- **County of Los Angeles Chief Administrative Office, 211 LA**, – Conducted a performance audit of 211 LA, including reviewing training, staff care protocols, procedures related to database improvements. Developed recommendations on improving service delivery to 211 LA clients, such as warm hand-offs, and ensuring availability of services recommended.
- **County of Los Angeles Department of Regional Planning**, – Team member involved in identifying organization-wide strategic issues; developing succession planning approach and coordinating the development and implementation of performance measurements; including outcome and workload measures.
- **County of Los Angeles Department of Public Health** – Coordinated an effort to improve delivery of healthcare to the County's homeless; assisted in the implementation of the Strategic Plan
- **City of Los Angeles Department of Water & Power** – Conducted a performance audit of HR and supported implementation of the strategic recommendations emerging from the audit through facilitation of internal working groups.

OTHER WORK EXPERIENCE:

- **Schilling & Maure**, Principal – Executive coaching and project management
- **Payden & Rygel**, Senior Operations Manager
- **Port Authority of New York and New Jersey**, Deputy Director, Chief Operating Officer, General Services Department – As an executive at the Port Authority of NY and NJ, Charlotte pioneered "Cost of Doing Business" studies, in which she compared internal costs of performing the support services her Division and Department provided to the Authority with costs for contracting out the same services. She factored in all divisional and departmental overheads, contract administration costs, labor, and materials for the services. Annual analyses were performed for standard, "contractable" services such as duplicating, graphic design, stockroom/materials

management functions, records storage, fleet management, and photography. For services that were not possible to effectively contract out such as purchasing, Charlotte developed unit cost levels to compare to industry standards.

EDUCATION & TRAINING:

- B.A., *cum laude*, History, Vassar College
- Master of Public Administration, Intergovernmental Management, University of Southern California
- Certified Trainer, Affirmative Action/EEO, Interaction Management, and Meeting Planning
- Certified Integral Coach, New Ventures West
- Certified Trainer, "Coaching to Excellence," New Ventures West

Heather R. Sims, KH Executive Vice President

PROJECT ROLE: Advisor

FOCUS: As a trained anthropologist, Heather Sims applies knowledge of socio-cultural processes and a combination of qualitative and quantitative analytical skills to ensure an inclusive and holistic approach to every project. She is the **Organizational Culture and Stakeholder Engagement Practice Lead** and specializes in the development and facilitation of stakeholder engagement techniques and tools and stakeholder input analysis as part of change management and strategic-planning efforts; organizational cultural analysis; research implementation; benchmark investigation; and market assessment.

Heather is the KH Stakeholder Engagement Practice Lead and has designed, facilitated, and analyzed dozens of surveys and designed, facilitated, and analyzed the outcomes of nearly 100 focus groups, forums, town halls, and other stakeholder meetings. Clients include public, private, and non-profit organizations with survey distribution populations ranging from 50 to more than 180,000. Foci include corporate culture, customer/stakeholder satisfaction, strategic planning, organizational effectiveness, change management and activity analysis, compensation, and 360° performance evaluation, among others.

REPRESENTATIVE CLIENTS –
STAKEHOLDER
ENGAGEMENT:

- **Tierra del Sol Foundation** – KH team member that provided services to Tierra del Sol in the areas of:
 - Strategic planning
 - Accountability/decision-making accountabilities
 - Performance metrics
 - Leadership development
- **Orange County Historical Commission.** KH Team lead in assisting the Orange County Historical Commission (Commission), a citizen advisory group that is a positive and active force in the stewardship and conservation of Orange County's historical resources, develop a strategic road map. Heather compiled, summarized, and shaped the output of interviews and workshops to develop the OC Historical Commission Strategic Roadmap 2018, including thematic input for revising the Commission's vision, a simplification of Commission functions as input to revising the Commission Bylaws, a discussion of the Commission's County-wide focus, and the identification of strategic initiatives as steps necessary to develop a robust, well-running, and productive Commission.
- **Western University of Health Sciences** – KH team member conducting mixed-methods analysis on the institution's strengths, challenges, and opportunities for improvement regarding its shared governance model.
- **California Department of Conservation** – Project manager and lead consultant on a comprehensive DOC Training Needs Assessment that implemented a combined quantitative-qualitative (Q2) approach

combining feedback received from more than 400 DOC employees through 1:1 interviews, focus group interviews, and the online DOC Training Needs Assessment Survey, which included a skills self-assessment. Based on the results of the DOC Training Needs Self-Assessment Survey and follow-up discussions with DOC Division heads, KH developed a DOC Strategic Training Plan in accordance with the California Code of Regulations (CCR).

- **Los Angeles County Employees Retirement Association (LACERA) –** Lead the KH team in assisting LACERA to develop its 2023-2028 Strategic Plan. Specific tasks include the design, facilitation, and analysis of two online surveys – one of more than 180,000 members and the other of 400+ employees; design and facilitation of advisory meetings, a strategy lab, and action planning teams; and the development of the final strategic plan and roadmap with Outcomes and Key Results (OKR).
- **Los Angeles Diversion Outreach and Opportunities for Recovery (LA DOOR) –** KH investigator conducting a process evaluation of LA DOOR, including the development of the initial metrics and database for collecting and monitoring progress of LA DOOR clients, as well qualitative evaluation that includes interviewing LA DOOR project partners, and conducting focus groups with LA DOOR clients. KH has been involved in the evaluation of LA DOOR since 2018, through Cohorts 1 and 2, and currently Cohort 3.
- **County of Los Angeles, 2011-2012 Civil Grand Jury, Mitigating Needless Child Deaths –** Project Manager responsible for convening a Steering Committee composed of representatives from 10 County, City, and Nonprofit organizations and facilitating the development of recommendations that would mitigate the number of children who die each year in the custody of the Department of Children & Family Services.
- **County of Los Angeles, 2006-2007 Civil Grand Jury, Education Committee –** As part of a larger County of Los Angeles Grand Jury investigation, designed, facilitated, and analyzed an online survey of youth “aging out” out of the County of Los Angeles Department of Children and Family Services (DCFS) and Probation Department systems. The survey collected, from first-hand users, information about the effectiveness of programs provided for independent living preparation; suggested improvements for existing programs; and suggestions for new programs and services.
- **County of Los Angeles, 2005-2006 Civil Grand Jury, Education Committee –** Designed, facilitated, and analyzed an online survey available to users and providers of the Los Angeles Unified School District’s Beyond the Bell Branch after-school programs
- **Los Angeles Coalition for Linked Learning (LACLL) –** Project Manager of KH Team that facilitated a regional strategic-planning effort involving more than 70 participants representing at least 40 partner organizations. The final three-year Strategic Plan focused on regional collaboration and that identifies the function and infrastructure necessary to build and sustain a “Regional Hub of Excellence.”

- **Los Angeles Regional Adult Education Consortium (LARAEC) –**
Assisted with the design and facilitation of five half-day workshops with more than 100 participating stakeholders from the LARAEC member school districts, including district leadership, faculty, teachers, staff, students, local business partners, and community partners to discuss strategies to address:

- Curriculum alignment
- Assessment and placement alignment
- Student support services, including counseling
- Design of bridges and pathways into CTE programs
- Collaboration with businesses and other partners

This collaborative effort resulted in the development of the Regional Comprehensive Plan as required in the AB 86 Adult Education Consortium Planning Grant.

PRIOR WORK EXPERIENCE:

- **U.S. Fish and Wildlife Service, National Wildlife Refuge System,**
Cultural Resource Management, Visitor Services and Communications Division

EDUCATION:

- Masters of Applied Anthropology (M.A.A.), University of Maryland College Park, focus in Resource Management and Cultural Processes
- B.A., Anthropology, University of Louisville, Summa Cum Laude

Appendix B: Firm Qualifications



KH Know-How Update

Firm Overview

KH
CONSULTING
GROUP
MANAGEMENT
CONSULTANTS

Innovative Solutions to Management Issues

INSIDE

<i>Firm Overview</i>	1
<i>Diverse Industries Served</i>	1
<i>Management Services</i>	2
<i>Our Corporate Philosophy</i>	2
<i>KH Serves Its 200th Client</i>	3
<i>Master Agreements</i>	5
<i>A WBE, Local, and Small Business</i>	5
<i>Strategic Alliances</i>	5
<i>KH's Clients Represent Diverse Locations</i>	6

KH Know-How

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KH Core Consultants and Staff:

Gayla Kraetsch Hartsough, Ph.D.
Charlotte Maure, Vice President
Robert Schilling, Vice President
Heather Sims, Vice President
Jeffrey Hartsough
Thai V. Le, Consultant

FIRM OVERVIEW

Since our inception in 1986, KH Consulting Group (KH) has served more than 200 clients located in 25 states and 9 foreign countries. As a management consulting firm, KH offers services in strategic planning, organizational design, process improvements, human resources, management audits (including ethics and social responsibility), and accountability and performance measurements.

Our clients benefit from our ability to undertake unique assignments, introduce new management concepts, and adapt approaches proven effective elsewhere. We work closely with management to identify problems and improve performance by applying sound concepts and developing practical recommendations. Our clients value our diverse and distinctive problem-solving capabilities.

KH has served more than
200 clients located in 25 states
and 9 foreign countries.

*“Small opportunities
are often the beginning
of great enterprises.”*

– Demosthenes

DIVERSE INDUSTRIES SERVED

KH's assistance is effective because of our consultants' expertise and our familiarity with similar problems and responses in a variety of settings in the United States and abroad.

Private Sector Industries

Our private sector clients represent a spectrum of industries, including entertainment, financial services, food, health care, high technology, insurance, manufacturing, oil refining, professional services (law, consulting, engineering), real estate, telecommunications, transportation, and utilities (electric, water, and gas).

Public Sector Organizations

Our public sector clients include airports, the arts, public colleges and universities, federal government, city and county government, not-for-profit organizations, public health care, ports, public schools, and public utilities (water and electric).

Quasi-Public/Private

Among our clients are many quasi-public/private entities – e.g., enterprise governmental agencies (utilities, ports, or federal banks), Public Utility Commission (PUC) regulated companies (utilities, telecommunication companies, etc.), and private educational enterprises facing stiff competition.

These entities must apply business strategies to remain competitive in a government-regulated environment. They realize that they need to be “run like a business” and find the unique knowledge and approach KH brings to projects advantageous.

MANAGEMENT SERVICES

KH is a full-service management consulting firm, offering services in:

Strategic Planning, Innovation, and Marketing

- Development of innovative long-term strategies and short-term tactics
- Definition of policies, objectives, and goals
- Strategic planning
 - Mission, vision, and values
 - Environmental scans that assess strengths, weaknesses, opportunities, and threats (SWOT)
 - Evaluation of available options
 - Benchmarking
 - Strategic priorities
 - Assessment of resources (staffing, capital, facilities, etc.) and competencies to achieve strategic directions
 - Strategic planning workshops
- Market research and opinion surveys
- Marketing strategies
- IT strategic planning
- Contingency/disaster recovery plans

Organizational Planning, Design, and Development

- Definition of basic mission and major functions
- Organizational planning and design
- Delineation of decision-making and accountability responsibilities
- Role and composition of Boards of Directors/Trustees
- Analysis of multiple tiers of an organization or specific functions within it by:
 - Appraising existing organizational arrangements
 - Evaluating alternatives, including decentralization or centralization of key services
 - Proposing structure and staffing requirements
- Efficiency reviews and operations studies to improve productivity and expedite processes
- Implementation of organizational change, including mergers
- Performance reviews, operational audits, and management audits
- IT governance
- Process reengineering

“If opportunity doesn’t knock, build a door.”

– Milton Berle

Coalition Building and Stakeholder Engagement

- Consensus building, involving one or multiple enterprises or consortiums
- Identification and convening of coalition participants and development of strategies
- Developing a sustainable collaborative model for dialogue, decision-making, and action
- Building buy-in to mission, vision, strategy, resource, and structural alignment across participant organizations
- Internal and external stakeholder input
 - Town hall meetings, workshops, and open forums
 - Q² (qualitative and quantitative) focus groups
 - Organizational culture surveys
 - Stakeholder surveys

Human Resources

- Leadership development and training
- Team-building and executive coaching
- Salary administration studies:
 - Compensation surveys
 - Incentive strategies and compensation plans
 - New classification structures
- Staff planning, forecasting, and implementation strategies
- Management succession plans and career planning
- Performance appraisal systems, including 360° designs
- Employee communication programs
- Recruitment strategies

OUR CORPORATE PHILOSOPHY

KH has a corporate philosophy that emphasizes a strong commitment to our clients. Our charter is to:

- Serve our clients in achieving their objectives
- Offer practical and achievable recommendations
- Establish a rapport that makes our final recommendations shared conclusions
- Enable our clients to accomplish specific objectives for reasonable investments of time and money
- Treat the information developed during the course of our work confidentially
- Document our findings and recommended actions in well-honed reports that serve as useful references during implementation
- If needed, assist in implementing the recommendations

Because of our philosophy, KH delivers customized work in close cooperation with our clients. Gayla Kraetsch Hartsough, Ph.D., KH President, is frequently involved in projects and takes personal responsibility for their success.

KH CLIENTS

KH has served more than 200 clients. The number of client engagements significantly exceeds this number since we often assist with implementation and perform follow-up studies for clients.

Action on Smoking and Health (ASH)
 Advantage Printed Sportswear
 AECOM Technology Corporation
 Allan Hancock Joint Community College District (AHJCCD)
 Arizona Nuclear Power Project of Arizona Power Company
 Auto Giant
 Automobile Club of Southern California
 Bank of America
 Bernard Krief (France)
 Beverly Hills, City of
 Blue Cross of California
 Blood Systems, Inc.
 Cabrillo Crane & Rigging
 California State University System
 CalOptima
 Carlsbad, City of
 Chabot-Las Positas Community College District
 Childrens Hospital Los Angeles (CHLA)
 China, Republic of, Government
 Jiangsu
 Shenzhen
 City Electric
 Community Redevelopment Agency of the City of Los Angeles (CRA/LA)
 Confidential Client (a large international engineering and consulting firm)
 Confidential Client (IT)
 Consortium of Health Insurance Carriers
 Contra Costa Community College District (CCCCD)
 Daimler Chrysler Canada Inc.
 Day Runner, Inc.
 D.C. Credit Services
 Denver, City and County of
 Denver Rose Medical Center
 Dix-See Sales
 Dean Witter Reynolds
 Dynasty Classics
 Eastern New Mexico University
 Edison International:
 Customer Service Business Unit
 Customer Energy Services Division
 Health Care Department
 Edutrain Charter School
 El Camino College
Employers' Health Care Coalition of Los Angeles
 Everex, Inc.
 FactorNine
 Federal Home Loan Bank of Boston
 Federal Housing Finance Board and the 12 Federal Home Loan Banks
 First 5 LA (Los Angeles County Proposition 10 Commission)
 First Boston Corporation
 GE Capital – ResCom
 The Gas Company

The Getty Conservation Institute
 Glendale Community College District
 Glendale (California) Unified School District, Board of Education
 Home Express, Inc.
 Hong Kong Shanghai Bank Corp. (Singapore)
 HQ Office Supply
 Illinois Power Company
 Indonesia, Government
 Iowa Board of Regents
 Iowa State University
 ITT Canon and ITT Gilfillan
 James Gile and Company
 Kaiser Permanente
 Kern Community College District (KCCD)
 LA★Vets
 Long Beach Community College District
 Los Angeles Regional Adult Education Collaboration (LARAEC)
 Los Angeles City Employees Association (LACEA)
 Los Angeles, City of:
 Bureau of Engineering
 City Council
 Department of Airports
 Department of Building and Safety
 Department of City Planning
 Department of Transportation
 Department of Water & Power
 Development Reform
 General Services Department
 Harbor Department
 Los Angeles Police Department (LAPD)
 Office of the Chief Legislative Analyst (CLA)
 Office of the City Administrative Officer (CAO)
 Office of the Controller
 Office of the Mayor
 Personnel Department
 Recreation and Parks (RAP)
 Los Angeles Coalition for Linked Learning (LACLL)
 Los Angeles Community College District (LACCD):
 Office of the Chancellor
 East Los Angeles College
 Los Angeles Trade-Technical College
 Los Angeles, County of:
 Ad Hoc Panel on the Management Appraisal and Performance Plan (MAPP)
 Agricultural Commissioner/Weights & Measures Department
 Auditor-Controller
 Board of Supervisors
 Executive Office for the Board of Supervisors
 Assessment Appeals Division in the Executive Office
 Community Development Commission (CDC)
 Department of Beaches & Harbors (DBH)
 Department of Children and Family Services (DC&FS)
 Department of Health Services (DHS)
 Department of Human Resources (DHR)
 Department of Public Health
 Department of Public Social Services (DPSS)
 Department of Public Works (DPW)
 Department of Regional Planning (DRP)
 Information Technology Service
 Internal Services Department (ISD)
 Office of the Assessor
 Office of the Chief Executive Officer (CEO)
 Office of the Registrar-Recorder

Office of Small Business/Small Business Commission
 Office of Unincorporated Area Services (OUAS)
 Public Library
Sheriff's Department
 Treasurer and Tax Collector (TTC)
 Los Angeles County Civil Grand Jury
 1999-2000; 2000-2001; 2002-2003; 2003-2004; 2004-2005;
 2005-2006; 2006-2007; 2007-2008; and 2011-2012
 Los Angeles Department of Water & Power (DWP)
 Los Angeles Higher Education Roundtable
 Los Angeles Homeless Services Authority (LAHSA)
 Los Angeles Metro
 Los Angeles Regional Adult Education Consortium (LARAEC)
 Los Angeles Unified School District (LAUSD)
 Los Angeles World Airports (LAX, ONT, VNY, PMD)
 Marriott Corporation
 Marymount College
 Matco
 Maui & Sons
 Mayo Clinic Scottsdale (MCS)
 Megabazaar
 Metrolink
 Metropolitan Water District of Southern California
 Modern Mode
 Montgomery Watson Americas, Inc.
 National Coach
 National Medical Fellowship (NMF)
 National Mental Health Association of Greater Los Angeles
 Northwestern University/Evanston Research Park
 OC Parks
 Ocean Pacific Sunwear, Ltd.
 Orange, County of, Department of Human Resources
 Orange County Transit Authority (OCTA)
 Omniplan, City of West Covina (California)
 Pak-Poy & Kneebone, Ltd., of Australia
 Pasadena Senior Center
 Pico Rivera, City of
Pink's Famous Chili Dogs
 Pioneer Refining (Singapore)
 Port Authority of New York-New Jersey (including JFK, LGA,
 EWR, TEB airports)
 Port of Long Beach
 Port of Los Angeles
 Port of Oakland (including OAK airport)
 Public Health Foundation Enterprises, Inc.
Queen's Health Care Plan
 Radnet (Medcom)
 Real D Cinema
 Rice and Siegel Law Firm
 SRI International
 SAG-AFTRA
 San Bernardino, County of, General Services Group,
 Department of Information Services
 San Diego Unified Port District
 San Francisco Community College District
 San Jose/Evergreen Community College District
 Saudi Arabia
 Ministry of Higher Education
 Saudi Arabian Marketing and Refining Company (SAMAREC)
 Scientific Micro Systems (SMS)
 Sega of America

Servatron
 Shorebreak Unlimited Inc.
 Sierra West – Big Dogs
 Siller Brothers, Inc.
 Small Business Development Center (SBDC) Network
 Snell and Wilmer Law Firm
 South Australia Department for Transport, Energy and
 Infrastructure
 Southern California Tees
 South Los Angeles Transit Empowerment Zone (SLATE-Z)
 Southland Master Distributors
 Southwestern College (Chula Vista, CA)
 Special Olympics of Southern California (SOSC)
St. John's Regional Medical Center (Oxnard, CA)
St. Joseph's Hospital and Medical Center (Phoenix, AZ)
 State of California, Office of the Chancellor for the Community
 Colleges
 Systems & Computer Technology Corp. (SCT)
 Taiwan Federal Government, National Civil Service Institute
 Tehachapi Valley District Hospital (California)
 Telecommunication Management International (TMI)
 Telstra Enterprise & Government (Australia)
 Texas Utilities Electric (TU)
 Tierra del Sol
 Traditional Industries
 Transamerica Pension Services
 Travelers Insurance
 TW Graphics
 Unitel (Canada)
 University of California at Los Angeles (UCLA):
 Campus Human Resources (CHR)
 Campus Police
 Custom Programs & Corporate Education Programs
 Executive Education
 Facilities Management and Environmental Health
 Student Affairs
 University of Nevada Las Vegas (UNLV)
 University of Iowa
 University of Northern Iowa
 University of the Pacific
 University of Southern California (USC):
 Facilities Maintenance and Operation
 International Public Policy and Management (IPPAM)
 Norris Cancer Center
 Parking and Transportation Services
 U.S. Department of Health and Human Services (DHHS):
 Health Care Financing Administration (HCFA)
 Health Resources and Services Administration (HRSA)
 U.S. Department of Labor, Employment and Training
 Administration
 U.S. Veterans Administration, Sepulveda VA Medical Center
 Van de Kamps Bakery
 Ventura County Community College District (VCCCD)
 Washoe Medical Center (Nevada)
 W. M. Keck Foundation
 World Vision International
 Zenith Insurance

MASTER AGREEMENTS

KH has the following Master Agreements with governmental agencies:

- **Office of the Chief Executive Officer, County of Los Angeles:** Strategic Planning, Customer Service, Performance Measurement, and Special Studies
- **Office of the Auditor-Controller, County of Los Angeles:** Management Audits and Special Studies
- **Office of the Controller, City of Los Angeles:** Management Audits and Special Studies
- **Los Angeles World Airports (LAWA):** Audit Services
- **University of California, Office of the Chancellor**
- **Port of Los Angeles:** Master Agreement for Management Consulting Services
- **State of California, Department of General Services (DGS):** Master Agreement to perform Business Management Consulting Services

To be certified as a firm capable of conducting performance reviews or management audits, KH has completed several Peer Review processes, as per the U.S. Government's Yellow Book requirements.

A WBE, LOCAL, AND SMALL BUSINESS

For our Public Sector clients:

- KH meets the requirements of the U.S. Federal Government, State of California, City of Los Angeles, and County of Los Angeles as a Small Business Enterprise (SBE)
- KH is recognized by the City of Los Angeles and County of Los Angeles as a Local Small Business Enterprise (LSBE) and Community-Based Enterprise (CBE) respectively
- KH is certified as a Women Business Enterprise (WBE) by various agencies within California and in other states
- KH has been designated by some agencies as a Disadvantaged Business Enterprise (DBE)

“The secret of change is to focus all of your energy, Not on fighting the old, But on building the new.”

– Socrates

STRATEGIC ALLIANCES

KH began developing strategic alliances in the mid-1980s as a means of bringing needed expertise to client engagements at reasonable costs. In addition to KH's core of professional project managers and consultants, we maintain continuing relationships with consulting firms and professionals practicing in specialized areas. If appropriate, these professionals are engaged as consultants on our KH study teams. The routine blending of experienced KH consultants and expert outside consultants has enabled KH to respond to a wide range of requests for services. It permits KH's team to consider complex, controversial issues in a professional and conceptually sound manner.

Over the years, KH has worked on projects with:

- ACCENTURE
- APM
- ARTHUR D. LITTLE AND COMPANY
- BARRINGTON WELLESLEY GROUP (BWG)
- BERNARD KRIEF MANAGEMENT CONSULTANTS (FRANCE)
- BOOZ ALLEN HAMILTON
- CLAREMONT STRATEGIES GROUP
- DAVID M. GRIFFITH & ASSOCIATES
- DELOITTE
- EPSTEIN & FASS
- FIRST BOSTON CORPORATION
- GE CONSULTING
- HARVEY ROSE ACCOUNTANCY CORPORATION
- HUMAN CAPITAL DEVELOPMENT (HCD) (Singapore)
- NEW DAY MANAGEMENT GROUP
- HERRON INTERNATIONAL (THE JCM GROUP)
- PAK-POY & KNEEBONE CONSULTING ENGINEERS (ADELAIDE, AUSTRALIA)
- RONALD DOADES & COMPANY
- SCHILLING & MAURE
- SEDGEWICK
- STONE & WEBSTER MANAGEMENT CONSULTANTS INC. (SWMCI)
- TELECOMMUNICATION MANAGEMENT INTERNATIONAL (TMI)
- WILLIS TOWERS WATSON (formerly TOWERS PERRIN)
- URS GREINER

“Unless commitment is made, there are only promises and hopes... but no plans”

– Peter Drucker



**KH'S CLIENTS
REPRESENT
DIVERSE
LOCALITIES**

UNITED STATES

Alabama

Tuskegee

Arizona

Phoenix
Scottsdale

California

San Francisco Bay Area
Evergreen
Livermore
Martinez
Menlo Park
Oakland
Pittsburg
Pleasanton
San Francisco
San Jose
Greater Los Angeles Area
Burbank
Culver City
East Los Angeles
Glendale
Inglewood
Long Beach
Los Angeles
Monrovia
Montebello
Pasadena
Pico Rivera
Rosemead
San Bernardino
San Pedro
Santa Monica
Orange/San Diego
County Area
Carlsbad
Fullerton
Garden Grove
Orange

San Diego
Santa Ana
Santa Barbara/
Central Valley
Bakersfield
Oxnard
Porterville
Ridgecrest
Santa Barbara
Santa Maria
Stockton
Tehachapi
Colorado
Denver
Connecticut
Hartford
District of Columbia
Washington, D.C.
Florida
Tallahassee
Georgia
Atlanta
Hawaii
Honolulu
Illinois
Evanston
Decatur
Indiana
Bloomington
Iowa
Ames
Cedar Falls
Des Moines
Iowa City
Louisiana
New Orleans
Maryland
Bethesda
Rockville
Massachusetts
Boston
Cambridge
Michigan
Detroit
Nevada
Las Vegas
Reno

New Jersey
New Mexico
Portales
Roswell
Ruidoso
New York
New York City
Pennsylvania
Philadelphia
Texas
Dallas
Houston
Tennessee
Nashville
Virginia
McLean
Wisconsin
Madison

OTHER COUNTRIES

Australia
Adelaide, South Australia
Sydney, New South Wales
Canada
Bramalea, Ontario
Brampton, Ontario
Toronto, Ontario
Vancouver, British
Columbia
China
Jiangsu
Shenzhen
Czech Republic
Prague
France
Paris
Saudi Arabia
Jeddah
Indonesia
Jakarta
Singapore
Taiwan
Taipei

*“Success is not final; failure is not fatal:
It is the courage to continue that counts.”*

– Winston S. Churchill

Additional descriptions of KH firm capabilities, including a general KH firm brochure, are available upon request.

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KH Know-How Update

Nonprofit Organizations

KH
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CONSULTANTS

KH Services Not-for-Profit Organizations

INSIDE

<i>KH Services Offered</i>	<i>1</i>
<i>Master Agreements</i>	<i>2</i>
<i>Representative KH Not-for-Profit Projects</i>	<i>3</i>

KH Know-How

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Thomas Greer
Jeffrey Hartsough
John Kirby
Charlotte Maure
Yvonne Nguyen
Robert Schilling
Lorri Shundich
Heather Sims Silva

KH SERVICES OFFERED

KH is a full-service management consulting firm. We offer services in:

- Strategic Planning
- Organizational Design
- Business Process Re-engineering
- Human Resources
- Information Technology (IT)

KH services address these developing challenges and shifting demands. KH's clients struggle to change their organizational structures, learn new ways to work, and invest in the technology they must have to meet the expectations of their constituents. Utility clients find that they need better strategies, improved organization design, and better ways to adopt emerging technology. KH specializes in quasi-governmental entities that are highly regulated but must operate as a profitable operation.

All of this must be balanced with traditional missions in environments where resources cannot be increased as rapidly as cumulative expectations. This represents a thorny problem in strategic design, and it requires innovative ways to measure and communicate the accomplishments of the utilities.

KH develops practical, workable recommendations. More importantly, KH builds the consensus so critical to rapid adoption of new ways of working. Consensus, in turn, allows KH clients to reap the benefits of improved strategy, organizational design, and Balanced Scorecard performance measurements in a timely fashion.

In the public sector and for not-for-profit, KH focuses on improving performance for a wide range of essential services, programs, operations, and administrative functions. We work with client organizations to create new visions of success, and we deliver the tools and support to make these visions real.

CONTINUED



Our larger studies primarily involve:

Strategic Planning. KH's Strategic Planning practice:

- Facilitates strategic planning and assists with preparation of strategic plans or master plans
- Analyzes customer satisfaction; evaluates different scenarios for service delivery
- Assesses an organization's resources (staffing, capital, facilities, etc.) and competencies to determine if they are sufficient for achieving the desired strategic directions
- Assesses environmental and competitive situations
- Conducts market research, including community needs assessments and opinion surveys
- Evaluates options (acquisitions, divestitures, mergers) available to enterprises and selects among them
- Structures strategic initiatives to achieve strategic goals and objectives
- Defines policies, objectives, and goals for building a long-term competitive advantage
- Delineates strengths, weaknesses, opportunities, and threats (SWOT analysis)
- Prepares Balanced Scorecards for accountability and achievement of Strategic Plans
- Analyzes an organization's external environment and competition
- Analyzes market position and opportunity; evaluates different scenarios for product, geographic, and service diversification
- Conducts Board and management planning retreats

Organizational Assessments and Management Audits.

Even the most successful organizations periodically need an outside assessment of current management, operations, and organization design. These reviews provide executive management and elected boards with an improved understanding of the existing organization, and sharpened insights on where improvements can be made. KH has developed a comprehensive, thorough, and highly cost-effective approach to these assignments. A typical evaluation includes:

- Use of one or more advisory groups, including union representatives, to ensure that the study addresses constituent concerns
- Broad-based input from the community, employees, and management for stakeholder and customer input
- In-depth probing into problem areas
- Thorough review of findings and recommendations with management, advisory groups, and others who would be affected by the outcomes
- Integration of recommendations with existing strategies, operations, and plans

Business Process Reengineering. The conflict created when rising standards and expectations collide with declining revenues requires radical change. For many public sector entities today, incremental change will no longer suffice. Reengineering takes advantage of analytical

techniques and advanced technology, proven in the private sector, to improve productivity and quality of services significantly for organizations that:

- Face serious financial difficulty, necessitating major cost reductions, improved service, quality, or higher service levels
- Currently perform adequately, but foresee changes that will severely challenge them
- Lead their peers and want to maintain their status

Representative KH Not-for-Profit Projects

KH's projects have varied in size and scope, as shown in the following descriptive summaries. We conduct small and large studies – both in terms of dollar amount and complexity of management issues. KH has performed more than 200 consulting studies in 25 states and 6 foreign countries.

We have a track record of providing our clients with a thorough and well-documented set of alternatives for their consideration. The detailed processes that lead to conclusions ensure that the alternatives developed are all feasible and applicable. Our approach to sharing developing ideas throughout the study ensures “buy-in” and commitment to the final recommendations, thus facilitating implementation.

Getty Conservation Institute (GCI) of The J. Paul Getty Trust

LOS ANGELES, CALIFORNIA

KH was retained to design a matrix structure and human resources tools to support the new strategic directions of GCI, one of five institutes at The J. Paul Getty Trust.

► Design of a Matrix Organizational Structure

The GCI concluded that its mission should be to manage conservation projects through international partnerships and contracted experts. Therefore, given the new project orientation, a matrix structure model was determined to be the optimal approach.

KH worked closely with GCI executives, project managers, and employees to understand what had worked in the past, what were the unique project challenges, and what kinds of organizational structures would help manage the complexities of operating more than 100 projects worldwide. The outcome was a matrix structure designed along discipline lines (science, conservation, communications and information, and administration) and projects themes (heritage recognition, monuments, artifacts, new knowledge about the field (“think” tank).

► Accountability and Decision-Making Matrices, New Job Descriptions, and Performance Appraisal Plan

After the adoption of the new structure, KH revised the job descriptions, worked closely with the Operations Committee to develop accountability and decision-making matrices for the new structure, and designed a

new performance appraisal plan that linked performance to the Strategic Plan and project initiatives.

The California Children and Families Commission (Proposition 10)

The California Children and Families Commission, created by Proposition 10, supports children from prenatal to age 5 by creating a comprehensive and integrated system of information and services to promote early childhood development and school readiness. The initiative, approved by voters in November 1998, added a 50 cent-per-pack tax to cigarettes and a comparable tax to other tobacco products. Proposition 10 generates approximately \$700 million annually, which supports the State initiatives and all of the counties.

Each county has set up agencies to administer their share of Proposition 10 revenues and develop innovative solutions to address the unique issues faced by prenatal to 5 year olds in their jurisdictions. KH has worked with two of these agencies.

► First 5 LA: Multiple Tasks

KH has supported First 5 LA since its inception through a variety of assignments: an organizational review, a senior management development program, a compensation review, executive coaching, and facilitation of the Board's annual performance review of the Executive Director.

► First 5 Orange County: Management Audit and Strategic Planning

KH has undertaken two assignments with First 5 Orange County: 1) a management audit and reorganizational study; and 2) the facilitation of a human resources strategic plan.

Los Angeles Universal Preschool (LAUP)

► Performance Measurement

LAUP is an independent public benefit corporation created in 2004 and funded by First 5 LA. LAUP's goal is to make voluntary, high-quality preschool available to every 4-year-old child in Los Angeles County, regardless of their family's income, by 2014.

LAUP is guided by a 10-year Master Plan developed by hundreds of educators, parents, government officials, and business and community leaders. To build this plan, LAUP is bringing resources together from across the county in support of early childhood education. When LAUP has reached full scale, funded classrooms will serve more than 100,000 4-year-olds.

KH supported the Executive Director and its Personnel Committee in the development of performance criteria for the Executive Director.

County of Los Angeles, Department of Public Health, United Homeless Healthcare Partners

The County of Los Angeles is home to the largest population of homeless people in the United States. On any given night, more than 88,000 individuals are homeless and on the streets of the County. Every year, more than 250,000 people will experience homelessness in the region. The Departments of Health Services and Public Health are addressing the healthcare needs of the County's homeless through a strategic planning process that involves a coalition of service providers, public agencies, related organizations, and foundations.

► Strategic Planning

KH assisted with:

- Convening the diverse organizations concerned with homeless healthcare and directing the development of a strategic plan that will close the gaps between the need and available services
- Testing various models of governance, service delivery, and policy development
- Identifying best practices in this area and adapting them to fit the region
- Establishing a formal network of organizations called United Homeless Healthcare Partners (UHHP) that is now a project of Community Partners, an incubator of non-profit organizations
- Securing grant funding to continue UHHP
- Producing a regional planning conference attended by 200 homeless healthcare providers and advocates from across Los Angeles County
- We developed Path Planning to assist in career identification, became entrepreneurial on behalf of our artists in the development of an art center, developed jobs and paid work experiences and most recently, claimed our place on the campuses of community colleges to help people attend college and benefit from Supported Education.

Tierra del Sol Foundation

SUNLAND, CALIFORNIA

Tierra del Sol Foundation (established in Sunland in 1971) provides direct service to five hundred men and women with developmental disabilities, helping them to contribute to society through community volunteerism, creative artistic expression, and gainful employment. Specific services include:

- Path Planning to assist in career identification
- Providing an art center space to show and sell client artwork

- Identifying and providing the opportunity for clients to have paid work experiences
- Helping clients attend college and benefit from Supported Education

► Strategic Planning

KH was retained to assist with the development of Tierra del Sol Foundation's first Strategic Plan. KH worked closely with executive management to refine the existing vision, mission, and values, and identify and refine the organization's strategic priorities. The strategic-planning process has now been institutionalized and Tierra del Sol Foundation revisits and refines their strategic plan annually.

► Performance Metrics and Accountability Matrices

KH assisted Tierra del Sol Foundation develop and pilot performance metrics for three of its programs. Working closely with the Program Director and Program Managers for each program, KH developed a customized performance metrics program that, on a monthly basis, captures information on:

- Program Viability
- Health, Safety, and Program Compliance
- Internal Program Management and Operations
- Program Outcomes and Performance Measurements

The Performance Metrics matrices allow programs to capture monthly snapshots of their and track trends over periods of time. KH is currently working with additional programs to develop their matrices, with an end goal of implementing the performance management program organization-wide.

► Risk Management

In preparation for its recertification by the Commission on Accreditation of Rehabilitation Facilities (CARF), KH assisted with the revision and refinement of Tierra del Sol's Risk Management Program. The effort resulted in a multi-volume Risk Management Manual and helped Tierra del Sol Foundation earn an EXEMPLARY accreditation in the highest standing by CARF.

Since the initial development of the Risk Management Manual, KH has begun facilitating the development of performance metrics that parallel Risk Management Manual to ensure that the Risk Management Program is effective and efficient.

► 360° Evaluation

KH assisted Tierra del Sol Foundation with the development and pilot of a 360° evaluation process for executive management. KH worked with executive leadership to create the 360° evaluation document and

process. Once finalized, KH facilitated the process and provided an analysis of the results.

KH facilitated the 360° evaluation a second time, and is looking forward to expanding the process to include program directors and program managers.

► Exempt Performance Evaluation

KH assisted Tierra del Sol Foundation with the development and implementation of a new exempt performance evaluation form and process. Working closely with HR and executive management, KH created a customized evaluation tool and process that has now been fully implemented. KH will work with Tierra del Sol to monitor the effectiveness of the evaluation tool and make refinements as is necessary.

► Coaching and Teambuilding

During our several-year engagement with Tierra del Sol Foundation, KH has provided executive coaching, management coaching, and teambuilding services for Tierra del Sol employees and program teams on several occasions.

LA★VETS

LOS ANGELES, CALIFORNIA

► Management Audit

This demonstration project's objective was to form a public-private sector partnership to address the issue of formerly homeless veterans in the Los Angeles area. Los Angeles has a population of approximately 270,000 homeless veterans. A real estate developer entered into the partnership with the Century Housing Authority and the Westside Veterans Administration (VA) Medical Center's Comprehensive Homeless Center. Financed through the Century Housing Authority (with \$5.6 million in funding), the developer remodeled the former dormitory at Northrop University, renamed the Westside Residence Hall. The Hall is located in Inglewood, near the Los Angeles International Airport (LAX). The VA screened potential residents, furnished counselors, and conducted random drug testing. Residents were required to be drug-free and non-alcoholic to remain residents. The new center assisted veterans by furnishing career, transitional, and personal counseling, as well as job counseling and training opportunities to seek employment. In exchange, the veterans paid rent for a room in a suite and two meals per day.

KH was retained to conduct a management audit to determine how the model could be enhanced and if the model could be replicated. Much of the success of the program was the result of the dedication, hard work, and long hours of the developer who had a

vision of providing a network of such facilities throughout the United States. Century Housing was concerned that the model was dependent on a single entrepreneur. During the course of the audit, the developer turned a modest profit of 5% once the facility exceeded 300 residents. After KH completed the audit, the model was expanded to the former naval facility in Long Beach for formerly homeless veterans and families and individuals seeking low-income housing. A management team operates the original Northrop site on a day-to-day basis, thereby freeing the entrepreneurial developer to pursue new projects across the nation.

To date, more than 1,250 homeless veterans, including 325 current residents, have been served at Westside Residence Hall. More than 80% graduated from Westside with sobriety, new social and technical skills, and hope for a positive future. Moreover, the Department of Veterans Affairs (VA) conducted a review that estimated that more than \$14 million in taxpayer dollars are saved annually in decreased re-hospitalization costs.

Pasadena Senior Center (PSC)

PASADENA, CALIFORNIA

► Strategic Planning and Operations Review Study

PSC was one of eight recipients of an \$80 million endowment from the Margaret Bundy Scott Trust Fund. Each year, PSC was to submit a proposal to the Trust Fund, outlining its needs, requesting special funding, and demonstrating how the funding would complement its proposed strategic directions.

In the initial years of the Trust, PSC received marginal funding because of a lack of a well-formulated, articulated strategic plan. The PSC Board of Trustees retained KH to conduct a strategic planning study. KH surveyed 10,000 Pasadena households (with individuals aged 50 or older) to determine senior citizens' needs. KH designed the mailed survey and coordinated the sorting, mailing, and compilation of results. We also worked closely with City of Pasadena officials regarding program needs for the elderly. As part of our analysis, we reviewed program requirements for education, recreation, and services for senior citizens. KH then conducted a series of goal-setting workshops with the Board of Directors. As a result of the objectives established in these workshops, KH worked with Board members and staff to develop specific strategies, tactics, and plans for achieving the goals.

KH also completed an organizational and operations review of PSC's structure, staffing, facility constraints, and management processes, including financial systems. Since then, PSC received the needed funding to build a new, state-of-the-art Senior Center.

W. M. Keck Foundation

LOS ANGELES, CALIFORNIA

► Operations Review

SUBCONTRACT WITH TOWERS PERRIN

During Phase I, KH surveyed 320 grant applicants concerning the Foundation's image, procedures, selection criteria, etc. KH designed the telephone survey, conducted the survey with The Gallup Organization, and analyzed the results. During Phase II, KH assisted with developing operating policies and procedures for the Foundation.

World Vision International (WVI)

► Worldwide Distributed Human Resources Functions

KH determined which WVI human resource functions were best performed centrally; which should be performed in the donor nations (primarily in North America, Europe, and Australia); and which should be performed in the field in Asia, Africa, and South America. As part of this study, KH conducted a survey worldwide, performed extensive interviews, and identified what functions could best be performed on a decentralized focus.

Note: While with Towers Perrin, Dr. Kraetsch Hartsough developed a strategic plan for worldwide recruitment of expatriates and contract employees, particularly in the health care professions, to meet staff shortages in undeveloped countries. These systems allowed WVI to recruit ten times the number of individuals recruited in the past by increasing current recruitment staffing levels by three.

National Mental Health Association (NMHA) of Greater Los Angeles

► Strategic Planning Study

SUBCONTRACT WITH TOWERS PERRIN

KH interviewed 50 mental health opinion leaders, including psychiatrists, psychologists, social workers, service providers, family members of mental health patients, legislators, and other associations professionals. The purpose of the interviews was to determine how NMHA should best use a recently inherited trust. KH also interviewed major foundations in the Los Angeles area to solicit their input. Towers Perrin used the information KH gathered to prepare a strategic plan for NMHA.

Public Health Foundation Enterprises, Inc. (PHFE)

CITY OF INDUSTRY, CALIFORNIA

► Strategic Planning

KH worked with the Board of Trustees and the Executives of PHFE to develop its first strategic plan. This process involved four all-day, off-site retreats with board members and PHFE executives and managers.

KH was then retained to assist with implementation of the new plan.

ASH (Action on Smoking and Health)

WASHINGTON, D.C.

► Board Retreat

KH facilitated a Board retreat for ASH, focused on prevention of smoking.

Los Angeles City Employees Association (LACEA)

► Compensation and Merit Pay Plan

For the LACEA Board, KH developed a Merit Pay Plan, applying pay-for-performance concepts, for all LACEA management and employees. KH also established a new pay plan, with base pay scales competitive with local market conditions.

Special Olympics Southern California (SOSC), Part of Special Olympics International

LOS ANGELES, CALIFORNIA

► Board Policies and Procedures

SOSC is the largest state organization of the Special Olympics International. The Board of Directors retained KH to update its policies and procedures. KH interviewed the individual Board members; offered advice regarding different policy options, particularly in such areas as Board membership, roles, responsibilities, and financial management; and prepared draft policies and procedures. KH presented these policies and procedures at a SOSC Board retreat and then made the necessary revisions. The Board then adopted the policies and procedures.

WHY HIRE KH?

In these dynamic times, boards, corporate executives, educational leaders, elected officials, and public sector administrators retain KH because of their need to:

- Bring about change from within
- Accomplish specific initiatives despite internal time pressures and staff constraints
- Remain or become a regional, state, national, or international leader in their industry or market (and potentially to counter competitive actions that might erode their current market position)
- Acquire special expertise and tools
- Solicit a fresh perspective, as well as independence, objectivity, and discretion
- Bypass both “politics” and natural resistance to examination and change, particularly in environments with diverse agenda
- Solicit external, professional opinions without the risk of prejudice (i.e., internal managers may be defensive when their operations are under review)
- Obtain insights into “best practices” and “lessons learned” at other comparable companies and organizations
- Have nothing taken for granted, including data that might otherwise be overlooked or unused (e.g., consultants can ask “naïve questions” such as “why are you doing that task that way?”)
- Leverage respected external authorities before their boards or executive team

Additional descriptions of KH firm capabilities, including a general KH firm brochure, are available upon request.

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Coaching

KH Know-How Update

KH
CONSULTING
GROUP
MANAGEMENT
CONSULTANTS

KH Provides Executive Coaching

KH SERVICES OFFERED

KH is a full-service management consulting firm. We offer services in:

- Human Resources
- Strategic Planning
- Organizational Design
- Process Improvement
- Change Management

In the public sector, KH focuses on improving performance for various essential services, programs, operations, and administrative functions. We work with client organizations to create new visions of success, delivering the tools and support to make these visions real.

Since 1986, KH has served more than 200 private corporations and public sector clients in 9 foreign countries and 25 states in the United States.

KH Know-How

Inquiries about our services may be directed to:

Gayla Kraetsch Hartsough,
Ph.D., President



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Los Angeles, CA 90067

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KH APPROACH TO COACHING

When our clients choose KH, they are investing in the future they see for themselves through coaching. The guiding principle of our coaching program is to leave our clients able to:

- Achieve excellent and sustainable performance
- Correct their own actions
- Provide their own inspiration to act effectively

Our coaching engagements follow a structured process.

► Agreement

First, the KH coach and client meet to ensure and agree that they are a good match and can work well together. They also discuss the desired outcomes of a coaching program.

► Assessment

During the assessment we work with the client to refine the purpose and desired outcomes of the program and determine what competencies, skills, abilities, or relationships should be developed. The KH coach explores how the client has previously tried to solve the identified issues and what has or has not been successful in the past. We may also implement instruments that support client development such as MBTI, Enneagram, and 360° interviews.

► Program Development

Based on the assessment, the KH coach designs a program with elements that map and support client development from the current competency level to desired outcomes. These elements include exercises, self-observations, and practices supporting client development. Prior to assigning program activities to the client, obstacles to success and support strategies for overcoming these obstacles are discussed and agreed upon.

Full coaching programs generally last six months, allowing the client to fully adopt new ways of approaching challenges.

► Regular Coaching Conversations

We coach the client on topic-related areas of urgent or immediate difficulty, and assignments are fine-tuned to adjust to the client's pace of learning or workplace demands and challenges.

Typical coaching conversations include:

- The client's observations about him/herself and others
- How well the practices are working
- How well his or her underlying narrative supports success
- How the program is going and what the client is learning

► Coaching Program Evaluation

We typically check in with clients twice during a typical six-month program – at the end of month 3 and month 6 – to monitor progress. We encourage the client to seek external input regarding observed differences in behaviors or outcomes. This allows the KH coach and client to base their assessments on how well new approaches have been applied in real organizational settings and how well they have worked.

OUR KH COACHES

Our KH coaches consistently produce effective and sustained results through a combination of:

- Extensive training and experience as professional coaches, coach supervisors, and trainers
- Advanced degrees in Public and Business Administration
- Insight into Public agencies based on first-hand knowledge and experience gained from previous career roles in the Public sector and multiple years of public-sector coaching and consulting. Two of our KH coaches have extensive executive experience at the Port Authority of NY & NJ and have run consulting and executive coaching programs at LAWA and the Port of Long Beach, among others.
- Application of tools (Divine Inventory, Appreciative Inquiry, 360 Feedback)

EXAMPLES OF COACHING TOPICS

While the issues presented by our clients are not unique, the solutions for each client are. They are based on each client's development needs, such as:

► Staff Motivation

A client observed that he needed to keep a distance from his subordinates or could not “make them complete their assignments.” He was unaware that his narrative – his job was to make his people work, theirs was to do the least possible – interfered with his organization's ability to achieve. To learn about other models that he could consider, we asked him to observe his own behavior in relation to his superiors to notice whether they treated him in that manner, and if not, to write down what approaches they used to encourage excellent performance of himself and his team.

► Delegation

A client was frustrated because her direct reports were not meeting her expectations in responding to her direction. Our client brought her log of business-related requests and promises to the coaching session. We asked her whether there were any patterns in successes and disappointments. She identified disappointment inconsistencies in two areas: lack of clarity about deadlines, and inability of certain individuals to say no or make counteroffers when she requested them. To address those issues, we developed three practices to follow: 1.) include specific deadlines for each request; 2.) second to hold conversations with each of her direct reports about their “right/obligation” to push back when they don't think they have the capacity to complete her requests, managing the conversation so that her direct reports spoke more than she did; 3.) add a column to her log about whether a “no” or a “counter offer” was made to her requests.

► Overwhelm

A client reported feeling overwhelmed by work demands. We recommended four practices:

- Practice a 15-second breathing exercise to calm her when she noticed she was particularly upset
- Analyze her calendar to identify items that can be delegated, deferred, or eliminated
- Develop a top-priorities list and review it weekly to assess progress
- Promise to take on new deadlines, as much as practical, only after she assessed her capacity to meet those deadlines by calendaring time to work on them or delegating to others

September 24, 2025

Megan Mitchell
Director of Privacy and Compliance
Contract Administration and Privacy Department
North Los Angeles County Regional Center
9200 Oakdale Ave., Suite 100
Chatsworth, CA 91311

RE: Board Governance Consulting

Dear Megan,

On behalf of Leading Resources Inc. (LRI), I am pleased to provide you with information regarding our Board Governance and Strategic Planning services, as requested. This is based on other similar engagements with boards and can be modified to meet your specific needs.

I. Our Approach

At Leading Resources Inc. (LRI), we specialize in strengthening boards and leadership teams so they can govern effectively and think strategically. Our work blends proven frameworks with facilitation, coaching, and practical tools to help organizations achieve clarity, alignment, and impact.

Board Governance: We help Boards of Directors define their role, strengthen systems of governance, and operate at higher levels of performance. Our support includes assessments, governance models, workshops, policy development, performance measurement, and coaching for board leaders.

Strategic Planning: We guide leadership teams through a structured process of strategic thinking that results in clear, actionable plans. We engage stakeholders, analyze key trends, define mission, vision, and values, set priorities for change, determine success measures, and translate all of this into a strategic plan that builds buy-in and drives results.

II. Proposed Scope of Work

Based on our understanding of your needs and similar work with other boards, we propose the following services:

Service	Activities:
Board Assessment & Development	<ul style="list-style-type: none"> ▪ Conduct our <i>5 Habits of Effective Boards</i> assessment with board members. <ul style="list-style-type: none"> ○ Share results in a facilitated session to highlight strengths and areas for improvement. ○ Use assessment findings to guide coaching, training, and ongoing board development priorities. ▪ Conduct confidential interviews with board members and key staff to understand current board dynamics, strengths, and challenges. <ul style="list-style-type: none"> ○ Synthesize interview findings to identify themes and opportunities; use these insights to inform coaching sessions and future workshop topics.
Board Coaching	<ul style="list-style-type: none"> ▪ Provide individual and group coaching to board members and committee chairs focused on: <ul style="list-style-type: none"> ○ Clarifying governance roles and responsibilities ○ Strengthening facilitation and meeting leadership skills ○ Enhancing board engagement, accountability, and culture ○ Interpersonal effectiveness
Board Governance Trainings	<ul style="list-style-type: none"> ▪ Provide interactive training sessions to strengthen the board's governance knowledge and practices. Topics include: <ul style="list-style-type: none"> ○ Board Roles & Responsibilities: Fiduciary duties, governance vs. management, and the board–staff partnership. ○ Committee Effectiveness: Structuring and empowering committees for maximum impact. ○ Board Culture: Building trust, constructive conflict, and inclusive engagement. ○ Board Recruitment & Succession: Strategies for recruiting, onboarding, and retaining diverse, skilled board members. ○ Legal & Ethical Responsibilities: Compliance, risk management, and safeguarding mission integrity.
Strategic Planning Training	<ul style="list-style-type: none"> ▪ Focus on how to do strategic planning—providing a step-by-step framework and tools that can be applied in any nonprofit setting. ▪ Use a case study of another organization to walk through the entire planning process. This approach allows participants to practice the framework in a low-stakes context, understand key choices and trade-offs, and build confidence with the process. ▪ Once the group is comfortable with the framework, we will reflect on how to apply it to their own organization, ensuring a common understanding of the approach before beginning.
Outcome-Based Training	<ul style="list-style-type: none"> ▪ Introduce outcomes-based thinking, focusing on the difference between activities, outputs, and true outcomes. ▪ Train board and staff in developing outcomes, indicators, and success measures that tie directly to community impact. ▪ Share sample outcomes frameworks and facilitate exercises to design outcomes specific to the organization's programs. ▪ Provide practical guidance on monitoring progress, interpreting data, and making informed decisions.

III. Proposed Consulting Team and Rates

The proposed consultants for this project are Karin Bloomer and Jane Harrington.

Karin Bloomer is a Partner with LRI. Karin has focused her 20-year career on developing leaders and leading organizations through strategic planning, organizational and team development, and facilitation. Karin has facilitated dozens of strategic planning processes for client organizations. She understands the regional center system and has worked directly with the individuals it serves. Examples include strategic planning for the Far Northern Regional Center, workgroup facilitator and facilitation team member for the Master Plan for Developmental Services, facilitator for the Department of Developmental Services Task Force and Workgroups, and facilitator for the Office of Administrative Services Advisory Committee that provides recommendations to improve hearing and mediation operations under the Lanterman Act. Karin earned a Master of Public Policy from the John F. Kennedy School of Government at Harvard University. Karin also holds a Bachelor of Arts degree in English from Wesleyan University. Her rate is \$325/hour.

Jane Harrington is a Senior Consultant with Leading Resources Inc. (LRI). She brings deep expertise in board governance, strategic planning, training, and organizational development. Jane is highly experienced in designing and facilitating processes that help boards and leadership teams align around mission, vision, and strategy while building effective governance systems. Jane is familiar with the work of California's regional centers, having partnered with Far Northern Regional Center on strategic planning and leadership development and engaged with most of the 21 executive directors statewide to identify challenges and advise on best practices in board–CEO engagement. With a background spanning law, education, and organizational development, Jane has a long history of guiding organizations to achieve meaningful and positive change through strong leadership, sound governance, and clear strategy. Her rate is \$300/hour.

The consulting team will be assisted by Jessika Tramonte, who assists with scheduling and other support functions. Her rate is \$150/hour

IV. Approach and Estimated Budget

The estimated budget will depend on the specific combination of services selected. For example, costs may vary based on the mix of board coaching, governance training, and strategic planning workshops. Travel may also be a factor. We can provide detailed pricing once priorities are confirmed, but preliminary ranges might include:

- **The 5 Habits of Effective Boards:** We recommend conducting the assessment followed by a virtual workshop to share results, highlight strengths, and identify opportunities for improvement. The cost for the assessment and facilitated session typically ranges from \$1,500–\$3,000. Many boards do this annually to track effectiveness over time.
- **Interviews:** We recommend conducting confidential conversations with board members and key staff to better understand current dynamics, strengths, and challenges. The synthesis of these interviews helps inform coaching and training priorities. The cost for interviews typically ranges from \$2,000–\$3,000.
- **Board Coaching:** We recommend a series of 3–6 sessions to allow time to identify goals, build skills, and make measurable progress. A typical coaching series can range from \$1,200–\$2,500, depending on the number of sessions.

- **Strategic Planning, Outcomes-Based and Governance Training:** For trainings, the format can vary by topic and need—ranging from a 2-hour session to a half-day or full-day workshop. Depending on the desired depth, the cost for these trainings generally ranges from \$3,000–\$6,000.

Based on this, and a combination of services, an example budget might be:

Service	How Many	Cost
5 Habits Assessment and Workshop	20 assessments and one virtual workshop	\$1,800
Interviews	20 interviews and synthesis	\$3,900
Coaching	Five members, 4 sessions each	\$6,000
Strategic Planning Training	Half-day in-person	\$4,800
Outcomes-Based Training	Half-day in-person	\$4,800
Governance Trainings	Three 1-2 Hours	\$8,000
	Total	\$29,300

We note that combining half-day workshops with other workshops can reduce the combined cost based on preparation time and travel time. You might consider one all-day workshop, a series of virtual workshops, or another combination.

We are happy to work within your constraints—budget, timelines, and priorities—to craft an approach that works best for your organization.

We look forward to working with you.

Best wishes,



Karin Bloomer
Partner
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