



Board of Trustees Meeting

Wednesday, November 12, 2025

6:00 p.m.

Hybrid - NLACRC
Santa Clarita Valley
Office/Zoom

Board of Trustees Meeting November 12, 2025

Table of Contents

Cover Page	1
Table of Contents	2
Agenda	4
Agenda Item 7. A. Approval of Meeting Minutes September 10, 2025	7
Agenda Item 7. B. Approval of Updated Committee List	20
Agenda Item 7. C. Conflict Resolution Plan for Antonio Matsuoka	21
Agenda Item 8. C. Resolution to Authorize Officer to Secure Worker's Compensation	34
Agenda Item 8. D. 1. Brilliant Corners—Wyse, PL1864, Contract Amendment	35
Agenda Item 8. D. 2. Brilliant Corners—Avenue N4, PL2187	40
Agenda Item 8. E. FRC FY2025-2027 Contract	45
Agenda Item 8. H. Executive Director Year 2 Goals	47
Agenda Item 8. I. Vendor to Conduct ED Evaluation	49
Agenda Item 8. J. Board Leadership Coaching	51
Agenda Item 8. K. KH Consulting Operations Contract version 1	101
Agenda Item 8. K. KH Consulting Operations Contract version 2	104
Agenda Item 8. L. Service Standards	107
Agenda Item 9. A. NCI-IDD Presentation	164
Agenda Item 10. ED Report	185
Agenda Item 13. A. SDLVAC Liaison Report	190
Agenda Item 13. B. SDP Implementation Report	192
Agenda Item 14. A. ARCA Liaison Report	199
Agenda Item 20. A. VAC Report Out	200
Agenda Item 22. Old Business/New Business	
Board and Committee Meeting Attendance Sheets and Time Reports	202
Updated Acronyms Listing	209
Agenda Item 23. Reference Documents	
Board of Trustees Meeting Calendar	215
Board of Trustees Committee List	216



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

North Los Angeles County Regional Center

Board of Trustees Meeting -

Wednesday, November 12, 2025

6:00 p.m.

Santa Clarita Valley Office

~AGENDA~

1. **Call to Order & Welcome** (5 min.)
2. **Housekeeping** (1 min.)
 - A. Spanish Interpretation Available
 - B. Public Attendance (please note name in Chat)
 - C. *Update Zoom Screen Name to include full name, board position, and geographic location (SFV, AV, or SCV)
3. **Empower Expo Presentation** (5 min)
4. **Board Member Attendance/Quorum** (1 min.)
5. **Agenda – [APPROVAL]** (1 min.)
6. **Public Input & Comments** -Reserved for Agenda Items (3 minutes per comment, 3-person limit) (9 min.)
7. **Consent Items** (2 min.)

All Consent Items are to be approved in one motion unless a Board Member or a member of the public requests a separate action or discussion on a specific item.

 - A. Approval of Board of Trustees Meeting Minutes September 10, 2025
 - B. Approval of Updated Committee List
 - C. Approval of Conflict Resolution Plan for Antonio Matsuoko
8. **Action Items**
 - A. New Recruitment Marketing Documents to Include Board Composition Requirements – Sharmila Brunjes (3 min.)
 - B. Approval to Update Document Titles and Classifications to Reflect Appropriate Designation as Procedures or Guidelines (3 min.) – Angela Pao-Johnson



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

- C. Approval to Authorize Officer to Secure Worker's Compensation for Calendar Year 2026– Vini Montague (5 min.)
- D. Approval of POS CPP Startup Contracts – Vini Montague (5 min.)
 - 1. Brilliant Corners – Wyse, PL1864, Contract Amendment
 - 2. Brilliant Corners – Avenue N4, PL2187, Contract Amendment
- E. FRC FY2025-2027 Contract Amendment – Vini Montague (3 min.)
- F. Approval of Updated Report on Personnel Classifications – Vini Montague (3 min.)
 - 1. Report on Personnel Classifications, Effective June 21, 2021
 - 2. Report on Personnel Classifications, Effective July 1, 2022
 - 3. Report on Personnel Classification, Effective February 17, 2023
 - 4. Report on Personnel Classifications, Effective February 26, 2024
 - 5. Report
 - 6. Report on Personnel Classifications, Effective January 13, 2025
 - 7. Report on Personnel Classifications, Effective February 24, 2025
- G. Approval of Report on Personnel Classifications effective March 10, 2025 – Angela Pao-Johnson (5 min.)
- H. Approval of Executive Director's Year 2 Goals – Angela Pao-Johnson (3 min.)
- I. Approval of Vendor to Conduct Executive Director Evaluation – Anna Hurst (2 min.)
- J. Approval of Board Leadership & Coaching Consultant – Sharmila Brunjes (15 min.)
- K. Approval of Operations Contract – Vini Montague (3 min.)
 - 1. KH Consulting Group
- L. Approval of Update to Service Standards to Be Sent to DDS – Evelyn McOmie (6 min.)
- M. Approval of the Board Training Plan and Report to Submit to DDS – Sharmila Brunjes (3 min.)

9. Board Business

- A. NCI-IDD Presentation – In-Person Survey FY2022-23 – Evelyn McOmie (30 min.)
- B. Update on Board Emails – Mustafa Sarwari (1 min.)
- C. Update on OnBoard Platform – Megan Mitchell (1 min.)
- D. Board of Trustees Holiday Potluck – Sharmila Brunjes (1 min.)
- E. Discussion Time Limits from Robert's Rules – Sharmila Brunjes (5 min.)

10. Executive Director's Report – Angela Pao-Johnson (10 min.)

11. Public Input & Comments (3 minutes per comment)



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

12. **Closed Session**
 - A. Real Estate Negotiations (*20 min.*)
 - B. Personnel (*10 min.*)
13. **Self-Determination Program (SDP) Report – Juan Hernandez (*5 min.*)**
 - A. SDLVAC Liaison Report
 - B. SDP Implementation Report
 - C. Next Self Determination Local Advisory Committee Meeting: Thursday, November 20, 2025, at 6:30 p.m.
14. **Association of Regional Center Agencies – Lety Garcia (*2 min.*)**
 - A. ARCA Liaison Report
 - B. Next meeting: January 15-16, 2026
15. **Consumer Advisory Committee – Juan Hernandez (*1 min.*)**
 - A. Committee Summary
 - B. Next Meeting: Thursday, January 8, 2026, 5:00 p.m.
16. **Executive Finance Committee – Sharmila Brunjes (*3 min.*)**
 - A. Committee Summary
 - B. Next Meeting: Thursday, November 20, 2025, 6:05 p.m.
17. **Community Relations Committee**
 - A. No meeting since September Board of Trustees meeting
 - B. Next Meeting: Wednesday, November 19, 2025, 5:00 p.m.
18. **Nominating Committee – Curtis Wang (*1 min.*)**
 - A. Committee Summary
 - B. Next Meeting: Wednesday, January 7, 2026, at 5:30 p.m.
19. **Post-Retirement Medical Trust Committee – Sharmila Brunjes (*1 min.*)**
 - A. Committee Summary
 - B. Next Meeting: Thursday, November 20, 2025, 5:00 p.m.
20. **Vendor Advisory Committee – Alex Kopilevich (*1 min.*)**
 - A. Committee Summary
 - B. Next Meeting: Thursday, November 13, 2025, 9:30 a.m. (*Hybrid*)
21. **Old Business/New Business (*2 min.*)**



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

- A. Board and Committee Meeting Attendance Sheets and Time Reports
- B. Updated Acronyms Listing
- C. Meeting Evaluation Survey Link

22. NLACRC Announcements/Information (2 min.)

- A. Reference Documents
 - 1. Board of Trustees Meeting Calendar
 - 2. Board of Trustees Committee List
- B. Next Meeting: Wednesday, January 14, 2026, 6:00 p.m. (Zoom)

23. Adjournment

Please refer to NLACRC's website for the Calendar of Events, which includes a link for the Family Focus

Resource Center, for information regarding more support groups, training opportunities, dates, times, and links – [Calendar of Events | NLACRC](#)

**NORTH LOS ANGELES COUNTY REGIONAL CENTER (NLACRC)
9200 OAKDALE AVENUE, SUITE 100
CHATSWORTH, CA 91311**

**MINUTES OF THE BOARD OF TRUSTEES MEETING
VIRTUAL MEETING – NLACRC CHATSWORTH VALLEY OFFICE/ZOOM
SEPTEMBER 10, 2025 6:00 P.M.**

BOARD OF TRUSTEES:

Sharmila Brunjes (President), Juan Hernandez (Vice President), Curtis Wang (Secretary), Anna Hurst (Treasurer), Leticia Garcia (ARCA Rep), George Alvarado, Cathy Blin, Nicholas Abrahms, Jason Taketa, Jacquie Colton, Jeremy Sunderland, Laura Monge, Jennifer Koster, Blanca Chavez

ABSENT:

Alex Kopilevich (VAC Chair),

STAFF:

Angela Pao-Johnson - Executive Director, Evelyn McOmie – Deputy Director, Vini Montague – Chief Financial Officer, Betsy Monahan – Human Resources Director, Megan Mitchell, Chris Whitlock, Silvia Renteria-Haro, Donna Rensch, Sarah Yap, John Van de Riet, Arezo Abedi, Lindsay Granger,

GUESTS:

Xochitl Gonzalez – DDS, Brian Winfield – DDS, Marianita, Richard Dier

1. INTRODUCTIONS AND CALL TO ORDER

There being a quorum present, and adequate and proper notice of the meeting having been given, the meeting was called to order at 6:04 p.m.

The Sharmila Brunjes, Board of Trustees President, shared the mission and vision of the NLACRC and reminded attendees of the Board of Trustees Civility Code.

2. IMPACT STORY FROM INDIVIDUAL SERVED

Angela Pao-Johnson shared an impact story from individual served Kelly Coleman and Aaron Coleman.

3. BOARD MEMBER ATTENDANCE/QUORUM

Board members were confirmed in attendance on Zoom.

4. AGENDA – APPROVAL

A correction was made to the agenda, changing the length of time for item 14 for the Consumer Advisory Committee meeting. The last meeting was August 20, 2025. Jeremy Sunderland, Committee Chair, will have 3 minutes to provide an update on the last meeting.

The next Nominating Committee meeting will be on September 17, 2025.

During the closed session, Real Estate Negotiations will have 60 minutes, and Personnel will have 30 minutes.

Board President Sharmila Brunjes clarified that once the board adopts the meeting agenda, the listed time allocations for each item become formally binding, not simply suggested. Any extension of time for an agenda item after adoption would require a motion to suspend the rules, which must be approved by a two-thirds vote.

Sharmila Brunjes reminded trustees that, in accordance with the bylaws, all motions, objections, and discussions must be conducted through proper parliamentary procedure, including raising hands to speak or object.

Angela Pao-Johnson inquired whether additional time could be added to the Personnel section. Sharmila Brunjes confirmed that the correct allocation should be 30 minutes instead of 20, noting this as one of three changes made to the agenda.

With no objections raised, the board approved the agenda as amended, including the formal commitment to the established time limits.

Following approval of the agenda, Juan Hernandez, Board Vice President, requested to make a motion to apply a rule he learned during recent training. He moved to suspend the rule allowing each trustee up to ten minutes to speak during debate and instead limit each member's speaking time to three minutes for the remainder of the meeting.

Sharmila Brunjes restated the motion for clarity and confirmed its intent. Nicholas Abrams seconded the motion, and Anna Hurst, Treasurer, confirmed the second. Before proceeding, Sharmila Brunjes verified with Lindsay Granger that quorum was present.

A vote was conducted by raised hands, counted by Lindsay Granger. After clarification and recount, ten members voted in favor, meeting the required two-thirds majority.

The motion passed, establishing a three-minute limit per speaker for all debates during this meeting only. Sharmila Brunjes clarified that this rule would apply exclusively to the current meeting and that any permanent change would need to be addressed under New Business and incorporated into the bylaws.

On a motion made by Jennifer Koster, seconded by George Alvarado, it was resolved to approve the agenda with the correction. Motion carried.

5. PUBLIC INPUT & COMMENTS—RESERVED FOR AGENDA ITEMS

John Francis, community attendee, addressed the board to clarify that the next Self-Determination Local Volunteer Advisory Committee (LVAC) meeting is scheduled for Thursday, September 18, not the upcoming Thursday as listed on the agenda.

He extended an open invitation to all board members and attendees to join and collaborate with the committee to strengthen and expand the Self-Determination Program. John Francis expressed appreciation for the earlier personal story shared during the meeting and emphasized the program's importance in meeting needs not fully addressed through the

traditional service system. He acknowledged ongoing challenges but encouraged continued collective effort to improve the program's effectiveness.

Board President Sharmila Brunjes thanked John Francis for his comments and participation.

6. **CONSENT/ACTION ITEMS**

Sharmila Brunjes explained that all consent items are typically approved in one motion unless a board member or member of the public requests separate discussion or action.

Sharmila Brunjes noted that Item C (Committee List) will be deferred until later in the meeting, following elections and action items. Betsy Monahan noted that Item G (Approval of Conflict Resolution Plan for Melissa Sage) should also be deferred, as the plan is still being developed.

M/S/C With no objections raised, the board approved Consent Items A, B, D, E, and F as presented. Motion carried.

7. **CLOSED SESSION**

Sharmila Brunjes noted that the amended time for closed session would be 90 minutes. Absent objection closed session was entered at 6:23 p.m. Motion carried.

Closed session was entered to discuss real estate negotiations for 60 minutes and personnel for 30 minutes. No votes were taken.

Anna Hurst clarified for attendees that the longer duration was due to the nature of the real estate negotiations.

Lindsay Granger and Arezo Abedi facilitated the technical transition into the closed session breakout room, ensuring all appropriate participants, including board members and consultants, were successfully moved into the session.

Angela Pao-Johnson later provided an update noting approximately 20 minutes remaining, and Lindsay Granger informed attendees the session would run about five minutes over the scheduled time.

The board returned from closed session at 7:58 p.m.

During closed session:

- **A motion regarding real estate negotiations was made and unanimously approved.**
- **A motion regarding personnel matters was approved with one abstention; all other votes were in favor.**
- No objections were raised to entering or exiting closed session.

Absent objection, the Board of Trustees exited closed session at 7:58 p.m. Motion carried.

8. **ACTION ITEMS**

8.1 **Approval of Investment Strategy for PRMT Trust**

Sharmila Brunjes opened the Action Items section by reviewing key Robert's Rules of Order procedures for motions and discussion. She reminded board members that the individual making a motion must support it, debate is limited to three minutes per speaker, and all comments should be directed to the chair to maintain an orderly and respectful discussion. Vini Montague presented the investment strategy review for the Post-Retirement Medical Trust (PRMT) and the CalPERS Unfunded Liability Trust accounts. She explained that both accounts were established to fund long-term liabilities for retiree medical benefits and CalPERS obligations. After reviewing the asset allocations, performance metrics, and strategies, the committee recommended no changes to the existing investment approach.

The Post-Retirement Medical Trust account has a long-term outlook and follows a more aggressive allocation (higher ratio of stocks to bonds) to grow funds for future retiree medical expenses.

Anna Hurst, Treasurer, provided additional clarification that the PRMT account is being gradually built to eventually sustain retiree medical expenses through investment income rather than operational funds.

M/S/C As the recommendation originated from the committee, no formal motion or second was required. The board approved maintaining the existing advancement investment strategy for the PRMT Trust. Motion carried.

8.2 Approval of Investment Strategy for CalPERS UAL Trust

Board Treasurer Anna Hurst provided an overview of the CalPERS Unfunded Liability (UAL) Trust account and investment strategy. Anna Hurst explained that CalPERS manages pension payouts and that the regional center owes an annual liability calculated through a complex formula. Anna Hurst noted that making only annual payments, even with additional contributions, does not significantly reduce the liability.

To address this, Anna Hurst stated that the regional center established a separate trust account to which excess year-end funds could be added. The intent is to make lump-sum payments toward the liability over time. The expected timeline for paying off the liability is estimated at three to seven years.

Because this is a shorter-term strategy, Anna Hurst explained that the investment approach is conservative, prioritizing stability and inflation protection over high returns. The focus is on avoiding losses rather than maximizing growth.

Board President Sharmila Brunjes thanked Anna Hurst for the clear explanation. With no further discussion, a vote was taken, and the motion to approve the investment strategy for the CalPERS UAL Trust was unanimously approved.

Treasurer Anna Hurst provided a detailed explanation of the CalPERS Unfunded Liability (UAL) Trust and the reasoning behind the proposed investment strategy. Anna Hurst explained that CalPERS manages pension payouts for employees, and the regional center is responsible for paying a calculated annual liability amount determined by CalPERS' formula.

Anna Hurst clarified that making only the standard annual payments, even with extra contributions, does not significantly reduce the overall liability balance. As part of a broader financial strategy, the regional center created a separate trust account to deposit any surplus funds available at the end of the fiscal year. This approach allows the center to make lump-sum payments toward the liability to accelerate payoff.

Anna Hurst estimated that the organization could potentially pay off the liability within three to seven years. Because the account will be used within a shorter timeframe, the investment strategy is conservative, prioritizing security and stability over high returns, with the goal of keeping up with inflation and avoiding losses.

Sharmila Brunjes thanked Anna Hurst for the clear and comprehensive explanation.

The CalPERS Unfunded Liability account has a shorter-term outlook and a more moderate investment strategy, as disbursements are made annually with board authorization.

M/S/C As the recommendation originated from the committee, no formal motion or second was required. The board approved maintaining the existing advancement investment strategy for the CalPERS UAL Trust Account. Motion carried.

8.3 Approval of POS Startup Contract

a. Contract Amendment – Brilliant Corners PL2186-999

Vini Montague presented the Second Amendment to the existing housing agreement with Brilliant Corners, noting that the Executive Finance Committee had reviewed the amendment and recommended it for board approval.

Vini Montague stated that the amendment increases the maximum funding from \$750,000 to \$1,262,470 and shifts the allocation year from Fiscal Year 2023 to Fiscal Year 2024. Vini Montague further confirmed that the Department of Developmental Services (DDS) approved both the additional funding and the reallocation of funds between fiscal years.

Sharmila Brunjes noted that the project has been in development since 2023 and emphasized the long-term effort to bring it to completion.

M/S/C As the recommendation from the Executive Finance Committee, no formal motion or second was required. The board approved the POS Startup Contract Amendment – Brilliant Corners PL2186-999. Motion carried.

8.4 Vote to Elect Board Members to Executive Finance Committee

Sharmila Brunjes introduced Action Item D, explaining that the Executive Committee and Administrative Affairs Committee had been combined into a single Executive Finance Committee (EFC) following the recent bylaws amendment. The amendment allows for up to three additional trustees to serve on the EFC beyond the officers.

Sharmila Brunjes clarified that normally these elections occur during the June officer elections, but due to the timing of the bylaws approval, the election was being held at this meeting instead. The election would follow Robert's Rules of Order and the established June election process.

Five trustees had expressed interest in serving on the committee: Jeremy Sunderland, Laura Monge, George Alvarado, Jason Taketa, and Jacquie Colton. Sharmila Brunjes opened the floor for additional nominations; none were received.

Sharmila Brunjes announced that voting would be conducted by secret ballot, and each board member could vote for up to three candidates. Lindsay Granger distributed the voting link to all board members by email and in the meeting chat and offered technical support as needed.

After voting concluded, Lindsay Granger reported that three nominees received a majority of votes: Jason Taketa, Jacquie Colton, and Laura Monge. Sharmila Brunjes congratulated the newly elected members and thanked them for their willingness to take on additional responsibilities.

The motion to elect the three members to the Executive Finance Committee was approved.

8.5 Approval of Committee Assignments for Fiscal Year 2025-26

Sharmila Brunjes introduced Action Item E, which concerned the approval of committee assignments for Fiscal Year 2025–2026. Sharmila Brunjes stated that unless there were objections, the committee list included in the meeting packet — incorporating the recent additions of Laura Monge, Jason Taketa, and Jacquie Colton to the Executive Finance Committee — would be approved as presented.

Absent objection, the updated committee assignments for Fiscal Year 2025-26 were approved. Motion carried.

8.6 Approval of the Board of Trustees Deadlines (Critical Calendar) for Fiscal Year 2025-26

Sharmila Brunjes introduced Action Item F, the approval of the Board of Trustees deadlines, also known as the Critical Calendar, for Fiscal Year 2025–2026. Sharmila Brunjes explained that the document, located on page 42 of the board packet, has been discussed and refined in multiple meetings since May 2025 and was originally scheduled for approval in June 2025.

Sharmila Brunjes emphasized that the Critical Calendar serves as an essential planning and tracking tool for the board, outlining annual deadlines, priorities, and tasks. Sharmila Brunjes noted that repeated revisions over several months had delayed approval, resulting in the board entering the third month of the fiscal year without an adopted calendar.

To address this, Sharmila Brunjes recommended that the Critical Calendar be treated as a living document, allowing for ongoing refinements throughout the year. The board would review and approve the current version with any amendments identified during the meeting, post the approved calendar on the OnBoard platform for accessibility, and schedule a February 2026 check-in to assess the calendar's accuracy and usefulness. That review would inform updates for the next fiscal year's calendar to be approved in June 2026. Any major adjustments going forward should be presented as individual action items, rather than reopening and revising the entire calendar each month to maintain consistency and reliability.

Sharmila Brunjes requested a motion to approve the Critical Calendar for Fiscal Year 2025–2026 as presented, with today's amendments and the outlined review process.

M/S/C (Curtis Wang/George Alvarado) to approve the Board of Trustees Deadlines (Critical Calendar) for Fiscal Year 2025-26 with the outlined guidelines and review process. Motion carried.

8.6 Review and Approval of the Draft FY25-26 Performance Contract

Sharmila Brunjes introduced Action Item G, the review and approval of the draft 2025–2026 Performance Contract, and invited Angela Pao-Johnson to present.

Executive Director Angela Pao-Johnson explained that the Performance Contract is an annual agreement between each regional center and the Department of Developmental Services

(DDS) that establishes statewide performance measures. The contract includes 15 key measures addressing priorities such as reducing service disparities, promoting equity, increasing employment opportunities for individuals served, supporting families to remain together, and expanding housing options.

Angela Pao-Johnson summarized that the 2023–2024 performance data had been publicly reviewed during a June 3, 2025 community meeting. At that meeting and in subsequent outreach, feedback was solicited from the community to help shape goals and activities for the 2025–2026 fiscal year. Additional input was gathered at a July 27, 2025 public meeting, where 12 survey responses were received — 10 in English and 2 in Spanish — with the majority of respondents from the Antelope Valley. Community feedback emphasized increasing information about camps and social recreation, enhancing employment partnerships with the Department of Rehabilitation, and broadening housing opportunities.

Following this overview, Lety Garcia raised a question regarding Item 14 on page 60 of the board packet, noting that the section labeled “number and percent of individuals by race and ethnicity” did not appear to include race or ethnicity data. Angela Pao-Johnson clarified that the data presented came from the National Core Indicators (NCI) survey and reflected satisfaction results rather than a breakdown by race or ethnicity. Angela Pao-Johnson shared that DDS had confirmed the data source and acknowledged that the labeling may be confusing, as the satisfaction data is not directly correlated to ethnicity. She stated that this concern had been communicated to DDS for clarification.

Lety Garcia agreed that the heading appeared misleading and emphasized the importance of including clear race and ethnicity distinctions to support DDS’s focus on reducing disparities and inequities. Angela Pao-Johnson confirmed that the issue would continue to be monitored and that DDS had directed the center to the source data for reference.

Following the discussion, Sharmila Brunjes thanked Lety Garcia for raising an important question that added useful context to the report.

M/S/C (Cathy Blin/Nicholas Abrahms) to approve the Draft FY25-26 Performance Contract for submission to DDS. Motion carried.

9. BOARD BUSINESS

9.1 Update on Onboard Software

Sharmila Brunjes introduced the Board Business portion of the meeting and invited Megan Mitchell, Director of Privacy and Compliance, to provide an update on the OnBoard software implementation.

Megan Mitchell reported that the contract with OnBoard is in the finalization stage and is expected to be fully executed by next week. Once completed, the software will be rolled out to all board members for use.

Sharmila Brunjes thanked Megan Mitchell for the update and confirmed that the board will be notified once the platform is ready for launch.

ACTION: Megan Mitchell will provide an update on the status of the OnBoard contract that should be finalized by the end of next week.

9.2 Update on Board Coaching

Sharmila Brunjes asked Megan Mitchell, Director of Privacy and Compliance, to provide an update on board coaching.

Megan Mitchell reported that she will present three proposals for board coaching services for review and consideration at the next Executive Finance Committee meeting in the coming weeks.

Sharmila Brunjes thanked Megan Mitchell for the update and commended her efforts in helping the board catch up on outstanding projects, noting her hard work and dedication. Board members expressed appreciation for Megan Mitchell's contributions.

ACTION: Megan Mitchell will provide the Board of Trustees with an update in the upcoming weeks.

9.3 Workgroup Updates

- a. Board Policies
- b. Board Coaching

Sharmila Brunjes provided an update on the status of board workgroups. Sharmila Brunjes announced that the Board Retreat discussion has concluded its work and thanked the organizers for their efforts, particularly in coordinating the Parliamentary Training. Sharmila Brunjes noted that the workshop helped promote a safe, respectful, and inclusive environment at board meetings.

Sharmila Brunjes introduced the formation of a new Board Policies Workgroup, explaining that although certain policy review requirements were removed from the State's special contract language, many of the board's policies remain outdated and require revision. Sharmila Brunjes emphasized that the board's policies reflect the organization's culture and values, describing them as a way to communicate "who we are and what we believe in."

The Board Policies Workgroup will hold both daytime and evening sessions to allow all board members the opportunity to participate.

In addition, Sharmila Brunjes announced the creation of a new Board Coaching Workgroup, which builds upon the retreat workgroup's earlier recommendations. This group will focus on identifying professional leadership and coaching opportunities to support ongoing board development. Sharmila Brunjes noted that the regional center provides this type of training annually, which is essential for strengthening the effectiveness of board members—particularly given that a significant portion of the board consists of consumers and family members of consumers.

Sharmila Brunjes concluded by thanking the board members for their dedication and professionalism, acknowledging their collective effort to work through challenges and remain focused on the mission of the regional center.

ACTION: All board members interested in participating in the workgroups will reach out to Sharmila Brunjes or Board Support for additional details.

10. EXECUTIVE DIRECTOR'S REPORT

Executive Director Angela Pao-Johnson reported significant progress in staff recruitment, highlighting improvements in the Antelope Valley office, where filled positions increased from 68.8% in August 2024 to 88.5% in July 2025, nearly a 20% increase. Across all three valleys, the Antelope Valley showed the highest rate of recruitment success.

Community Outreach – RC on Wheels:

The Diversity, Equity, Inclusion, and Belonging (DEIB) team relaunched the “RC on Wheels” Summer Series, an outreach initiative visiting community sites such as health clinics and early start centers through October 8, 2025. The goal is to engage families one-on-one about available services and supports.

Updates from the Department of Developmental Services (DDS) were also provided. Angela Pao-Johnson explained that under Assembly Bill 2423, DDS is required to review and update vendor rates every two years, though no additional funding is currently mandated. She also reported that Assembly Bill 1147 introduces revisions to the grievance process, which may replace Section 4731 and citizen complaints with a unified system to ensure more effective resolutions for individuals who file grievances. The reform process is expected to take about one year. Additionally, DDS has added a survey option on IPP signature pages to gather feedback from individuals and families. Current participation is 1.68%, with a goal of 15%, and an average satisfaction rate of about 70%.

Angela Pao-Johnson also discussed educational and media initiatives. In partnership with Tri-Counties Regional Center and Public Pixels, NLACRC is supporting the “Lanterman and Friends” animated video series, which helps explain Home and Community-Based Services (HCBS) rights in a fun and accessible way. The videos are available in 20 languages, including ASL, and are accompanied by adult coloring books and outreach materials. NLACRC is exploring opportunities to collaborate on expanding access to these educational tools regionally.

Regarding organizational growth, NLACRC continues to grow, with 901 positions filled and 40,372 individuals currently served. The agency recently welcomed new staff through two orientation sessions and continues to actively hire.

Angela Pao-Johnson provided an update on the Social Recreation (Social Rec) program. Noting to date that 454 total referrals have been processed, including 315 from new vendors. In July 2025, 745 total authorizations were issued. Current payment processing time averages four weeks, and families are encouraged to use direct deposit for faster and more secure payments. Ongoing family training sessions are available to help clarify procedures and improve participation.

Anna Hurst asked about processing times and reasons for delays. Angela Pao-Johnson explained that delays often occur when submissions are incomplete or missing documentation. Lety Garcia inquired about internal checks and follow-up procedures. Evelyn McOmie responded that cases are tracked through the Miji Portal, which flags incomplete submissions and routes them to a Social Recreation Specialist or Service Coordinator for follow-up with families.

Sharmila Brunjes thanked Angela Pao-Johnson and Evelyn McOmie for the comprehensive report and updates. The board expressed appreciation for the progress and ongoing transparency in addressing operational and community engagement goals.

11. SELF-DETERMINATION PROGRAM (SDP) REPORT

Juan Hernandez reported attending the committee and noted a warm welcome for board participation. Juan Hernandez summarized key issues discussed: the Department of Developmental Services (DDS) is continuing adjustments to the Self-Determination Program to improve sustainability and alignment with the traditional service delivery system; there is an ongoing shortage of Financial Management Services (FMS) capacity, creating challenges for

both current participants and new enrollments; and there is uncertainty about insurance requirements for participant-directed vendors and online vendors. Juan Hernandez will work with staff to obtain clarifications on the insurance question and looks forward to the upcoming meeting with Jason Taketa. Juan Hernandez invited Sylvia Renteria-Haro to add details if needed and concluded the report.

Silvia Renteria-Haro reported that there were 12 participant transitions into the Self-Determination Program during September 2025, bringing the total to 606 active participants. For the calendar year, a total of 130 individuals transitioned into the program.

It was confirmed that the next SDP Committee meeting will be held virtually on Thursday, September 18, from 6:30 p.m. to 8:30 p.m.

12. PUBLIC INPUT & COMMENTS

Sharmila Brunjes opened the public input and comments portion of the meeting, thanking members of the public for their patience during the extended session. Sharmila Brunjes reminded attendees that public comments were limited to three minutes per person and invited participants to speak.

George Alvarado shared that he is starting an e-bike club and has launched a GoFundMe page and Instagram account to support the effort. Sharmila Brunjes thanked George Alvarado for his update.

13. ITEMS 11-21

The Board received the following committee reports for information:

- Association of Regional Center Agencies presented by Lety Garcia.

Lety Garcia provided the ARCA report, noting that the next ARCA meeting will take place on October 16–17, 2025, in San Diego. Lety Garcia also reminded the board about the upcoming ARCA Academy Leadership Training, scheduled for November 14–15, 2025, in Sacramento. Lety Garcia encouraged board members interested in attending to contact Lindsay Granger promptly, as hotel rooms fill quickly, and travel arrangements should be coordinated in advance.

Sharmila Brunjes, Anna Hurst, and George Alvarado briefly clarified the correct training dates, with confirmation from Lindsay Granger that the ARCA Academy will indeed take place on Friday and Saturday, November 14-15.

Lety Garcia concluded by emphasizing that the ARCA Academy offers a valuable professional development opportunity for board members and encouraged participation.

- Consumer Advisory Committee presented by Juan Hernandez

Juan Hernandez provided the Consumer Advisory Committee update, noting that the committee successfully changed its regular meeting schedule. The CAC will now meet on the first Thursday of each month at 5:00 p.m.

Juan Hernandez stated that there will not be a regular committee meeting in October, but the group may hold an informational presentation if one is scheduled. The next official meeting will be held on Thursday, November 6, 2025, at 5:00 p.m.

Lindsay Granger confirmed the updated schedule, explaining that the change from Wednesdays to Thursdays was made to better accommodate consumers' availability. Sharmila Brunjes acknowledged and confirmed the revised meeting date and time.

- Executive Finance Committee presented by Sharmila Brunjes and Anna Hurst.

Sharmila Brunjes provided the Executive Finance Committee (EFC) update, noting that the most recent meeting primarily served as an orientation session for members. The committee also reviewed the fiscal year master calendar, which had been presented earlier in the board meeting.

Megan Mitchell is coordinating efforts to identify a vendor to conduct the Executive Director's evaluation for Years 2 and 3. A list of potential vendors will be ready for review at the next EFC meeting, after which the committee will present its recommendations to the full board.

The committee also reviewed several key operational and financial updates, including the center's insurance coverage, DDS contract changes, and financial reports presented by Vini Montague, which included the budget versus actuals report and quarterly financial summaries for the PRMT and UAL accounts. Betsy presented the Human Resources report, which included the monthly Whistleblower log review, along with program closure reports and semi-annual CIE PIP reporting. Angela Pao-Johnson also provided an update on the performance contract.

Additionally, the EFC agreed to establish a workgroup to develop committee priorities and create a board audit plan. The workgroup will hold two sessions—one during the day and one in the evening—to maximize member participation. Lindsay Granger confirmed that scheduling details will be sent via email.

Sharmila Brunjes provided an additional clarification regarding the Executive Finance Committee's discussion on the board budget for fiscal year 2025–2026. The committee initially voted on the draft budget to ensure timely submission to DDS in compliance with the State Special Contract, but the budget was returned because DDS approval is no longer required.

The EFC will conduct a more in-depth review of the board budget at its next meeting on September 25, 2025, and will present recommendations to the full board for consideration at the November board meeting.

- Community Relations Committee presented by Jeremy Sunderland.

Sharmila Brunjes announced that Jeremy Sunderland is the new Chair of the Community Relations Committee. Jeremy Sunderland shared that the committee's recent meeting primarily served as an orientation to introduce members to the committee's purpose and responsibilities. The group also conducted the election of the chair and began reviewing the critical calendar and committee priorities for the upcoming year.

Cathy Blin, committee member, added that the committee discussed revising the priorities list, reviewed consumer and diagnostic updates, and received a legislative update on key state-level issues. The committee also discussed plans for the upcoming Legislative Town Hall in the fall, which Chris is coordinating, and noted positive growth in social media engagement.

The next Community Relations Committee meeting will be held on November 19, 2025.

- Nominating Committee presented by Curtis Wang.

Curtis Wang reported that the Nominating Committee held an orientation meeting to review its purpose and upcoming tasks. During the meeting, the committee reviewed current board member terms, including those eligible for renewal, and discussed members who expressed interest in continuing their service.

Lindsay Granger added that a special Nominating Committee meeting was also held to handle the renewal process for those members. Additionally, the committee updated its meeting calendar, rescheduling the next meeting to September 17, 2025, at 5:30 p.m. (previously set for November 5).

Sharmila Brunjes thanked the committee for its work and update.

- Post-Retirement Medical Trust Committee presented by Sharmila Brunjes.

Sharmila Brunjes reported that Anna Hurst provided a detailed overview of the Post-Retirement Medical Trust (PRMT) and CalPERS accounts, summarizing the financial updates and investment strategy discussed earlier in the meeting. Vini Montague presented and made the motions recommended by the committee, which were subsequently approved by the Board.

The next PRMT Committee meeting is scheduled for November 20, 2025, at 5:00 p.m.

- Vendor Advisory Committee presented by Alex Kopilevich.

This report out will be deferred until the next board meeting.
As reports were presented, no observations or comments were noted.

14. OLD BUSINESS/NEW BUSINESS

Sharmila Brunjes reminded board members to review the committee attendance sheets, time reports, and acronyms list located at the end of the meeting packet for accuracy. She also reminded members to complete the meeting evaluation survey link.

Under new business, Juan Hernandez proposed adding an item to the next board meeting agenda to consider making the 3-minute public comment rule permanent. George Alvarado seconded the motion, and the Board agreed to include the item for discussion at the next meeting.

15. ANNOUNCEMENTS / INFORMATION

During announcements and information, Sharmila Brunjes noted that the next Board of Trustees meeting will be held on Wednesday, November 12, 2025, at 6:00 p.m., in a hybrid format from the Santa Clarita office. It was also confirmed that the Board will be dark in October (no regular board meeting), though some committees may still convene as needed.

A brief discussion followed regarding public input timing. Lindsay Granger clarified that the public comment period was moved earlier in the agenda to allow community members to speak before the end of the meeting. Cathy referenced previous agendas showing that "Announcements/Information/Public Input" had previously been one combined section but was later separated. Based on this clarification, Sharmila Brunjes confirmed that if a public

comment qualifies as an announcement or informational item, it may be shared during this portion of the meeting.

John Francis, representing the Local Vendor Advisory Committee (LVAC), thanked the Board for allowing him to speak. Mr. Francis referenced the earlier presentation on the Self-Determination Program and expressed interest in having the LVAC present at a future Board meeting, suggesting that the committee could provide an equally informative and beneficial presentation. Mr. Francis stated that LVAC would welcome the opportunity to share insights, collaborate with the Board, and contribute to discussions relevant to the vendor community.

Sharmila Brunjes thanked Mr. Francis for his comments and clarified that his participation was permitted under the announcements and information portion of the meeting due to its community relevance. It was noted that the Board will review and clarify procedures to prevent future confusion regarding when public input and announcements are permitted during meetings.

16. NEXT MEETING

The date of the next Board of Trustees meeting is a hybrid meeting and scheduled for November 12, 2025 at 6:00 p.m. at the NLACRC Santa Clarita Valley Office and Zoom.

17. ADJOURNMENT

Sharmila Brunjes adjourned the meeting at 9:26 p.m.

DISCLAIMER

The above document should be used as a summary of the motions passed and issues discussed at the meeting. This document shall not be considered a verbatim copy of every word spoken at the meeting.

BOARD & BOARD COMMITTEE LIST

FY 2025-2026

Board of Trustees

Sharmila Brunjes—President
Juan Hernandez—Vice President
Curtis Wang—Board Secretary
Anna Hurst—Treasurer
Leticia Garcia – ARCA Rep
Alex Kopilevich – VAC Chair
Nicholas Abrahms
George Alvarado
Cathy Blin
Blanca Chavez
Jacquie Colton
Jennifer Koster
Laura Monge
Jeremy Sunderland
Jason Taketa

Executive Finance

Angela Pao-Johnson, Staff
Vini Montague, Staff
Lindsay Granger, Admin
Sharmila Brunjes, Chair
Anna Hurst
Leticia Garcia
Juan Hernandez
Curtis Wang
Jacquie Colton
Laura Monge
Jason Taketa
[VAC Representative](#)
Jaklen Keshishyan

Community Relations

Evelyn McOmie, Staff
Chris Whitlock, Staff
Lindsay Granger, Admin
Jeremy Sunderland, Chair
Cathy Blin
Nicholas Abrahms
George Alvarado
Blanca Chavez
Jacquie Colton
Lety Garcia
Juan Hernandez
Jennifer Koster
Laura Monge
Jason Taketa
Curtis Wang
[VAC Representative](#)
Sharon Weinberg

Nominating

Evelyn McOmie, Staff
Lindsay Granger, Admin
Curtis Wang
Sharmila Brunjes
Lety Garcia
Juan Hernandez
[VAC Representative](#)
Alex Kopilevich

Post-Retirement Medical Trust

Vini Montague, Staff
Lindsay Granger, Admin
Sharmila Brunjes, Chair
Juan Hernandez
Angela Pao-Johnson
Vini Montague
Anna Hurst

**NOTIFICATION OF POTENTIAL CONFLICT OF INTEREST, AND
SUBMISSION OF CONFLICT OF INTEREST RESOLUTION PLAN**

ANTONIO MATSUOKA – CONSUMER SERVICE COORDINATOR
NORTH LOS ANGELES COUNTY REGIONAL CENTER

I. Law Governing Conflicts of Interest

The prohibition against Regional Center employee conflicts of interest has its origin in section 4626 of the Welfare & Institutions Code. Subsection (d) of said section 4626 provides: "The department shall ensure that no regional center employee or board member has a conflict of interest with an entity that receives regional center funding."

That general prohibition is explained in more detail in Title 17 of the California Code of Regulations, section 54526 "Positions Creating Conflicts of Interests for Employees, Contractors, Agents and Consultants," which provides in pertinent part:

- (a) A conflict of interest exists when a Regional Center employee with decision or policy making authority ... or family member of such person is any of the following for a business entity, entity, or provider as defined in these regulations:
 - (1) a governing board member
 - (2) a board committee member
 - (3) a director
 - (4) an officer
 - (5) an owner
 - (6) a partner
 - (7) a shareholder
 - (8) a trustee
 - (9) an employee
 - (10) an agent
 - (11) a contractor
 - (12) a consultant
 - (13) holds any position of management
 - (14) has decision or policy making authority. (Emphasis added.)

Section 54505 states that: "Business Entity, Entity or Provider" means any individual or business venture from whom or from which the regional center purchases, obtains or secures goods or services to conduct its operations. These entities or providers include, but are not limited to, residential facilities "

Further, Section 54533 states:

- (a) When a present or potential conflict of interest is identified for a regional center board member, executive director, employee,

contractor, agent, or consultant, the present or potential conflict shall be either eliminated or mitigated and managed through a Conflict Resolution Plan, or the individual shall resign his or her position with the regional center or regional center governing board.

II. Potential Conflict of Mr. Matsuoka

Antonio Matsuoka is a Consumer Services Coordinator at North Los Angeles County Regional Center (hereinafter "NLACRC" or "the Regional Center") currently in an Adult Age Unit (consumers who are 18 years of age and over and are no longer receiving services through LAUSD) in the San Fernando Valley office. NLACRC Executive Director Angela Pao-Johnson confirms that Mr. Matsuoka is a productive and valued employee. Attached as **Exhibit A** is Mr. Matsuoka's completed Conflict of Interest Reporting Statement. As part of the submitted Conflict Resolution Plan, he will remain in his Adult Age position.

Mr. Matsuoka has a potential financial interest in Regional Center operations by virtue of his role as a caregiver for Needed Respite Care, a NLACRC In-Home Services provider in the San Fernando Valley, Santa Clarita Valley and Antelope Valley areas.

This document constitutes a submission of the disclosure of this conflict, a plan of action to eliminate any adverse consequences from this relationship, and a request for waiver of the conflict from DDS.

As set forth below, the plan to mitigate this conflict is for Mr. Matsuoka to continue to remain in the Adult Age division in the San Fernando Valley where he currently works, since he currently has no consumers on his caseload that use Needed Respite Care.

III. Facts

The submitted plan of action proposed herein is designed to eliminate any adverse consequences from the conflict. To better understand how the plan will eliminate any adverse consequences, this request will first provide the facts regarding Mr. Matsuoka's duties and responsibilities and any possible interaction with Needed Respite Care.

A. Mr. Matsuoka's Position and Duties

As a Service Coordinator, Mr. Matsuoka performs case management for NLACRC's Adult Aged consumers (consumers who are 18 years of age and over and are no longer receiving services through LAUSD). In this role, he works with numerous vendors offering a variety of services, including behavioral, respite, social skills, and adaptive skill- training. These vendors are funded at least in part by the Regional Center. His responsibilities include assisting his assigned consumers in securing services and supports. A copy of his job description is attached as **Exhibit B**.

Mr. Matsuoka's primary duties are as follows:

1. Develops, coordinates and facilitates activities for the Adult Age Unit

(consumers who are 18 years of age and over and are no longer receiving services through LAUSD), which results in an increased awareness of the services available and rendered to people with developmental disabilities.

2. Performs various functions such as: initiates and responds to consumer, family, service provider, and outside agency communications on topics including service eligibility, regional center service standards, regional center methods, generic agency programs and methods as well as problem resolution. Provides information through a variety of methods. Works collaboratively with consumers, families, others to develop program plans, monitors program results.

3. Provides advocacy services and trains consumers and families in advocacy issues. Schedules and attends interdisciplinary meetings with individuals served, family members, service providers, advocates, etc.

4. Maintains required case records and funding and billing records. Responsible for documentation, completing forms and producing reports.

Under the suggested Plan of Action, Mr. Matsuoka will remain in the Adult unit and accordingly have no role or involvement whatsoever with any matter that might conceivably impact Needed Respite Care or his work as a caregiver.

B. Mr. Matsuoka's Role at Needed Respite Care

Mr. Matsuoka is a caregiver for Needed Respite Care. In this capacity, he only provides respite services for another family member who is a consumer of Lanterman Regional Center.

Needed Respite Care's purpose is to provide families with In-Home Respite Services. Needed Respite Care serves the Antelope Valley, Santa Clarita Valley and Antelope Valley areas. As a vendor of NLACRC, it is currently authorized to provide such services.

IV. Submission of Conflict Resolution Plan

The Regional Center and its Executive Director, Angela Pao-Johnson, have concluded that Mr. Matsuoka provides great value to the consumers of NLACRC. After consideration of the totality of the circumstances and a careful review of the facts, the Executive Director believes it is in the best interests of the Regional Center to submit the Conflict Resolution Plan to eliminate any adverse consequences from this relationship and seek approval of this plan by DDS.

Initially, the first step in the Conflict Resolution Plan is to allow Mr. Matsuoka to continue to remain in the Adult Age position. and he will have no business interaction with her family member, who provides respite caregiving service.

The second part of the plan is to insulate Mr. Matsuoka from any involvement whatsoever with any interaction or dealing with Needed Respite Care. He currently does not perform any duties that potentially relate to Needed Respite Care. Mr. Matsuoka manages an entire caseload of Adult Age consumers and works with numerous vendors on a variety of services, none of whom use this vendor.

Additionally, Mr. Matsuoka role as well as the role of other Consumer Services Coordinators as it relates to respite is solely an administrative function in which a list of vendors who provide respite services is given to the family and consumer; it is then their responsibility for selecting a vendor that can best fit their needs. Mr. Matsuoka does not offer any recommendations or opinion on the selection of such vendors and will continue with this practice.

Further, as the Conflict Resolution Plan details below, when any of the consumers in his caseload desire, require or use the services Needed Respite Care provides, Mr. Matsuoka will agree to immediately notify his supervisor, Anahit Nanyan, who will then reassign the case to another Consumer Services Coordinator.

The Regional Center's and Mr. Matsuoka's submission of his plan of action for resolution of this potential conflict of interest is as follows:

1. Mr. Matsuoka will remain in NLACRC's Adult Age Program in the San Fernando Valley Office and ensure that there is no interaction with Needed Respite Care in a business setting.
2. Mr. Matsuoka will, in every conceivable manner, continue to avoid interacting with Needed Respite Care or those who do interact with Needed Respite Care on any matter regarding Needed Respite Care's business matters.
3. Mr. Matsuoka will not participate in the consideration, preparation, review, presentation, formulation or approval of any report, plan, opinion, recommendation or action regarding Needed Respite Care.
4. Mr. Matsuoka will not participate in referrals or placements to this vendor. For any consumer placed with Needed Respite Care, he will not participate in any internal review of such consumer's Individual Program Plan under Welfare and Institutions Code, Section 4646.4, but rather, such tasks will be delegated to another Regional Center employee.
5. Mr. Matsuoka will not review or participate in any discussions, recommendations, or decisions about Purchase of Service authorizations for this vendor.

6. Mr. Matsuoka will not review or in any way participate in the preparation, consideration, or any follow-up related to Special Incident Reports (“SIRs”) from or about this vendor.

7. Mr. Matsuoka will not create, review, or in any way participate in, any corrective action plans for this vendor.

8. Mr. Matsuoka will not participate in any discussions, recommendations, action, or resolutions of any complaints pertaining to this vendor.

9. Mr. Matsuoka will take no part in vendor appeals, or fair hearings involving Needed Respite Care.

10. Mr. Matsuoka will not access vendor files to Needed Respite Care either in their electronic or hard copy form.

11. Mr. Matsuoka shall not participate in developing any Purchase of Service (“POS”) policies that might apply to Needed Respite Care. Instead, these tasks will become the responsibility of his supervisor.

12. Mr. Matsuoka will not be involved in the negotiation, discussion, obligation or commitment of NLACRC to a course of action involving Needed Respite Care.

13. The NLACRC management staff will be informed about this Plan of Action, and they will be informed of the need to ensure that Mr. Matsuoka is not involved whatsoever in any action or business whatsoever involving or affecting Needed Respite Care.

14. NLACRC will communicate to Mr. Matsuoka’s coworkers as appropriate to inform them of the details of this Plan of Action and the need to ensure that Mr. Matsuoka plays no role whatsoever in any action involving or affecting Needed Respite Care.

15. These restrictions only apply to Needed Respite Care. The bulk of his duties regarding other vendors will remain unchanged, unless work for another vendor in any way impacts Needed Respite Care. This amounts to a reassignment of a small portion of his duties and will not reduce the value and productivity that Mr. Matsuoka provides to NLACRC.

16. NLACRC has provided information to its Board of Directors regarding this waiver.

17. Further, Mr. Matsuoka will continue to be a vital, effective part of the NLACRC team after the elimination of all his duties and any possible role regarding Needed Respite Care. As noted above, his duties will still be considerable and substantial regarding the consumers he provides services for, and regarding the vendors that he interacts with who are unrelated to Needed Respite Care.

18. If one of Mr. Matsuoka 's consumers needs a referral to the type of services Needed Respite Care provides, he will not make any recommendation. If there is any additional information required by the consumer and family, NLACRC will require his supervisor, Anahit Nanyan, to take on that task and describe the options available to the consumer and family.

19. Finally, NLACRC will also ensure that Needed Respite Care as appropriate is informed of this Plan to ensure that there is no contact between Mr. Matsuoka and Needed Respite Care on business matters.

V. Request Approval of Conflict Resolution Plan

For the reasons provided above, and in accordance with the Conflict Resolution Plan set forth above, North Los Angeles County Regional Center hereby requests that DDS approve the Conflict Resolution Plan in this matter.

Respectfully submitted,

By: *Antonio Matsuoka*
Antonio Matsuoka (Sep 22, 2025 08:44:53 PDT)
Antonio Matsuoka, Consumer Service Coordinator

Date: 09/22/25

By: *Anahit Nanyan*
Anahit Nanyan (Sep 19, 2025 17:08:44 PDT)
Anahit Nanyan, Consumer Services Supervisor

Date: 09/19/25

By: *Angela Pao-Johnson*
Angela Pao-Johnson (Sep 24, 2025 20:00:31 PDT)
Angela Pao-Johnson, Executive Director, NLACRC

Date: 09/24/25

Reset Form

CONFLICT OF INTEREST REPORTING STATEMENT

DS 6016 (Rev. 08/2013)

The duties and responsibilities of your position with the regional center require you to file this Conflict of Interest Reporting Statement. The purpose of this statement is to assist you, the regional center and the Department of Developmental Services (DDS) to identify any relationships, positions or circumstances involving you which may create a conflict of interest between your regional center duties and obligations, and any other financial interests and/or relationships that you may have. In order to be comprehensive, this reporting statement requires you to provide information with respect to your financial interests.

A "conflict of interest" generally exists if you have one or more personal, business, or financial interests, or relationships that would cause a reasonable person with knowledge of the relevant facts to question your impartiality with respect to your regional center duties. The specific circumstances and relationships which create a conflict of interest are set forth in the California Code of Regulations, title 17, sections 54500 through 54530. You should review these provisions to understand the specific financial interests and relationships that can create a conflict of interest.

Please answer the following questions to the best of your knowledge. If you find a question requires further explanation and/or there is not enough space to thoroughly answer the question, please attach as many additional sheets as necessary, and refer to the question number next to your answer. If the regional center identifies a conflict involving you, it will be required to prepare a conflict resolution plan. Some relevant definitions have been provided in the footnotes to assist you in responding to this statement.

You are required to file this Reporting Statement within 30 days of beginning your employment with the regional center or from the date that you are appointed to the regional center board or advisory committee board. You are then required to file an annual Reporting Statement by August 1st of every year while you remain employed with the regional center or while you are a member of the regional center board or advisory committee board. You must also file a Reporting Statement within 30 days of any change in your status that could result in a conflict of interest. Circumstances that can constitute a change in your status that can require you to file an updated Reporting Statement are described below in footnote one.

A. INFORMATION OF REPORTING INDIVIDUAL

Name: <u>Antonio Matsuoka</u>		Regional Center: <u>North Los Angeles County Regional Center</u>
Regional Center Position/Title:	☐ Governing Board Member	☐ Executive Director
	☐ Vendor Advisory Committee sitting on Board	☒ Employee
	☐ Contractor ☐ Agent	☐ Consultant
Reporting Status:	☒ Annual	☐ New Appointment (date): _____
	☐ Change of Status ¹	

If a change in status, date and circumstance of change in status:

1. Please list your job title and describe your job duties at the regional center.

I am a consumer service coordinator. I handle and coordinate services in compliance with the Lanterman act and DDS. In addition, I type and submit IPP, quarterly and annual review reports. I check in which my consumers and make sure their services are uninterrupted and make changes if requests are made.

¹ Change of status includes a previously unreported activity that should have been reported, change in the circumstance of a previously reported activity, change in financial interest, familial relationship, legal commitment, change in regional center position or duties, change in regional center, or change to outside position or duties. See California Code of Regulations, title 17, sections 54531(d) and 54532(d).

☐ Governing Board Member
☐ Vendor Advisory on Board
☐ Executive Director
☒ Employee/Other

2. Do you or a family member² work for any entity or organization that is a regional center provider or contractor?
☒ yes ☐ no -- If yes, provide the name of the entity or organization and describe what services it provides for the regional center or regional center consumers. If the provider or contractor is a state or local governmental entity, provide the specific name of the state or local governmental entity and describe your job duties at the state or local governmental entity.

Needed Respite Care. It is to provide Personal assistance services for a family member of mine. I will mainly be responsible with helping a family out with things at home and with understanding things related to college.

3. Do you or a family member own or hold a position³ in an entity or organization that is a regional center provider or contractor? ☒ yes ☐ no -- If yes, provide the name of the entity or organization, describe what services it provides for the regional center or regional center consumers, and describe your or your family member's financial interest.

Needed Respite Care. It is for PA services in which I will be helping a family member out within a home setting. The financial interest is more to help a family out as they would prefer to have me paid to do the PA services since I know them well.

4. Are you a regional center advisory committee board member? ☐ yes ☒ no -- If yes, are you a member of the governing board or owner or employee of an entity or organization that provides services to the regional center or regional center consumers? ☐ yes ☒ no -- If yes, provide the name of the entity or organization and describe what services it provides for the regional center or regional center consumers.

5. If you are a regional center advisory committee board member and answered yes to all the questions in Question 4 above, do any of the following apply to you: (a) are you an officer of the regional center board; (b) do you vote on purchasing services from a regional center provider; or (c) do you vote on matters where you might have a financial interest? ☐ yes ☒ no -- If yes, please explain.

² Family member includes your spouse, domestic partner, parents, stepparents, grandparents, siblings, stepsiblings, children, stepchildren, grandchildren, parent-in-laws, brother-in-laws, sister-in-laws, son-in-laws and daughter-in-laws. See California Code of Regulations, title 17, sections 54505(f).

³ For purposes of this question, hold a position generally means that you or a family member is a director, officer, owner, partner, employee, or shareholder of an entity or organization that is a regional center provider or contractor. For a specific description of positions that create a conflict of interest in a regional center provider or contractor see the California Code of Regulations, title 17, sections 54520 and 54526.

- | |
|--|
| ☐ Governing Board Member |
| ☐ Vendor Advisory on Board |
| ☐ Executive Director |
| ☒ Employee/Other |

6. Do any of the decisions you make when performing your job duties with the regional center have the potential to financially benefit you or a family member⁴? [Note: Governing board members do not have to answer "yes" to this question if the financial benefit would be available to regional center consumers or their families generally].

☒ yes ☐ no -- If yes, please explain.

It would benefit me as would be getting paid to perform the PA services.

7. Are you responsible for negotiating, making,⁵ executing or approving contracts on behalf of the regional center? ☐ yes ☒ no -- If yes, please explain.

8. Do you have a financial interest in any contract⁶ with the regional center? ☐ yes ☒ no -- If yes, did you negotiate, make, execute or approve the contract on behalf of the regional center? ☐ yes ☐ no -- If yes, please explain.

9. Do any of your family members have a financial interest in any contract with the regional center? ☒ yes ☐ no
If yes, did you negotiate, make, execute or approve the contract on behalf of the regional center? ☐ yes ☒ no
If yes, please explain.

Yes, I have a financial interest with the vendor. I did not negotiate, execute, or approve on behalf of NLACRC. I approved on behalf of my family as they would like for me to do it.

⁴ Generally, a decision can financially benefit you or a family member if the decision can either directly or indirectly cause you or a family member to receive a financial gain or avoid a financial loss. For a specific description of the types of decisions that can result in a financial benefit to you or a family member see the California Code of Regulations, title 17, sections 54522 and 54527.

⁵ California Code of Regulations, title 17, sections 54523(b)(2) and 54528(b)(2) describes the types of conduct which constitute involvement in the making of a contract.

⁶ For purposes of questions 8 and 9, a financial interest in a contract generally means any direct or indirect interest in a contract that can cause you or a family member to receive any sort of financial gain or avoid any sort of financial loss irrespective of the dollar amount. California Code of Regulations, title 17, sections 54523 and 54528 define when financial interests in a contract will occur.

☐	Governing Board Member
☐	Vendor Advisory on Board
☐	Executive Director
☒	Employee/Other

10. Do you evaluate employment applications or contract bids that are submitted by your family member(s)?
☐ yes ☒ no -- If yes, please explain.

11. Your job duties require you to act in the best interests of the regional center and regional center consumers. Do you have any circumstances or other financial interests not already discussed above that would prevent you from acting in the best interests of the regional center or its consumers? ☐ yes ☒ no -- If yes, please explain.

B. ATTESTATION

I Antonio Matsuoka (print name) HEREBY CONFIRM that I have read and understand the regional center's Conflict of Interest Policy and that my responses to the questions in this Conflict of Interest Reporting Statement are complete, true, and correct to the best of my information and belief. I agree that if I become aware of any information that might indicate that this statement is not accurate or that I have not complied with the regional center's Conflict of Interest Policy or the applicable conflict of interest laws, I will notify the regional center's designated individual immediately. I understand that knowingly providing false information on this Conflict of Interest Reporting Statement shall subject me to a civil penalty in an amount up to fifty thousand dollars (\$50,000) pursuant to Welfare and Institutions Code section 4626.

Signature Antonio Matsuoka Date 07/25/2025

INTERNAL USE ONLY

Date this Statement was received by Reviewer: 7/28/2025

The reporting individual ☒ does ☐ does not have a ☒ present ☐ potential conflict of interest

Signature of Designated Reviewer

Date Review Completed

B. Mahan

7-28-2025



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

Exhibit B

CONSUMER SERVICES COORDINATOR

The Organization

North Los Angeles County Regional Center "NLACRC" is a private, non-profit agency that is contracted with the State of California, Department of Developmental Services, to provide services to individuals with intellectual and developmental disabilities. NLACRC is one of the largest regional centers in California and has proudly served the San Fernando Valley, Santa Clarita Valley, and Antelope Valley since 1974. We serve individuals across the lifespan from infants and toddlers, school age children, transition-age youth, to adults and aging adults.

Supervision

Receives supervision from Consumer Services Supervisors/Managers.

The Position and Job Summary

Provides information, advocacy, and service arrangement for consumers and families.

- Participation in the development of program plans for individuals; monitoring and evaluating these plans and revising them as necessary.
- Identify and coordinate services for individuals and their families.
- Documentation, completing forms and reports in accordance with regulations and NLACRC policies and procedures.
- Serve as an advocate for individuals served by community agencies.
- Schedule and attend interdisciplinary meetings with individuals served, family members, service providers, advocates, etc.
- Identify barriers to service delivery and implement culturally sensitive strategies that embody empathy, trust, and respect; comfort working in underserved and non-traditional office settings to meet our community needs.
- Rotate officer-of-the-day duties with other Service Coordinators; assisting co-workers with special projects and unique situations; provide case-coverage as needed; and providing emergency on-call services when required.

Employment Standards

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.

Education & Experience

Bachelor's degree in psychology, social work, sociology, or related human services field and two years of related experience. A Master's degree in a related subject may be substituted for experience.



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

Skills and Abilities

Understanding of family systems and appreciation for person-centered planning and thinking; empowering individuals to achieve their goals. Knowledge of intellectual and developmental disabilities, good organizational skills, demonstrated ability to work independently and cooperatively as a part of an interdisciplinary team, excellent verbal and written communication skills, and proficiency with MS Word and MS Outlook.

Essential Requirements

Service coordination is a community-based position that requires meeting with individuals served and their families in their homes, in the community, or in our office location. Must be comfortable working with a high degree of independence. Frequent telephone, virtual, and out-of-office meetings required. Valid California Driver's License and reliable transportation, or acceptable substitute, required.

NLACRC Offers an Excellent Benefits Package

We offer employees a variety of health and dental plans:

- Health Insurance - NLACRC pays the full cost of coverage for certain Medical plans for employee only. We also provide a generous contribution to additional plans that the employee may select for employee only or employee and dependents costs.
- Dental Insurance – NLACRC pays the full cost of the Dental DMO Plan for employees and eligible dependents. We also offer a Dental PPO plan with a low employee monthly contribution for employees and eligible dependents
- Pre-Tax Flexible Spending Account for eligible health care expenses
- Pre-Tax Dependent Care Flexible Spending Account for eligible dependent care expenses
- No cost Life, Accidental Death & Disability, Long Term Disability Insurance for employees
- No cost Vision plan for employees and eligible dependents
- Retirement plan - NLACRC is a member of CalPERS which is a defined benefit plan that provides a monthly retirement allowance for eligible employees
- NLACRC offers two (2) deferred compensation plans - 457 and 403(b)
- Participate in the Public Service Loan Forgiveness program
- Paid Time Off – Eligible for 3 weeks of accrued vacation in the first year, 8 hours per month sick time, education, wellness, and sabbatical time
- Holidays – NLACRC offers 12 paid holidays throughout the year
- Most positions are offered a hybrid – remote option

Please note that benefit costs are pro-rated for part-time employees.

Professional Development Opportunities & Growth

NLACRC values the professional development of staff! Variety of career paths for entry-level management positions for those seeking leadership opportunities in the social services field.



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

Diversity, Equity, and Inclusion

At NLACRC, we value and celebrate diversity! In September 2021, NLACRC launched an initiative to enhance and strengthen our commitment to diversity and belonging.

Compensation

This position is a non – exempt, hourly position.

Base Pay Rate / Salary Range Information

The actual amount offered within the posted salary/pay rate range will depend on a variety of factors, including degree obtained/education, experience, skills and abilities, and other relevant job-related factors. The lower end of salary range applies to candidates who meet minimum qualifications or have limited years of relevant experience; the higher end of range will apply to seasoned candidates with considerable years of direct relevant experience.

NLACRC is an equal opportunity employer. Further, NLARC will consider for employment qualified applicants with criminal histories in a manner consistent with the requirements of the City of Los Angeles' Fair Chance Initiative for Hiring Ordinance.



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 www.nlacrc.org

Executive Finance Committee **Recommendation to the Board of Trustees**

The North Los Angeles County Regional Center ("NLACRC") Executive Finance Committee is recommending the Board of Trustees to authorize the Executive Director, the Chief Financial Officer or the Deputy Director to execute insurance binders and purchase workers compensation insurance for the period of January 1, 2026 through December 31, 2026.

Sharmila Brunjes, Board President

September 25, 2025
Date

Board Resolution for Workers Compensation Insurance

The following resolution was approved and adopted at a regular meeting of the North Los Angeles County Regional Center's Board of Trustees held on the 12th day of November 2025, in accordance with the laws and by-laws of the above organization.

RESOLVED, that the Board of Trustees of the North Los Angeles County Regional Center authorizes the Executive Director, the Chief Financial Officer or the Deputy Director to execute insurance binders and purchase workers compensation insurance for the period of January 1, 2026 through December 31, 2026.

CERTIFICATION BY SECRETARY: I certify that (i) I am the Secretary of the North Los Angeles County Regional Center; (ii) the foregoing Resolution is a complete and accurate copy of the Resolution duly adopted by Board of Trustees; and (iii) the Resolution is in full force and has not been revoked or changed in any way.

Curtis Wang, Board Secretary

November 12, 2025
Date



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 www.nlacrc.org

Contract Summary and Board Resolution

No.	Description	Contract Summary
1.	Contract Overview: (New or Amendment) (POS or OPS)	Fifth Amendment to CPP Housing Agreement, Purchase of Services (POS)
2.	The Name of Vendor or Service Provider	Brilliant Corners Vendor Number: PL1864 (EBSH Wyse) Service code: 999 Previous Project #s NLACRC-1920-09, 2021-01 New Project # NLACRC-2324-10
3.	The Purpose of the Contracts	Community Placement Plan (“CPP”) Housing Agreement for Housing Development Organization (“HDO”) to acquire and renovate a property to suit the needs of four (4) individuals with developmental disabilities who require the services of an Enhanced Behavioral Supports Home (“EBSH”): 3 ambulatory, 1 non-ambulatory. The purpose of the First Amendment was, per DDS approval, to 1) change the capacity of the EBSH being developed from three (3) consumers to four (4) consumers approved by DDS on January 11, 2021; and 2) change the Maximum Funding Amount to include renovation funding. The purpose of the Second, Third and Fourth Amendments was, per DDS approval, to change the Maximum Funding Amount for renovation funding. The purpose of the Fifth Amendment is, per DDS approval, to increase the Maximum Funding Amount by \$18,500 in FY2024 funds to pay for brush clearance and tree removal and trimming due to several years of overgrowth. On May 5, 2025, DDS increased the funding for this project and allocated the source of this funding from Fiscal Year 2024.
4.	The Contract Term	Thirty (30) year contract effective June 1, 2020 through the earlier of (1) the date HDO is no longer owner of the Property or (2) December 31, 2050. The termination or expiration of the Agreement shall not affect the continued enforceability of the documents intended to survive its termination.



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 www.nlacrc.org

5.	The Total Amount of the Contract	Previous Maximum Funding Amount: \$1,072,103.00 Acquisition: \$221,800 Renovation: \$850,303 Revised Maximum Funding Amount: \$1,090,603 Acquisition: \$221,800 Renovation: \$868,803
6.	The Total Proposed Number of Consumers Served	EBSH will have a capacity of 4 consumers.
7.	The Rate of Payment or Payment Amount	Payment will be reimbursed to HDO based on performance milestones or on other such terms as required under DDS's written guidelines.
8.	Method or Process Utilized to Award the Contract.	Brilliant Corners was awarded funding through a Request for Proposal ("RFP") process published by NLACRC on November 1, 2019.
9.	Method or Process Utilized to Establish the Rate or the Payment Amount	Funding was established in NLACRC's FY2019-2020 CPP plan approved by DDS on October 1, 2019 and amended on November 20, 2020, January 20, 2021, and September 2, 2021. On May 5, 2025, DDS approved increase to funding of additional \$18,500 FY2023-2024 funds.
10.	Exceptional Conditions or Terms: Yes/No If Yes, provide explanation	The restrictive covenant on the property acquired by Brilliant Corners effective January 22, 2021 does not have a term limit on it. Brilliant Corners is the current owner of the following additional seven (7) permanent housing projects to serve a maximum of thirty (30) consumers: 1. ARFPSHN: Babcock Avenue, Valley Village (Commencement date January 1, 2013) 2. SRF: Kelvin Avenue, Woodland Hills (Commencement date June 1, 2014) 3. SRF: Kelvin Avenue, Winnetka (Commencement date April 4, 2013) 4. SRF: Mayall Street, Northridge (Commencement date January 1, 2013) 5. EBSH: Wyse Road, Santa Clarita (Commencement date June 1, 2020) 6. EBSH: W Avenue D10, Lancaster (Commencement date Dec. 21, 2023) 7. ARFPSHN: San Jose Street, (Commencement date September 13, 2024)



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 www.nlacrc.org

10.	Exceptional Conditions or Terms: Yes/No If Yes, provide explanation	There is a restrictive covenant on each of the above properties that established that the above properties shall be maintained and be utilized solely for the benefit of the individuals with developmental disabilities for a term of 55 years (properties 1 - 4 above) and without term limit (properties 5 - 7). The Funding Agreement (for above properties 1 - 4) and the CPP/CRDP Housing Agreements (for above properties 5 - 7) provide provisions, not included in the Restrictive Covenants, that Brilliant Corners must demonstrate, such as insurance requirements, maintaining records, reporting requirements, improvement requirements, management, repair, and maintenance requirements, and legal remedies if Brilliant Corners fails to comply with the Funding Agreement/CPP/CRDP Housing Agreements or Restrictive Covenants.
11.	Additional reference:	ARFPSHN: Adult Residential Facilities for Persons with Special Health Care Needs (5-bed facility), as per WIC, Section 4684.50-4684.75. Statute requires that ARFPSHN's have operable automatic fire sprinkler system that is approved by the State Fire Marshal and that meets the national Fire Protection Association (NFPA) and an alternative power source to operate all functions of the facility for a minimum of six (6) hours in the event the primary power source is interrupted. Provide services to individuals with developmental disabilities who require 24-hour care and supervision and who have complex medical and health care service needs. Requires that the provider have licensed professional personnel on staff, such as a RN and LVN that can provide a variety of nursing interventions, including but not limited to tracheostomy care and suctioning, special medication regimes including injection and intravenous medications, management of insulin-dependent diabetes, treatment for wounds or pressure ulcers, pain management and palliative care, etc. EBSH: Enhanced Behavioral Supports Homes (EBSH) (4 bed facility), as per WIC Section 4684.80-4684.87. Provide services to individuals with developmental disabilities who require 24-hour nonmedical care and who required enhanced behavioral supports, staffing and supervision in a homelike setting to support and address a consumer's challenging behaviors, which are beyond what is typically available in other community facilities licensed as an adult residential facility or a group home. Requires a minimum of 16 hours of emergency intervention training for the service provider's staff and



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 www.nlacrc.org

11.	Additional reference: (continued)	additional training for direct care staff to address the specialized needs of the consumers. SRF: Specialized Residential Facility-Habilitation (4-bed facility). Provide services to individuals with developmental disabilities who require 24-hour care and supervision and whose needs cannot be appropriately met within the array of other community living options available. Primary services include personal care and supervision services, homemaker, chore, attendant care, companion services, medication oversight to the extent permitted under State law. Incidental services may include therapeutic social and recreational programming provided in a home-like environment, home health care, physical therapy, occupational therapy, speech therapy, medication administration, intermittent skilled nursing services, and/or transportation as specified in the IPP. Provides 24-hour on-site response.
-----	--	---

The North Los Angeles County Regional Center's ("NLACRC") Executive Finance Committee reviewed and discussed the above Amendment to the CPP Housing Agreement ("Amendment") and is recommending an action of the Board of Trustees to Approve the Amendment.

Anna Hurst, Board Treasurer

September 25, 2025

Date



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 www.nlacrc.org

Contract Summary and Board Resolution

The North Los Angeles County Regional Center’s (“**NLACRC**”) Board of Trustees reviewed and discussed the Fifth Amendment to the CPP Housing Agreement (“**Amendment**”, “**Agreement**”, or “**Contract**”) for Brilliant Corners and passed the following resolution:

RESOLVED THAT in compliance with NLACRC’s Board of Trustees Contract Policy, the Amendment between NLACRC and **Brilliant Corners** was reviewed and approved by NLACRC’s Board of Trustees on **November 12, 2025**.

NLACRC’s Board of Trustees hereby authorized and designates any officer of NLACRC to finalize, execute and deliver the Amendment on behalf of NLACRC, in such form as NLACRC’s legal counsel may advise, and on such further terms and conditions as such Officer may approve. The final terms of the Amendment shall be conclusively evidenced by the execution of the Amendment by such Officer. For purposes of this authorization, an “Officer” means NLACRC’s Executive Director, Deputy Director, and Chief Financial Officer, and no one else.

Certification by Secretary: I certify that: (1) I am the Secretary of the NLACRC; (2) the foregoing Resolution is a complete and accurate copy of the Resolution duly adopted by NLACRC’s Board of Trustees; (3) the Resolution is in full force and has not been revoked or changed in any way.

Curtis Wang, Board Secretary

November 12, 2025

Date



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 www.nlacrc.org

Contract Summary and Board Resolution

No.	Description	Contract Summary
1.	Contract Overview: (New or Amendment) (POS or OPS)	Second Amendment to CPP/CRDP Housing Agreement, Purchase of Services (POS)
2.	The Name of Vendor or Service Provider	Brilliant Corners (EBSH Ave N4) Vendor Number: PL2187 Service code: 999 Previous Project # NLACRC-2223-3 New Project #: NLACRC-2425-14
3.	The Purpose of the Contracts	Community Placement Plan (“CPP”) / Community Resource Development Plan (“CRDP”) Housing Agreement for Housing Development Organization (“HDO”) to acquire and renovate a property to suit the needs of four (4) individuals with developmental disabilities who require the services of an Enhanced Behavioral Supports Home (“EBSH”) with Delayed Egress for adult males: 2 ambulatory, 2 non-ambulatory. The purpose of the First Amendment was to establish milestones for renovation funding. The purpose of the Second Amendment is, per DDS approval, to increase the Maximum Funding Amount by \$311,635.00 for a total funding amount of \$788,585. Further, \$319,994 in FY23 funds reverted to the state and were re-authorized as FY25 renovation funds.
4.	The Contract Term	Thirty (30) year contract effective June 1, 2023 through the earlier of (1) the date HDO is no longer owner of the Property or (2) May 31, 2053. The termination or expiration of the Agreement shall not affect the continued enforceability of the documents intended to survive its termination.



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 www.nlacrc.org

5.	The Total Amount of the Contract	Original Maximum Funding Amount: \$750,000.00 Acquisition: \$350,000.00 Renovation: \$400,000.00 Revised Maximum Funding Amount: \$1,061,635 Acquisition: \$273,050.00 Renovation: \$788,585.00
6.	The Total Proposed Number of Consumers Served	Each EBSH will have a capacity of 4 consumers.
7.	The Rate of Payment or Payment Amount	Payment will be reimbursed to HDO based on performance milestones or on other such terms as required under DDS's written guidelines.
8.	Method or Process Utilized to Award the Contract.	Brilliant Corners was awarded funding through a Request for Proposal ("RFP") process. PL2187 Adult EBSH published by NLACRC on March 30, 2023 and closed on May 3, 2023. Applicant was selected on May 26, 2023.
9.	Method or Process Utilized to Establish the Rate or the Payment Amount	Funding was established in NLACRC's FY2022-2023 CPP/CRDP approved by DDS on February 1, 2023 and March 9, 2023 and amended on April 19, 2023. The acquisition of the property will be pursuant to DDS CPP/CRDP Housing Guidelines for Fiscal Year 2017-2018, dated July 1, 2017 and DDS CPP/CRDP Guidelines for Fiscal Year 2022-2023, dated September 29, 2022. During property acquisition, which has since completed escrow, on March 15, 2024, DDS approved increase to funding of additional \$304,035.00 FY2022-2023 funds on March 27, 2024. DDS approved increase to funding of additional \$7,600 FY2022-2023 funds on June 21, 2024. due to delays in obtaining permit approval from Los Angeles County, FY2023 funds were unable to be expended. On September 12, 2025, DDS re-authorized all FY23 reverted funds, \$319,994, as FY25 renovation funds.
10.	Exceptional Conditions or Terms: Yes/No If Yes, provide explanation	This supersedes and replaces the previously approved Board Resolution for the 2 nd Amendment approved February 12, 2025. The restrictive covenant on the property acquired by



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 www.nlacrc.org

10.	Exceptional Conditions or Terms: Yes/No If Yes, provide explanation (continued)	Brilliant Corners for this project effective September 13, 2024 do not have a term limit on it. Brilliant Corners is the current owner of the following additional seven (7) permanent housing projects to serve a maximum of thirty (30) consumers: 1. ARFPSHN: Babcock Avenue, Valley Village (Commencement date January 1, 2013) 2. SRF: Kelvin Avenue, Woodland Hills (Commencement date June 1, 2014) 3. SRF: Kelvin Avenue, Winnetka (Commencement date April 4, 2013) 4. SRF: Mayall Street, Northridge (Commencement date January 1, 2013) 5. EBSH: Wyse Road, Santa Clarita (Commencement date June 1, 2020) 6. EBSH: W Avenue D10, Lancaster (Commencement date Dec. 21, 2023) 7. ARFPSHN: San Jose Street, (Commencement date September 13, 2024) There is a restrictive covenant on each of the above properties that established that the above properties shall be maintained and be utilized solely for the benefit of the individuals with developmental disabilities for a term of 55 years (properties 1 - 4 above) and without term limit (properties 5 - 7). The Funding Agreement (for above properties 1 - 4) and the CPP/CRDP Housing Agreements (for above properties 5 - 7) provide provisions, not included in the Restrictive Covenants, that Brilliant Corners must demonstrate, such as insurance requirements, maintaining records, reporting requirements, improvement requirements, management, repair, and maintenance requirements, and legal remedies if Brilliant Corners fails to comply with the Funding Agreement/CPP/CRDP Housing Agreements or Restrictive Covenants.
11.	Additional reference:	ARFPSHN: Adult Residential Facilities for Persons with Special Health Care Needs (5-bed facility), as per WIC, Section 4684.50-4684.75. Statute requires that ARFPSHN's have operable automatic fire sprinkler system that is approved by the State Fire Marshal and that meets the national Fire Protection Association (NFPA) and an alternative power source to operate all functions



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 www.nlacrc.org

11.	Additional reference: (continued)	of the facility for a minimum of six (6) hours in the event the primary power source is interrupted. Provide services to individuals with developmental disabilities who require 24-hour care and supervision and who have complex medical and health care service needs. Requires that the provider have licensed professional personnel on staff, such as a RN and LVN that can provide a variety of nursing interventions, including but not limited to tracheostomy care and suctioning, special medication regimes including injection and intravenous medications, management of insulin-dependent diabetes, treatment for wounds or pressure ulcers, pain management and palliative care, etc. EBSH: Enhanced Behavioral Supports Homes (EBSH) (4 bed facility), as per WIC Section 4684.80-4684.87. Provide services to individuals with developmental disabilities who require 24-hour nonmedical care and who required enhanced behavioral supports, staffing and supervision in a homelike setting to support and address a consumer's challenging behaviors, which are beyond what is typically available in other community facilities licensed as an adult residential facility or a group home. Requires a minimum of 16 hours of emergency intervention training for the service provider's staff and additional training for direct care staff to address the specialized needs of the consumers. SRF: Specialized Residential Facility-Habilitation (4-bed facility). Provide services to individuals with developmental disabilities who require 24-hour care and supervision and whose needs cannot be appropriately met within the array of other community living options available. Primary services include personal care and supervision services, homemaker, chore, attendant care, companion services, medication oversight to the extent permitted under State law. Incidental services may include therapeutic social and recreational programming provided in a home-like environment, home health care, physical therapy, occupational therapy, speech therapy, medication administration, intermittent skilled nursing services, and/or transportation as specified in the IPP. Provides 24-hour on-site response.
-----	--	---



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 www.nlacrc.org

Contract Summary and Board Resolution

The North Los Angeles County Regional Center's ("NLACRC") Board of Trustees reviewed and discussed the Second Amendment to the CPP/CRDP Housing Agreements ("Amendment", "Agreement", or "Contract") for Brilliant Corners and passed the following resolution:

RESOLVED THAT in compliance with NLACRC's Board of Trustees Contract Policy, the Amendment between NLACRC and **Brilliant Corners** was reviewed and approved by NLACRC's Board of Trustees on **November 12, 2025**.

NLACRC's Board of Trustees hereby authorized and designates any officer of NLACRC to finalize, execute and deliver the Amendments on behalf of NLACRC, in such form as NLACRC's legal counsel may advise, and on such further terms and conditions as such Officer may approve. The final terms of the Amendment shall be conclusively evidenced by the execution of the Amendments by such Officer. For purposes of this authorization, an "Officer" means NLACRC's Executive Director, Deputy Director, and Chief Financial Officer, and no one else.

Certification by Secretary: I certify that: (1) I am the Secretary of the NLACRC; (2) the foregoing Resolution is a complete and accurate copy of the Resolution duly adopted by NLACRC's Board of Trustees; (3) the Resolution is in full force and has not been revoked or changed in any way.

Curtis Wang, Board Secretary

November 12, 2025

Date



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

CONTRACT SUMMARY AND BOARD RESOLUTION

No.	DESCRIPTION	CONTRACT SUMMARY
1.	Contract Overview: (New or Amendment) (POS or OPS)	Operations First Amendment to Specialized Funding for Family Focus Resource Center
2.	Name of Vendor or Service Provider	California State University Northridge (CSUN)
4.	Contract Term(s)	July 1, 2024 to June 30, 2027 (Fiscal Years 2024-2025, 2025-2026 and 2026-2027)
5.	Total Amount of the Contracts	Increase total maximum contract amount from \$621,561.00 to <u>\$682,071.00</u>
6.	Rate of Payment or Payment Amount	Maximum of \$227,357.00 per year for three-year term
7.	Method or Process Utilized to Award the Contract	CSUN is the existing operator of the Family Focus Resource Center ("FFRC"). On June 12, 2024, NLACRC's Board of Trustees approved a three-year contract with CSUN at \$207,187.00 per year for a total maximum contract amount of \$621,561.00. In April 2025, the Department of Developmental Services ("DDS") approved a 9.74% increase in funding for FFRCs statewide for fiscal years 2024-2025, 2025-2026 and 2026-2027. This increases the FFRC funding to \$227,357.00 per year for the three fiscal years, totaling <u>\$682,071.00</u>.
8.	Method or Process Utilized to Establish the Rate or the Payment Amount	Specialized funding allocation from DDS
9.	Exceptional Conditions or Terms: Yes/No If yes, provide explanation	No



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

CONTRACT SUMMARY AND BOARD RESOLUTION

The North Los Angeles County Regional Center (“NLACRC”) Board of Trustees reviewed and discussed the First Amendment to the California State University Northridge (“CSUN”) Agreement (“Amendment”, “Agreement”, or “Contract”) for the Family Focus Resource Center.

RESOLVED THAT in compliance with NLACRC’s Board of Trustees Contract Policy, the Amendment between NLACRC and CSUN was reviewed and approved by NLACRC’s Board of Trustees at a regular scheduled meeting on November 12, 2025.

The NLACRC Board of Trustees hereby authorizes and designates any Officer of NLACRC to finalize, execute and deliver the Amendment on behalf of NLACRC, in such form as NLACRC’s legal counsel may advise, and on such further terms and conditions as such Officer may approve. The final terms of the Amendment shall be conclusively evidenced by the execution of the Amendment by such Officer. For purposes of this authorization, an “Officer” means NLACRC’s Executive Director, Deputy Director or Chief Financial Officer, and no one else.

CERTIFICATION BY SECRETARY: I certify that (i) I am the Secretary of the NLACRC; (ii) the foregoing Resolution is a complete and accurate copy of the Resolution duly adopted by Board of Trustees; iii) the Resolution is in full force and has not been revoked or changed in any way.

Curtis Wang, Board Secretary

November 12, 2025

Date

Executive Director Year 2 Goals

BOARD: We Want to See Improved Service Delivery and Coordination

- Complete development and launch of new Strategic Plan with updated Mission, Vision & Values.
- Complete implementation of standardized training programs for new and tenured staff, policies and procedures across all three campus locations, and uniform case management leadership practices.
- Hire IT Director, create self-serve database system, enhance Vendor Portal efficiency and capabilities, develop closed AI system for employee knowledge database, and expand Employee Intranet functionality.
- Meet average regional center caseload ratios and Special Contract Language requirement for IPP surveys.

BOARD: We Expect Legislative Advocacy to Ensure Funding

- Conduct at least 10 advocacy engagements, with at least 40% resulting in measurable outcomes such as legislative support, funding commitments, policy adoption, or other documented actions that advance NLACRC's priorities.

BOARD: We Require Consumer and Family Engagement

- Launch routine outreach presence at 3 LAUSD transition sites, with measurable engagement tracked through quarterly participation reports and documented service connections.
- The Board of Trustees, in partnership with NLACRC's Executive Leadership Team, will ensure multiple opportunities are created throughout the year for community engagement that captures lived experiences and feedback, with staff responsible for developing and implementing at least three actionable solutions to address the most pressing challenges identified.

BOARD: We Prioritize a Transparent Relationship Between the Executive Director and the Board

- Redesign the Board orientation program, implement a three-year onboarding plan, and ensure each Board member participates annually in at least one critical activity, such as legislative delegations.

- Provide quarterly goal progress updates, with supporting data, to the Executive Committee; deliver comprehensive semi-annual updates to the full Board; and share interim updates with the Board as significant milestones are achieved.

BOARD: We Expect Healthy Financial Stewardship

- Provide quarterly financial training and clear, accessible reports to ensure 90% of Board members indicate improved understanding of NLACRC's financial position in the annual board survey



North Los Angeles County Regional Center: 2026 – 2029 Board of Trustee's Executive Director Review Process

Kinetic Flow. Kinetic Flow is honored to have supported Californians with developmental disabilities and California's regional center system for more than 25 years, including supporting regional center Executive Director Review processes and leadership development. Kinetic Flow has worked with all 21 regional centers, the Department of Developmental Services, the State Council on Developmental Disabilities, Association of Regional Center Agencies, WestEd Center of Excellence, and other collaborative organizations, as well as consulted on Centers of Medicaid and Medicare Services System Change grants in six states.

Project Approach - NLACRC Requested Support Services:

NLACRC's Request for Proposal included specific requested information goals and process steps. To best achieve these, Kinetic Flow's Approach includes:

I. Collaborative Launch:

- Two (2) introductory collaboration meetings with designated Board of Trustees' representatives and the Executive Director to discuss the process steps, relevant process inputs, and the timeline overview to implement.
- One (1) training for NLACRC's Board of Trustees and other stakeholders to outline clear expectations for all involved.

II. Design and Development of the Executive Director Review. A solid Executive Director Review starts with solid evaluation process that aligns to the Lanterman Act, and other legal oversight, the requirements of the Department of Developmental Services, the NLACRC Board of Trustees, and best practices of Leadership Development. To best meet these legislative mandates, as well as optimize best practices in Leadership Development, Kinetic Flow recommends a hybrid approach:

Objective Outcome/Compliance Metrics + Core Competency Model



Development and Implementation Steps include:

- Review Process: Questionnaire Design and Development
- Review Process: Data Collection Methodology
 - Online Primary, Interviews for Senior Leadership Team/Direct Reports)
- Review Process: Sampling Plan
 - Board, Leadership Team, People/Families Served, Providers, Community Representatives
- Review Process: Data Analysis
- Survey Process: Deliverables

III. **Learnings and Development.** Once reporting is completed, the critical next step is supporting Leadership Growth and Development, including:

- Reporting
- Debrief survey summary meeting with a designated Board subcommittee.
- Closed board meeting to discuss the evaluation results.
- Debrief and development discussion with the Executive Director

IV. **Cost Proposal.** The cost proposal for the three-year contract, assuming the Scope of Work is **\$19,620.00**.



Board Coaching & Training Proposals

Leading Resources, Inc.

Leading Resources, Inc. (LRI) is a Sacramento-based, management consulting firm who has worked with Far Northern Regional Center (FNRC) and Department of Developmental Services (DDS). LRI specializes in strengthening boards and leadership teams so they can govern effectively and think strategically. Their services can include assessments, governance models, workshops, policy development, performance measurement, and coaching for board members.

Their proposal included the following scope and budget:

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

KH Consulting Group

KH Consulting Group is a Los Angeles-based, full-service management consulting firm who currently consult with various departments within NLACRC and have consulted with NLACRC providers and the Special Olympics of Southern California. KH Consulting Group specializes in three areas of change management: strategy and organization, people (HR), and community impact which includes Jobs and Economic Development Impact (JEDI).

Their proposal included the following scope and budget:

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 Advisor
	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

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	▪ Conduct our <i>5 Habits of Effective Boards</i> assessment with board members. ○ 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. ○ Synthesize interview findings to identify themes and opportunities; use these insights to inform coaching sessions and future workshop topics.
Board Coaching	▪ Provide individual and group coaching to board members and committee chairs focused on: ○ Clarifying governance roles and responsibilities ○ Strengthening facilitation and meeting leadership skills ○ Enhancing board engagement, accountability, and culture ○ Interpersonal effectiveness
Board Governance Trainings	▪ Provide interactive training sessions to strengthen the board's governance knowledge and practices. Topics include: ○ 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	▪ 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	▪ 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
Leading Resources Inc.
1930 N Street
Sacramento, CA 95811
916-325-1190



North Los Angeles County Regional Center (NLACRC)

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

Updated September 23, 2025

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:

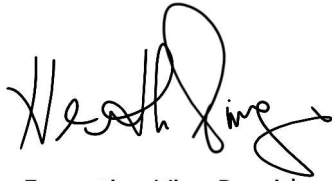
- **Board Training Sessions:** Sessions cover strategic planning, governance, communication, and accountability with focused modules and practical tools to strengthen oversight and leadership.
- **Coaching:** The proposed coaching plan is flexible, focused, and offers real-time feedback to improve governance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

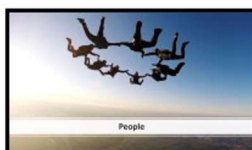
KH is a full-service management consulting firm. KH offers services in three areas of change management: strategy and organization, people (HR), and social and community impact, which includes JEDI.

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

Inquiries about our services may be directed to:

Gayla Kraetsch Hartsough,
Ph.D., President

KH
CONSULTING
GROUP
MANAGEMENT
CONSULTANTS

1901 Avenue of the Stars
Suite 200
Los Angeles, CA 90067

tel 310.203.5417

fax 310.203.5419

info@khcg.com

www.KHConsultingGroup.com

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	Servatron
Office of Unincorporated Area Services (OUAS)	Shorebreak Unlimited Inc.
Public Library	Sierra West – Big Dogs
Sheriff's Department	Siller Brothers, Inc.
Treasurer and Tax Collector (TTC)	Small Business Development Center (SBDC) Network
Los Angeles County Civil Grand Jury	Snell and Wilmer Law Firm
1999-2000; 2000-2001; 2002-2003; 2003-2004; 2004-2005; 2005-2006; 2006-2007; 2007-2008; and 2011-2012	South Australia Department for Transport, Energy and Infrastructure
Los Angeles Department of Water & Power (DWP)	Southern California Tees
Los Angeles Higher Education Roundtable	South Los Angeles Transit Empowerment Zone (SLATE-Z)
Los Angeles Homeless Services Authority (LAHSA)	Southland Master Distributors
Los Angeles Metro	Southwestern College (Chula Vista, CA)
Los Angeles Regional Adult Education Consortium (LARAEC)	Special Olympics of Southern California (SOSC)
Los Angeles Unified School District (LAUSD)	St. John's Regional Medical Center (Oxnard, CA)
Los Angeles World Airports (LAX, ONT, VNY, PMD)	St. Joseph's Hospital and Medical Center (Phoenix, AZ)
Marriott Corporation	State of California, Office of the Chancellor for the Community Colleges
Marymount College	Systems & Computer Technology Corp. (SCT)
Matco	Taiwan Federal Government, National Civil Service Institute
Maui & Sons	Tehachapi Valley District Hospital (California)
Mayo Clinic Scottsdale (MCS)	Telecommunication Management International (TMI)
Megabazaar	Telstra Enterprise & Government (Australia)
Metrolink	Texas Utilities Electric (TU)
Metropolitan Water District of Southern California	Tierra del Sol
Modern Mode	Traditional Industries
Montgomery Watson Americas, Inc.	Transamerica Pension Services
National Coach	Travelers Insurance
National Medical Fellowship (NMF)	TW Graphics
National Mental Health Association of Greater Los Angeles	Unitel (Canada)
Northwestern University/Evanston Research Park	University of California at Los Angeles (UCLA):
OC Parks	Campus Human Resources (CHR)
Ocean Pacific Sunwear, Ltd.	Campus Police
Orange, County of, Department of Human Resources	Custom Programs & Corporate Education Programs
Orange County Transit Authority (OCTA)	Executive Education
Omniplan, City of West Covina (California)	Facilities Management and Environmental Health
Pak-Poy & Kneebone, Ltd., of Australia	Student Affairs
Pasadena Senior Center	University of Nevada Las Vegas (UNLV)
Pico Rivera, City of	University of Iowa
Pink's Famous Chili Dogs	University of Northern Iowa
Pioneer Refining (Singapore)	University of the Pacific
Port Authority of New York-New Jersey (including JFK, LGA, EWR, TEB airports)	University of Southern California (USC):
Port of Long Beach	Facilities Maintenance and Operation
Port of Los Angeles	International Public Policy and Management (IPPAM)
Port of Oakland (including OAK airport)	Norris Cancer Center
Public Health Foundation Enterprises, Inc.	Parking and Transportation Services
Queen's Health Care Plan	U.S. Department of Health and Human Services (DHHS):
Radnet (Medcom)	Health Care Financing Administration (HCFA)
Real D Cinema	Health Resources and Services Administration (HRSA)
Rice and Siegel Law Firm	U.S. Department of Labor, Employment and Training Administration
SRI International	U.S. Veterans Administration, Sepulveda VA Medical Center
SAG-AFTRA	Van de Kamps Bakery
San Bernardino, County of, General Services Group, Department of Information Services	Ventura County Community College District (VCCCD)
San Diego Unified Port District	Washoe Medical Center (Nevada)
San Francisco Community College District	W. M. Keck Foundation
San Jose/Evergreen Community College District	World Vision International
Saudi Arabia	Zenith Insurance
Ministry of Higher Education	
Saudi Arabian Marketing and Refining Company (SAMAREC)	
Scientific Micro Systems (SMS)	
Sega of America	

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.

KH Consulting Group

1901 Avenue of the Stars, Suite 200
Los Angeles, CA 90067

tel 310 203.5417

fax 310 203.5419

info@khcg.com

www.KHConsultingGroup.com



KH Know-How Update

Nonprofit Organizations

KH
CONSULTING
GROUP
MANAGEMENT
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 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

KH Know-How

Inquiries about our services may be directed to:

Gayla Kraetsch Hartsough,
Ph.D., President

KH
CONSULTING
GROUP
MANAGEMENT
CONSULTANTS

1901 Avenue of the Stars
Suite 200

Los Angeles, CA 90067

tel 310.203.5417

fax 310.203.5419

info@KHCG.com

www.KHConsultingGroup.com

KH Core Consultants and Staff:

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



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.

KH CONSULTING GROUP

1901 Avenue of the Stars

Suite 200

Los Angeles, CA 90067

310 203.5417

310 203.5419 fax

www.KHConsultingGroup.com

info@khcg.com



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



1901 Avenue of the Stars - Suite 200
Los Angeles, CA 90067

tel 310.203.5417

email: info@KHCG.com

website: www.KHCG.com

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



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

CONTRACT SUMMARY AND BOARD RESOLUTION

No.	DESCRIPTION	CONTRACT SUMMARY
1.	Contract Overview: (New or Amendment) (POS or OPS)	Operations New and Ongoing Contract Agreements
2.	Name of Vendor or Service Provider	KH Consulting Group ("KH Consulting")
4.	Contract Term(s)	Contract 1: HR Consulting, 7/1/25 – 12/31/25 Contract 2: Outreach Consulting, 8/19/25 – 6/30/26 Contract 3: Strategic Planning Consulting, 1 year
5.	Total Amount of the Contracts	Contract 1: \$158,940.00 (existing) Contract 2: \$42,000.00 (existing) Contract 3: \$199,230.00 (new) Total Contracts: \$400,170.00
6.	Rate of Payment or Payment Amount	Fixed rate
7.	Method or Process Utilized to Award the Contract	NLACRC obtained five proposals for human resources consulting services. Staff reviewed the proposals, conducted interviews and selected KH Consulting in an informal process based on factors including expertise, experience, qualifications and cost. NLACRC selected and entered into a contract with KH Consulting for \$158,940.00 for human resources consulting services. NLACRC entered into a second contract with KH Consulting for outreach consulting services for \$42,000.00. Total amount of the two existing contract agreements is <u>\$200,940.00</u>. NLACRC conducted a formal Request for Proposal ("RFP") for a strategic planning consultant and received 18 responses. A Selection Committee consisting of three (3) staff and two (2) board members selected KH Consulting in the formal RFP process. KH Consulting's proposal for the strategic planning services is <u>\$199,230.00</u>.



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

		Total amount of the three (3) contract agreements between is <u>\$400,170.00</u> .
8.	Method or Process Utilized to Establish the Rate or the Payment Amount	Usual & Customary Rate
9.	Exceptional Conditions or Terms: Yes/No If yes, provide explanation	No



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

CONTRACT SUMMARY AND BOARD RESOLUTION

The North Los Angeles County Regional Center (“NLACRC”) Board of Trustees reviewed and discussed the consulting services agreement (“Agreement”) between NLACRC and KH Consulting Group.

RESOLVED THAT in compliance with NLACRC’s Board of Trustees Contract Policy, the contract Agreement between NLACRC and KH Consulting Group was reviewed and approved by NLACRC’s Board of Trustees at a regular scheduled meeting on November 12, 2025.

The NLACRC Board of Trustees hereby authorizes and designates any Officer of NLACRC to finalize, execute and deliver the Agreement on behalf of NLACRC, in such form as NLACRC’s legal counsel may advise, and on such further terms and conditions as such Officer may approve. The final terms of the Agreement shall be conclusively evidenced by the execution of the Agreement by such Officer. For purposes of this authorization, an “Officer” means NLACRC’s Executive Director, Deputy Director or Chief Financial Officer, and no one else.

CERTIFICATION BY SECRETARY: I certify that (i) I am the Secretary of the NLACRC; (ii) the foregoing Resolution is a complete and accurate copy of the Resolution duly adopted by Board of Trustees; iii) the Resolution is in full force and has not been revoked or changed in any way.

Curtis Wang, Board Secretary

November 12, 2025

Date



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

CONTRACT SUMMARY AND BOARD RESOLUTION

No.	DESCRIPTION	CONTRACT SUMMARY
1.	Contract Overview: (New or Amendment) (POS or OPS)	Operations New and ongoing Contract Agreement(s)
2.	Name of Vendor or Service Provider	KH Consulting Group ("KH Consulting")
4.	Contract Term(s)	Contract 1: HR Consulting, 7/1/25 – 12/31/25 Contract 2: Outreach Consulting, 8/19/25 – 6/30/26 Contract 3: Strategic Planning Consulting, 1 year Contract 4: Board Coaching & Consulting, FY2026
5.	Total Amount of the Contracts	Contract 1: \$158,940.00 (existing) Contract 2: \$42,000.00 (existing) Contract 3: \$199,230.00 (new) Contract 4: \$23,900.00 (new) Total Contracts: \$424,070.00
6.	Rate of Payment or Payment Amount	Fixed rate
7.	Method or Process Utilized to Award the Contract	NLACRC obtained five proposals for human resources consulting services. Staff reviewed the proposals, conducted interviews and selected KH Consulting in an informal process based on factors including expertise, experience, qualifications and cost. NLACRC selected and entered into a contract with KH Consulting for \$158,940.00 for human resources consulting services. NLACRC entered into a second contract with KH Consulting for outreach consulting services for \$42,000.00. Total amount of the two existing contract agreements is <u>\$200,940.00</u>. NLACRC conducted a formal Request for Proposal ("RFP") for a strategic planning consultant and received 18 responses. A Selection Committee consisting of three (3) staff and two (2) board members selected KH Consulting in the formal RFP process. KH Consulting's proposal for the strategic planning services is <u>\$199,230.00</u>.



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

		NLACRC obtained three proposals for board governance, coaching and consulting services. NLACRC's Board of Trustees reviewed and discussed the proposals and selected KH Consulting on November 12, 2025. KH Consulting's proposal is <u>\$23,900.00</u>. The total amount of agreements between NLACRC and KH Consulting is <u>\$424,070.00</u>.
8.	Method or Process Utilized to Establish the Rate or the Payment Amount	Usual & Customary Rate.
9.	Exceptional Conditions or Terms: Yes/No If yes, provide explanation	No



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311 | www.nlacrc.org

CONTRACT SUMMARY AND BOARD RESOLUTION

The North Los Angeles County Regional Center (“NLACRC”) Board of Trustees reviewed and discussed the consulting services agreement (“Agreement”) between NLACRC and KH Consulting Group.

RESOLVED THAT in compliance with NLACRC’s Board of Trustees Contract Policy, the contract Agreement between NLACRC and KH Consulting Group was reviewed and approved by NLACRC’s Board of Trustees at a regular scheduled meeting on November 12, 2025.

The NLACRC Board of Trustees hereby authorizes and designates any Officer of NLACRC to finalize, execute and deliver the Agreement on behalf of NLACRC, in such form as NLACRC’s legal counsel may advise, and on such further terms and conditions as such Officer may approve. The final terms of the Agreement shall be conclusively evidenced by the execution of the Agreement by such Officer. For purposes of this authorization, an “Officer” means NLACRC’s Executive Director, Deputy Director or Chief Financial Officer, and no one else.

CERTIFICATION BY SECRETARY: I certify that (i) I am the Secretary of the NLACRC; (ii) the foregoing Resolution is a complete and accurate copy of the Resolution duly adopted by Board of Trustees; (iii) the Resolution is in full force and has not been revoked or changed in any way.

Curtis Wang, Board Secretary

November 12, 2025

Date



North Los Angeles County Regional Center

Service Standards

Adopted by the Board of Trustees
March 13, 2024

*Approved by the
Department of Developmental Services
July 29, 2024*

TABLE OF CONTENTS

Contents

TABLE OF CONTENTS	1
INTRODUCTION (<i>Approved: July 22, 2010</i>).....	4
I. CASE FINDING AND PUBLIC INFORMATION (<i>Approved: November 18, 2022</i>) Pending approval by DDS ..	Error!
Bookmark not defined.	
INTAKE AND ASSESSMENT.....	Error! Bookmark not defined.
II. PRENATAL/GENETICS/AT RISK (<i>Approved: July 22, 2010</i>).....	Error! Bookmark not defined.
III. EARLY START PROGRAM (<i>Approved: November 16, 2018</i>)	7
INDIVIDUALIZED FAMILY SERVICE PLAN (IFSP).....	9
PROCEDURES FOR IFSP DEVELOPMENT, REVIEW, AND EVALUATION.....	9
PARTICIPANTS IN INITIAL AND ANNUAL IFSP MEETINGS AND PERIODIC REVIEWS.....	10
CONTENT OF THE IFSP	11
INTERIM IFSP.....	14
DESIGNATION OF SERVICES ON THE IFSP.....	14
BASIS FOR THE PROVISION OF SERVICES THROUGH REGIONAL CENTER.....	15
INTERNAL REVIEW PROCESS PRIOR TO PROVISION OF SERVICES THROUGH THE REGIONAL CENTER.....	16
TRANSFER	17
TRANSITION FROM EARLY INTERVENTION SERVICES.....	17
EARLY START APPEALS AND COMPLAINTS.....	19
IV. INDIVIDUAL PROGRAM PLAN (IPP) DEVELOPMENT (<i>Approved: November 16, 2018</i>).....	21
PARTICIPANT-DIRECTED SERVICES.....	24
SOURCE OF FUNDING IDENTIFICATION & ACQUISITION.....	25
INTERAGENCY DISPUTE RESOLUTION.....	29
SERVICE COORDINATION	30
ANNUAL STATEMENTS.....	32
V. FAMILY SUPPORTS AND LIVING ARRANGEMENTS (<i>Approved: March 23, 2022</i>)	34
FAMILY SUPPORT SERVICES & RESPITE.....	34
RESPITE SERVICES.....	34
CHILDREN.....	35
ADULTS.....	36
DAY CARE SERVICES.....	36
CHILDREN.....	37
ADULTS.....	37
PERSONAL ASSISTANTS.....	38
CHILDREN.....	38
ADULTS.....	38

CAMPING, SOCIAL RECREATION AND NONMEDICAL THERAPIES	39
OTHER FAMILY SUPPORT SERVICES.....	39
LICENSED RESIDENTIAL SERVICES.....	39
INDEPENDENT LIVING SERVICES.....	43
SUPPORTED LIVING SERVICES.....	44
STANDARDIZED ASSESSMENT QUESTIONNAIRE.....	46
RENT, MORTGAGE, AND LEASE PAYMENTS	46
IN-HOME SUPPORT SERVICES.....	47
SEX OFFENDERS	47
VI. SOCIAL RECREATION, CAMP, AND NON-MEDICAL THERAPIES (<i>Approved: July 29, 2024</i>). Error!	
Bookmark not defined.	
SOCIALIZATION, LEISURE, AND RECREATION SKILLS	Error! Bookmark not defined.
NON-MEDICAL THERAPIES AS HABILITATION, THERAPY, OR TREATMENT....	Error! Bookmark not defined.
VII. EDUCATIONAL AND VOCATIONAL SERVICES (<i>Approved: March 23, 2022</i>).....	48
SCHOOL AGE.....	Error! Bookmark not defined.
SPECIAL EDUCATION.....	Error! Bookmark not defined.
ADULTS.....	Error! Bookmark not defined.
COMPETATIVE INTEGRATED EMPLOYMENT	Error! Bookmark not defined.
PAID INTERNSHIP PROGRAM.....	Error! Bookmark not defined.
TAILORED DAY SERVICE	Error! Bookmark not defined.
VOUCHERED COMMUNITY-BASED TRAINING SERVICE	Error! Bookmark not defined.
SENIORS	Error! Bookmark not defined.
VIII. CLINICAL SERVICES (<i>Approved: March 23, 2022</i>).....	48
HEALTH CARE SERVICES	48
PHYSICAL AND OCCUPATIONAL THERAPY	50
BEHAVIORAL SERVICES	50
SPEECH AND COMMUNICATION THERAPY	53
COUNSELING SERVICES	54
EXPERIMENTAL TREATMENTS/DEVICES.....	55
IX. LEGAL STATUS AND PROTECTIONS (<i>Approved: October 8, 2018</i>)	Error! Bookmark not defined.
CONSERVATORSHIP.....	Error! Bookmark not defined.
DIVERSION	Error! Bookmark not defined.
PEER REVIEW OF BEHAVIOR MODIFICATION INTERVENTIONS THAT MAY CAUSE PAIN OR TRAUMA	Error! Bookmark not defined.
PRIVACY AND CONFIDENTIALITY AND RELEASE OF CONSUMER PROTECTED HEALTH INFORMATION.....	Error! Bookmark not defined.
NOTICE OF PRIVACY PRACTICES.....	Error! Bookmark not defined.
MINIMUM NECESSARY USE AND DISCLOSURE OF PROTECTED HEALTH INFORMATION	Error! Bookmark not defined.

COMPLAINTS	Error! Bookmark not defined.
PROHIBITED ACTIVITIES-NO RETALIATION OR INTIMIDATION...	Error! Bookmark not defined.
SAFEGUARDS.....	Error! Bookmark not defined.
BUSINESS ASSOCIATES.....	Error! Bookmark not defined.
TRAINING AND AWARENESS.....	Error! Bookmark not defined.
SANCTIONS.....	Error! Bookmark not defined.
COOPERATION WITH PRIVACY OVERSIGHT AUTHORITIES	Error! Bookmark not defined.
INVESTIGATION AND ENFORCEMENT	Error! Bookmark not defined.
HUMAN IMMUNODEFICIENCY VIRUS (HIV)/ACQUIRED IMMUNE DEFICIENCY SYNDROME (AIDS)	Error! Bookmark not defined.
HIV/AIDS EDUCATION	Error! Bookmark not defined.
HIV TESTING	Error! Bookmark not defined.
CONFIDENTIALITY AND RELEASE OF HIV/AIDS RELATED CONSUMER INFORMATION	Error! Bookmark not defined.
HIV/ AIDS AND SERVICE PROVISION.....	Error! Bookmark not defined.
X. TRANSPORTATION SERVICES (<i>Appeals: May 14, 2012</i>).....	Error! Bookmark not defined.
XI. APPEAL PROCESS (<i>Pending Approval from DDS. Approved: September 19, 2023</i>)...	Error! Bookmark not defined.
ADEQUATE NOTICE.....	Error! Bookmark not defined.
AUTHORIZED REPRESENTATIVE	Error! Bookmark not defined.
INFORMAL MEETING	Error! Bookmark not defined.
MEDIATION.....	Error! Bookmark not defined.
FAIR HEARING.....	Error! Bookmark not defined.
ACCESS TO RECORDS.....	Error! Bookmark not defined.

North Los Angeles County Regional Center Service Standards

INTRODUCTION

North Los Angeles County Regional Center (NLACRC) is guided by the Lanterman Developmental Disabilities Services Act in the provision of services and supports for persons with developmental disabilities and their family members. The Act specifies activities and obligations the center must discharge to meet its responsibilities. NLACRC fully accepts these responsibilities and will endeavor to meet the needs of consumers¹ within the constraints of its budget.

As part of the activities conducted on behalf of a consumer by the NLACRC, services and supports may be purchased for a consumer as identified on his or her Individual Program Plan (IPP). However, consideration must first be given to viable generic and natural services and supports available to the consumer. Services and supports purchased on behalf of a consumer by the NLACRC must take into consideration the needs, preferences, and choices of the consumer. Services and supports should be flexible and individually tailored to the consumer and, where appropriate, his or her family. Finally, services and supports must be effective in meeting the goals and objectives on the consumer's IPP and reflect a cost-effective use of public resources.

Services and supports purchased on behalf of a consumer by NLACRC must assist the consumer to achieve the greatest self-sufficiency possible and to exercise personal choice. Furthermore, such services and supports, within the context of the IPP, must show a high preference to choices that result in allowing a minor to live with his or her family, an adult to live as independently as possible in the community, and a consumer of any age to interact with persons without disabilities in positive and meaningful ways. To ensure consumers have viable access to quality services and supports within their home communities, NLACRC will work in a collaborative effort with the Area Board and other private or public organizations to provide:

- **Information** - NLACRC will provide consumers with quality and timely information about options. Consumers cannot make informed choices without current and complete information about generic, community and vendored support services. Information may be disseminated in collaboration with the Area Board.
- **Advocacy** - NLACRC will advocate for publicly funded agencies to meet their legal responsibilities to serve consumers. NLACRC may conduct systems advocacy jointly with the Area Board and will work collaboratively with Disability Rights California to provide comprehensive advocacy training.

¹ This includes an adult or child with a developmental disability and/or a family member(s) who has primary or legal responsibility for a minor child who has a developmental disability

- **Options** - NLACRC will encourage and facilitate the creation of quality service and support options for consumers. In collaboration with NLACRC's Vendor Advisory Committee, community best practices standards will be developed and implemented.
- **Consumer Choice and Responsibility** - NLACRC will respect the choices of consumers and acknowledges their ability to accept responsibilities that may be consistent with those for persons without disabilities of the same age.
- **Excellence** - NLACRC accepts its responsibility for adopting policies that ensure the center is effectively and efficiently managed. Accordingly, the Board of Trustees ensures that services are purchased within the framework of the law and service standards as set forth by the board.
- **Responsiveness** - NLACRC will respond to the urgent and critical needs of consumers and/or their family members in a timely and professional manner. The center's Board of Trustees envisions that an appropriate response will be consistent with the consumer's or their family member's situation and may entail exercising greater flexibility as well as creativity in applying the center's service standards. In addition, the center maintains an after-hours business line, (818) 778-1900, to provide consumers, their family members and service providers in immediate need with access to the center.

NLACRC's service standards and policies do not include all possible therapies. Potential therapies will be considered upon review by NLACRC clinicians within the context of the planning team² process. NLACRC clinicians are California-licensed and/or board-certified health care professionals who may include, but are not limited to, physicians, psychologists, board certified behavior analysts, registered nurses, dentists, pharmacists, and registered dental assistants who are NLACRC staff or contractors.

NLACRC is prohibited from purchasing experimental treatments, therapeutic services or devices that have not been clinically determined or scientifically proven to be effective or safe or for which risks, and complications are unknown. In view of the often-complex nature of consumers' needs, it is recognized that some individual circumstances have not been anticipated by these service standards or service needs that occur infrequently. This may include other services and supports not specified in these standards. In such cases, the executive director may review staff recommendations and authorize purchase of service requests.

2 Planning team means the individual with the developmental disability, the parents or legally appointed guardian of a minor, or the legally appointed conservator of an adult consumer, one or more regional center representatives, including the designated service coordinator pursuant to subdivision (b) of section 4640.7 and any individual, including the service provider, invited by the parents or legally appointed guardian of a minor, or the legally appointed conservator of an adult consumer.

In adopting these standards, the Board of Trustees is acting in its role of establishing the service philosophy, standards, and general policy for NLACRC. The board delegates responsibility for the general management of NLACRC and the establishment of operational policies and procedures consistent with these standards to the executive director pursuant to this action.

DRAFT

I. EARLY START PROGRAM

Service and Procedural Standards

PHILOSOPHY

NLACRC is committed to providing comprehensive and needed Early Start services to eligible infants and toddlers, birth to 3 years of age, and their families.

DEFINITION

Early Start services are designed to meet the developmental needs of an eligible infant or toddler in one or more of the following areas: physical, cognitive, communication, social/emotional, and adaptive development. Additionally, early intervention services provide education and training to parents/caregivers of an eligible infant or toddler in multiple areas of development under the supervision and guidance of qualified professionals. The Early Start program also provides parent/caregivers with counseling and support. Required early intervention services are indicated on each infant's or toddler's Individualized Family Service Plan (IFSP) and is periodically reassessed.

Except for services related to evaluation and assessment of the infant or toddler, a family's private insurance shall be used to pay for early intervention services specified on the infant or toddler's IFSP that are determined to be medical services.

The inability of the parent of an eligible infant or toddler to obtain a decision from the private insurance plan regarding approval or denial of a claim for service payment will not result in denial of the service to the infant or toddler by the regional center nor will the process delay the timeliness of the delivery of the service in accordance with federal and State requirements.

Effective July 1, 2011, during intake and assessment (but no later than the IFSP meeting), the parent or legal guardian shall provide documentation and information (including insurance cards, etc.) under which the consumer is eligible to receive health benefits. If the consumer has no such benefits, NLACRC will not use that fact to negatively impact the services that the consumer may or may not receive from the regional center.

Early intervention programs are intended to maximize an infant's development within the existing family structure by:

- Responding to the personal and family needs expressed by parents/caregivers.
- Fostering effective parent-infant interaction.
- Developing and implementing appropriate and specific growth-fostering activities for the infant or toddler.

POLICY

NLACRC will implement California's Early Start program within its service area consistent with federal and California state laws and regulations as well as its contract with the Department of Developmental Services (DDS).

~~Effective July 1, 2011, California State Law added Welfare and Institutions Code, Section 4785 to require regional centers to assess an annual family program fee.~~

~~NLACRC shall implement this required program and assess this annual fee from parents whose adjusted gross family income is at or above 400% of the federal poverty level based upon family size and who have a child to whom all of the following apply:~~

- ~~▪ The child has a developmental disability or is eligible for Early Start services.~~
- ~~▪ The child is less than 18 years of age.~~
- ~~▪ The child or family receives services beyond eligibility determination, needs assessment, and service coordination.~~
- ~~▪ The child lives with his or her parents.~~
- ~~▪ The child does not receive services through the Medi-Cal program.~~

~~This annual fee shall not be assessed or collected if the child only receives respite under the Lanterman Act, day care, or camping services from the regional center, and a cost for participation is assessed to the parents under the Family Cost Participation Program (FCPP). Services shall not be delayed or denied for the consumer or child based upon lack of payment of the annual program fee. The annual family program fee shall be initially assessed by the regional center at the time of development, scheduled review, or modification of the IFSP, but no later than June 30, 2012, and annually thereafter.~~

~~The annual family program fee shall be two hundred dollars (\$200) per family regardless of the number of children in the family with developmental disabilities or who are eligible for Early Start services. If the family can demonstrate to the regional center that their adjusted gross family income is less than 800% of the federal poverty level the program fee shall be one hundred fifty dollars (\$150) per family, regardless of the number of children with developmental disabilities or who are eligible for Early Start services.~~

~~The regional center may grant an exemption to the assessment of an annual program fee if the parents demonstrate any of the following:~~

- ~~▪ The exemption is necessary to maintain the child in the family home.~~
- ~~▪ The existence of an extraordinary event that impacts the parents' ability to pay the fee or the parents' ability to meet the care and supervision needs of the child.~~

- ~~▪ The existence of a catastrophic loss that temporarily limits the ability of the parent to pay and creates a direct, economic impact on the family. Catastrophic loss may include but is not limited to, natural disasters, accidents, or major injuries to an immediate family member and extraordinary medical expenses.~~

Major considerations in the choice of a program for children under the age of 3 years will be the individualized needs of the infant and his or her family and the ability of the parent or primary care giver to participate in the program. Parents or primary caregivers may choose from among a variety of program options deemed appropriate by the interdisciplinary team.

The following early intervention program options may be considered:

- Center-based parent education and support: A group of parents (primary caregivers) and infants meet together at a designated site under the guidance and supervision of qualified personnel.
- Individual in-home parent education/support: An individualized program is provided by a qualified professional for the infant and parent (a primary caregiver) at the infant's home.
- Combination: A program that includes a center-based and a home intervention component.

Provision of services without participation of the parent or primary care giver will be on an exception basis only.

INDIVIDUALIZED FAMILY SERVICE PLAN (IFSP)

NLACRC shall ensure that a written IFSP is developed for providing early intervention services. The IFSP shall address the infant or toddler's developmental needs and the needs of the family related to meeting the developmental needs of the infant or toddler. An IFSP shall be developed and implemented for each infant or toddler who has been evaluated, assessed, and determined to be eligible for early intervention services.

PROCEDURES FOR IFSP DEVELOPMENT, REVIEW, AND EVALUATION

- An initial IFSP shall be developed by NLACRC for each eligible infant or toddler who has been evaluated and assessed, within 45 days of receipt of the oral or written referral receipt by either the center or Local Education Agency (LEA).
- A periodic review of the IFSP for an infant or toddler and the infant or toddler's family shall be conducted every 6 months, or more frequently if service needs change, or if the parent requests such a review.

- Documentation of each periodic review of the IFSP by the service coordinator shall include the degree to which progress toward achieving the outcomes is being made and all modifications or revisions of the outcomes or services, as necessary.
- The periodic review of the IFSP may be carried out by a meeting or by another means that is acceptable to the parent and other participants.
- An annual meeting to review the IFSP shall be conducted to document the infant or toddler's progress and revise its provisions and shall include team members as specified in Early Start regulations. Effective July 1, 2011, at the time of the annual review, the parents or legal guardian shall provide documentation and information (including insurance cards, etc.) under which the consumer is eligible to receive health benefits. If the consumer has no such benefits, the regional center shall not use that fact to negatively impact the services that the consumer may or may not receive from the regional center.
- Information obtained from ongoing assessment shall be used in reviewing and revising outcomes and determining the appropriate services that will be provided or continued.
- All IFSP meetings shall be conducted in settings at times or by means that are reasonably convenient to the parent and in the language of the parent's choice unless it is clearly not feasible to do so.
- Meeting arrangements shall be made with, and written notice provided to, the parent and other members of the multi-disciplinary team in a timely manner to ensure attendance at the IFSP.
- The contents of the IFSP and changes to the IFSP resulting from the periodic review shall be fully explained and a legible copy of the document given to the parent. Written consent from the parent shall be obtained prior to the provision of early intervention services described in the IFSP.
- If the parent does not provide consent with respect to a particular early intervention service listed in the IFSP or withdraws consent after first providing it, that service shall not be provided. The early intervention services to which parental consent is obtained shall be provided.

PARTICIPANTS IN INITIAL AND ANNUAL IFSP MEETINGS AND PERIODIC REVIEWS

- Each initial IFSP meeting and each annual IFSP meeting shall include the following participants:
 - a. The parent of the infant or toddler.
 - b. The service coordinator who has been working with the family since the initial referral of the infant or toddler for evaluation and assessment or who has been designated by the regional center or LEA to be responsible for implementation of the IFSP; and
 - c. The person(s) who conducted the evaluations or assessments.
- If requested by the parent, each initial IFSP meeting and each annual IFSP meeting shall include other family members and/or an advocate or person outside the family.
- Each IFSP meeting shall include persons who will be providing services to the infant or toddler and family, as appropriate.
- Each periodic review of the IFSP shall include:
 - a. The parent.
 - b. The service coordinator.
 - c. Service providers as appropriate.
 - d. Other family members, an advocate or person outside of the family upon parental request.
- If either the evaluators or assessors are unable to attend an initial or annual IFSP meeting, arrangements shall be made for the person's involvement through other means, including:
 - a. Participating in a telephone conference call.
 - b. Having a knowledgeable representative attend an IFSP meeting.
 - c. Making pertinent records available at the IFSP meeting.

CONTENT OF THE IFSP³

- For purposes of this section:
 - a. **Duration** means projecting when a given service will no longer be provided (such as when the child is expected to achieve the results or outcomes in his/her IFSP).

3 Code of Federal Regulations 34, Section 303.344

- b. **Length** means the length of time the service is provided during each session of that service (such as an hour or other specified time period).
- c. **Frequency and Intensity** mean the number of days or sessions that a service will be provided, and whether the service is provided on an individual or group basis.
- d. **Location** means the environment where early intervention services are provided.
- e. **Method** means how a service is provided, such as through consultation, group, or individual sessions by qualified persons to accomplish a specified outcome.

■ The IFSP shall include the following:

- a. With the agreement of the parent, a statement of the family's resources, priorities and concerns related to enhancing the development of the infant or toddler.
- b. A statement, based on evaluation and assessment information, of the infant or toddler's present levels of:
 - 1. Physical development including fine and gross motor development, vision, hearing, and health status.
 - 2. Cognitive development.
 - 3. Communication development.
 - 4. Social or emotional development.
 - 5. Adaptive development.
- c. The statement of present levels of development shall be based on evidence that can be measured or observed by a qualified professional.
- d. A statement of the developmental outcomes expected for the infant or toddler and the criteria, procedures and timelines used to determine the degree to which progress toward achieving outcomes is being made. Such outcomes shall be based on the identified needs of the infant or toddler and family pursuant to assessment.
- e. A statement about the outcomes for the family when services for the family are related to meeting the special developmental needs of the infant or toddler.

- f. “Early intervention services (1) The IFSP must include a statement of the specific early intervention services, based on peer-reviewed research (to the extent practicable), that are necessary to meet the unique needs of the child and the family to achieve the results or outcomes identified... including:”
1. The length, duration, frequency, intensity, and method of delivering the early intervention services.
 2. The location where the services will be delivered.
 3. The statements of location shall specify the natural environments such as home, childcare, school program or private program where early intervention services shall be provided.
 4. The statement shall include a justification of the extent, if any, to which the services will not be provided in a natural environment.
 5. The projected date for initiation of each service. Each early intervention service must be provided as soon as possible after the parent provides consent for that service.
 6. The anticipated duration of the services.
 7. The scheduled days when services/programs will not be available when the service provider operates a program which has a fixed schedule which includes breaks in service for periods such as holidays or vacations.
 8. The name of the regional center, LEA or service provider providing each early intervention service.
- g. The funding source for other services provided by any entity other than regional centers or LEAs including the procedures that will be followed to obtain such funding.
- h. The name of the service coordinator.
- i. A statement of the transition steps and services to be taken to support the smooth transition of the child from Part C services to:
1. Preschool services under Part B of the Act, to the extent that those services are appropriate.
 2. Other appropriate services.
- Regional centers and LEAs shall not place an infant or toddler on a waiting list for early intervention services required by the IFSP.
 - Regional centers and LEAs shall arrange, provide, or purchase early intervention services required by the IFSP as soon as possible, but no later than 45 days following the date of the IFSP that first authorized the service.

INTERIM IFSP

- An interim IFSP may be developed for an infant or toddler who has been determined eligible for early intervention services. The early intervention services may begin before the completion of the assessment if there is an immediate need to provide services and the infant or toddler's parent has given written consent.
- The interim IFSP shall include:
 - a. Timelines for completing assessments.
 - b. The name of the service coordinator responsible for completion of the evaluation and assessment within the 45-day timeline and implementation of the interim IFSP.
 - c. The services agreed upon at the interim IFSP meeting as necessary for the infant or toddler.
- An interim IFSP meeting shall provide for the participation of the parent and service coordinator and the persons responsible for the assessment at a minimum pursuant to Early Start regulations.
- The immediate need, the early intervention services needed, and the name of the service coordinator must be documented in the infant or toddler's IFSP.
- The existence of an interim IFSP does not absolve the regional center or LEA from complying with the 45-day time period to complete the initial assessment in all five areas of development.
- An interim IFSP developed to meet an immediate need shall be followed by an IFSP meeting within the 45-day period that commenced with the referral except as provided for in Early Start regulations.
- An interim IFSP may be developed for an infant or toddler who has been determined eligible when exceptional circumstances prevent the completion of assessment within 45 days.

DESIGNATION OF SERVICES ON THE IFSP

- Each service on the IFSP shall be designated as one of the following:
 - a. A required early intervention service, including required respite, a childcare- type service provided to enable parent(s) to participate or receive other early

intervention services in order to meet the outcomes on a child's IFSP.⁴ These services shall be provided, purchased, or arranged by a regional center or LEA; or

- b. Other public programs providing services that may benefit the infant, toddler, and/or family which the eligible infant or toddler or his or her family may be eligible to receive, subject to the statutory, regulatory, and other program criteria of those programs or agencies. These services may include but not be limited to residential care, family reunification services; Head Start; Supplemental Security Income; Supplemental Security programs; temporary assistance to needy families and food stamps or Medi-Cal.
- The receipt of required early intervention services listed on the IFSP, pursuant to Early Start regulations, or from other state or federal agencies such as California Children Services, is dependent on the infant or toddler and the infant or toddler's parent meeting the statutory, regulatory, and other program criteria of the agency and/or program that provides those services. These criteria may include financial eligibility and medical condition eligibility as diagnosed by program certified personnel, and on the availability of funding for the program:
 - a. In the event that the infant or toddler or infant or toddler's parent is not eligible to receive those agency services, or funding for the program is unavailable, the required early intervention services shall be provided by the center or the LEA.
 - b. The parent shall be informed, in writing, of this provision during the initial 45-day evaluation and assessment period and/or during the IFSP meeting.

BASIS FOR THE PROVISION OF SERVICES THROUGH REGIONAL CENTER

- Regional centers shall provide, arrange, or purchase early intervention services, as required by the infant or toddler's IFSP, and be payer of last resort for infants and toddlers determined eligible for early intervention services as per Section 95014 of Title 14, California Early Intervention Services Act, effective January 1, 2015:
 - a. Developmental Delay: Defined as ~~33~~25% delay in one or more of the following ~~5-6~~ areas: cognitive development; physical and motor development; including vision and hearing; expressive communication development; receptive communication development; social or emotional development; or adaptive development.
 - b. Established Risk: A condition of known etiology which has a high probability

4 United States Department of Education Office of Special Education and Rehabilitative Services letter dated March 13, 2003. Stephanie S Lee, Director OSEP

of leading to developmental delay if the delay is not evident at the time of diagnosis.

c. High Risk: An infant or toddler who has a high risk of having a substantial developmental disability due to a combination of bio-medical risk factors.

- Regional centers shall be the payer of last resort after all other public and private sources for payment have been reviewed to determine if a referral shall be made by the service coordinator and/or the parent. Referrals may include, but not be limited to, California Children Services, Medi-Cal, or private insurance providers that may have responsibility for payment. This review shall not delay the provision of early intervention services specified on the IFSP. Early intervention services specified on the IFSP shall begin as soon as possible.

~~▪ Respite and daycare services included in a child's IFSP shall be subject to the Family Cost Participation Program, for those eligible consumers.⁵~~

INTERNAL REVIEW PROCESS PRIOR TO PROVISION OF SERVICES THROUGH THE REGIONAL CENTER

All purchase of service requests will be subject to the center's internal process, which ensures adherence with federal and state laws and regulations, and ensures all of the following:

- Conformance with the center's service and procedural standards.
- Utilization of generic services and supports, when appropriate.
- Utilization of other services or sources of funding, such as private health insurance, grants, and charitable organizations.⁶
- Consideration of the family's responsibility for providing similar services and supports for a minor child without disabilities in identifying service needs in the least restrictive and most appropriate setting. In this determination, the planning team shall take into consideration a consumer's need for extraordinary care, services, supports, and supervision and timely access to this care.

All final decisions regarding the IFSP will be made in accordance with the statutory

5 ~~The Family Cost Participation Program was created by the Department of Developmental Services for the purpose of assessing a cost participation to parents who have a child that is eligible for services under the California Early Intervention Services Act, birth through two years of age, lives in the parents' home, receives services purchased by the regional center, and is not eligible for Medi-Cal.~~

6 Use of private health insurance or other private sources of funding shall be mandatory.

provisions for IFSP development and implementation.⁷

TRANSFER

- NLACRC shall use existing information whenever possible to determine continued eligibility and to minimize delay in the provision of appropriate early intervention services when an eligible infant or toddler's residence changes to another regional center.
- The procedures contained in Welfare and Institutions Code, pertaining to transfers between regional centers, shall apply for an infant or toddler with an existing IFSP who moves from an area where he or she received early intervention services from a regional center into another regional center area.

TRANSITION FROM EARLY INTERVENTION SERVICES

- LEAs shall provide special education and related services to eligible children at age 3 years. Each LEA shall participate in the transition planning for toddlers served under the California Early Intervention Services Act who may be eligible for preschool programs under Part B of the Individuals with Disabilities Education Improvement Act before the toddler is 2 years and 9 months, or at the discretion of all parties up to 6 months before the child turns 3 years to ensure that an IEP has been developed and is implemented by the toddler's third birthday.
- "The State lead agency must ensure that...not fewer than 90 days before the third birthday of the toddler with a disability if that toddler may be eligible for preschool services under Part B of the Act, the lead agency notifies the SEA and the LEA for the area in which the toddler resides that the toddler on his or her third birthday will reach the age of eligibility for services under Part B of the Act, as determined in accordance with State law."⁸
- "The State lead agency must ensure that...(1) If a toddler with a disability may be eligible for preschool services under Part B of the Act, the lead agency, with the approval of the family of the toddler, convenes a conference, among the lead agency, the family, and the LEA not fewer than 90 days-and at the discretion of all parties, not more than 9 months-before the toddler's third birthday to discuss any services the toddler may receive under Part B of the Act."⁹
- For all toddlers with an IFSP, the transition steps contained in the IFSP at 2 years and 9 months or earlier shall include all of the following:

7 See Section 95020 of the Government Code.

8 California Federal Regulations 34, Section SS303.209(b)(1)(i)

9 California Federal Regulations 34, Section SS303.209(c)(1)

- a. Discussions with and providing information to parents regarding:
 - 1. The toddler's transition to special education for a toddler with a disability who may be eligible for special education and related services under Part B of the Individuals with Disabilities Education Act.
 - 2. Steps to prepare the toddler for changes in service delivery, including steps to help the toddler adjust to and function in a new setting.
 - b. Provide information about community resources, such as Head Start, child development preschool, or private or public preschool, for a toddler who will not be eligible for special education services after three years of age.
 - c. A projected date for conducting a final review of the IFSP to review the early intervention services and the transition outcomes by age 3.
- For toddlers who may be eligible for preschool services from the LEA, under Part B of the Individuals with Disabilities Education Act, the transition steps necessary for movement into services under Part B or other appropriate program, written at the IFSP meeting before the toddler is 2 years and 9 months, or, at the discretion of all parties, up to 6 months before the toddler's third birthday, shall include all of the following:
- a. With parental consent, the transmission of information about the toddler to the LEA including evaluation and assessment information and copies of IFSPs that have been developed and implemented;
 - b. Identifying needed assessments to determine regional center and special education eligibility and determining the regional center or LEA responsible and timelines for completing the needed assessments;
 - c. Statements of the steps necessary to ensure that the referral to an LEA is received by the LEA in a timely manner to ensure that assessments required under the provisions of Part B of the Individuals with Disabilities Education Act are completed and an IEP is implemented by the toddler's third birthday;
 - d. A referral for evaluation and assessment for services, under Part B of the Individuals with Disabilities Education Act, no later than the time that the toddler is 2 years and 9 months of age or before the LEA's break in school services if the toddler will become 3 years of age during a break in school services. The transition IFSP shall contain steps necessary to satisfy the referral and IEP development requirements contained in Education Code.¹⁰ Identification of the

¹⁰ It is important to note that Section 56505(d) of the California Education Code has **eliminated** a student's right to stay put protection of the services provided in the child's IFSP pending the resolution of a legal dispute over the student's initial Individualized Education Program Plan for those children transitioning from Part C (Early Start) services to Part B (Special Education Preschool) services under the Individuals with Disabilities Education Improvement Act.

people responsible for convening an IEP and final IFSP meeting and the person responsible for convening an IPP meeting, if necessary, for a toddler by age 3 years to:

1. Review the progress toward meeting the early intervention services outcomes identified in the IFSP.
 2. Determine the eligibility for special education and develop the Individualized Education Plan (IEP).
 3. Develop an Individualized Program Plan (IPP) if the toddler is also eligible for services under the Lanterman Developmental Disabilities Services Act.
- If a toddler is older than 2 years and 6 months on the date of the initial IFSP, the IFSP shall include steps to ensure transition to special education services under Part B of the Individuals with Disabilities Education Act or other services that may be appropriate.
 - Regional centers may continue providing or purchasing services for a preschooler who has been determined eligible for regional center services:
 - a. Until the beginning of the next school term after the toddler's third birthday during a period when the LEA special education preschool program is not in session; and
 - b. When the multidisciplinary team determines that services are necessary until the LEA special education program resumes.
 - ~~■ Effective July 1, 2009, due to changes in the Lanterman Act 4648.5(a)(3), regional centers may not purchase suspended services, one of which includes educational services for children 3 to 17 years, inclusive, unless an exemption is granted.~~

EARLY START APPEALS AND COMPLAINTS

There are three separate processes in place for addressing disagreements which arise under the Early Start program.

The Early Start Mediation Conference Request is a voluntary process used to informally resolve disagreements between a parent, as defined in law, and a regional center related to any alleged violation of federal or state statutes/regulation governing California's Early Start program, including eligibility and services, or related to a proposal or refusal for identification, evaluation, assessment, placement, or services. Mediation can be requested as the first option for resolution or can also be requested when during a complaint or due process hearing process, a parent decides that mediation might be more appropriate. The duration for either a mediation conference or a due process hearing shall not exceed a total 30 days for each process from the receipt of the mediation or due process request to the mailing of the mediation agreement or hearing decision. If a mediation conference is requested at or during the time of a due process hearing the mediation conference resolution shall occur prior to the due process

hearing.¹¹

The Early Start Due Process Hearing is used to resolve disagreements between parents and a regional center related to a proposal or refusal for identification, evaluation, assessment, placement, or services.

The Early Start State Complaint Process is used to investigate and resolve any alleged violation of federal or state statutes or regulations governing California's Early Start program.

EXCEPTION PROCEDURE

NLACRC cannot anticipate all requests for required early intervention services. It is recognized that some individual needs are so unique that they are not addressed in this service standard. Therefore, NLACRC's executive director or his/her designee may grant exceptions. The IFSP team must make a request for an exception to the center's staffing committee. The committee must review the request and make a recommendation to the executive director.

EXEMPTION PROCEDURE

~~NLACRC cannot anticipate all requests for Early Start services. It is recognized that some individual needs are so unique that they are not addressed in this service standard and may meet the criteria for an exemption. NLACRC's executive director or his/her designee may grant an exemption based on extraordinary circumstances where a service is critical to ameliorating the physical, cognitive, or psychosocial effects of a consumer's developmental disability or is necessary to enable the consumer to remain in the family home and no alternative service is available. The planning team must make a request for an exemption to the center's staffing committee. The committee must review the request and make a recommendation to the executive director or his/her designee.~~

11 California Code of Regulations, Title 17, Section 52172 (e).

II. INDIVIDUAL PROGRAM PLAN (IPP) DEVELOPMENT

Service and Procedural Standards

PHILOSOPHY

People with developmental disabilities have a right to make choices in their own lives including, but not limited to where and with whom they live; their relationships with people in their community; the way they spend their time, including education, employment, and leisure; the pursuit of their personal future; and program planning and implementation.

DEFINITIONS

Individual Program Plan (IPP): The IPP is a written, person-centered plan. It is a statement of goals based on the needs, preferences, and life choices of the consumer. The IPP includes a statement of specific time limited objectives for implementing the person's goals and addressing his/her needs.

The objectives should allow for measurement of progress or service delivery. The plans to implement the objectives specified in the IPP should indicate the frequency and amount of service(s) and identify the funding or support source and person(s) responsible for implementation. The goals and objectives should maximize opportunities for the consumer to develop relationships, be a part of the community life in areas of community participation, housing, work, school, leisure, increase control over his/her life, acquire increasingly positive roles in community life and develop competencies to help accomplish these goals.

When a child with a developmental disability lives with his/her family, the IPP shall include a family plan component. The family plan component describes those services and supports necessary to successfully maintain the child at home.

When developing an IPP for a transition age youth or working age adult, the planning team shall consider California's Employment First policy.¹²

Individual Family Service Plan (IFSP): Children, birth through 2 years of age, who are eligible for Early Start services will have an IFSP developed in accordance with Part C of Individuals with Disabilities Education Improvement Act (IDEIA) federal regulations and California Early Start regulations.

12 Per Welfare and Institutions Code, Section 4646.5(a)(4).

POLICY

NLACRC shall complete the IPP process with each person determined eligible for service in accordance with the Lanterman Developmental Disabilities Services Act and other applicable statutes and regulations. A consumer's initial IPP will be completed within 60 days of the completion of the intake assessment and periodically thereafter, or as requested by the consumer, his/her parent, legal guardian, conservator, or other person knowledgeable about the consumer. If a review is requested, the IPP shall be reviewed within 30 days after the request is submitted.

Consumers and, where applicable, parents shall have the right to electronically record IPP meetings on an audiotape recorder. Consumers or, where applicable, parents shall notify their service coordinator of their intent to record a meeting at least 24 hours prior to the meeting. The regional center shall have the right to record an IPP meeting that is recorded by a parent. The center will record all IPP meetings that are recorded under the statutory provision and will maintain a copy of the recording in the consumer's chart. If a regional center initiates a notice of intent to record an IPP meeting and the consumer, or where applicable parent, refuses to attend the meeting because it will be recorded, the regional center shall not record the meeting.

The IPP is developed through a process of individualized needs determination based on assessment information. The assessment should document the consumer's life goals, preferences, capabilities, strengths, barriers, and concerns or problems. For children with developmental disabilities, assessments should also include a review of the strengths, preferences, and needs of the child and the family unit as a whole.

Assessments shall be conducted by qualified individuals and performed in natural environments whenever possible. Assessment information shall be taken from the consumer, his/her parents and their family members, his/her friends, advocates, providers of service and supports and other agencies. The assessment process shall reflect awareness of, and sensitivity to, the lifestyles and cultural background of the consumer and his/her family. Assessment information may also be taken from Client Development Evaluation Report (CDER) information, medical and psychological evaluations, social assessment, individual service plans, individual habilitation components, and other relevant documents.

The IPP is prepared jointly by one or more representatives of the regional center, including the service coordinator, the person with the developmental disability, and the person's legal representative. When invited by the person with developmental disability or his/her legal representative, other individuals knowledgeable about the person should participate.

All reasonable efforts should be made to actively involve the consumer in the IPP process, therefore, the IPP meeting must be conducted at the location most conducive to the consumer's participation. The preferred sites are the consumer's residence or primary program. The regional center shall comply with the request of a consumer, or when appropriate, the

request of his/her parents, legal representative, or conservator, that a designated representative receive written notice of all meetings to develop or revise his/her IPP and of all notices sent to the consumer.

The determination of which services and supports are necessary shall be made through the IPP process on the basis of the needs and preferences of the consumer or, when appropriate, the consumer's family. In selection of services and supports, consideration shall be given to a range of service options proposed by IPP participants, the effectiveness of each option in meeting the goals stated in the IPP and the cost-effectiveness of each option. In selecting a service provider, the IPP planning team shall consider a provider's ability to deliver quality services that can achieve all or part of the consumer's IPP, a provider's success in achieving the objectives set forth in the IPP, the existence of licensing, accreditation, or professional certification, where appropriate, and the cost of providing service of comparable quality by different providers. The least costly provider¹³ who is able to accomplish all or part of the IPP, based upon the consumer's needs as identified in the IPP, shall be selected. In determining the least costly provider, the regional center shall consider the availability of federal financial participation. Consumers are not required to use the least costly provider if doing so will result in moving to more restrictive or less integrated services or supports.

Effective July 1, 2011, where applicable, at the time of development, review, or modification of the IPP a Transportation Access Plan for a consumer will be developed when all of the following conditions are met:

- NLACRC is purchasing private, specialized transportation services or services from a residential, day, or other provider, excluding vouchered service providers, to transport the consumer to and from day or work services.
- The planning team has determined that a consumer's community integration and participation could be safe and enhanced through the use of public transportation service.
- The planning team has determined that generic transportation services are available and accessible.

The transportation access plan must identify the services and supports necessary to assist the consumer in accessing public transportation. These services and supports may include, but not limited to, mobility training services and the use of transportation aides.

NLACRC will to the fullest extent possible implement an appropriate, equitable, and effective use of funds for the purchase of services for all consumers and will, to the maximum extent possible, ensure the provision of quality services. For this reason, it is NLACRC's practice to utilize resources within NLACRC's catchment area.

All purchase of service (POS) requests will be subject to the center's internal process, which ensures adherence with federal and state laws and regulations, and ensures all of the following:

13 Including the cost of transportation

- Conformance with the center's service and procedural standards.
- Utilization of generic services and supports prior to expending regional center funds, as appropriate.
- Utilization of other services or sources of funding such as private health insurance, grants, and charitable organizations.
- Consideration of the family's responsibility for providing similar services and supports for a minor child without disabilities in identifying service needs in the least restrictive and most appropriate setting. In this determination, the planning team shall take into consideration a consumer's need for extraordinary care, services, supports, supervision, and timely access to this care.

All final decisions regarding the IPP will be made in accordance with the statutory provisions for IPP development and implementation.¹⁴

All NLACRC POS authorizations must be supported and documented in the IPP. NLACRC shall not supplant the budget of any generic agency. As part of the IPP process, written appeal procedures must be provided to the consumer or, when appropriate, the consumer's parent(s), legal guardian, or conservator when the IPP planning team is unable to reach agreement regarding the types and/or amounts of service to be funded by NLACRC and included in the IPP.

A consumer's IPP will be reviewed and reevaluated as requested by the consumer or other persons participating in the implementation of the consumer's IPP to ascertain that planned services have been provided, that objectives have been fulfilled within the time limits specified, and that consumers and families are satisfied with the IPP and its implementation.

PARTICIPANT-DIRECTED SERVICES

Effective October 1, 2011, for consumers eligible for the Home and Community Based Services (HCBS)/Medicaid Waiver program who are receiving or wish to receive family- member vouchered day care, respite, nursing, transportation services, and/or are an adult with the desire to pursue a vouchered community-based training service, NLACRC may offer participant-directed services to allow the adult consumer and/or family member to procure their own services. In such a case, NLACRC shall:

- Provide information regarding the consumer/family member's responsibilities and functions either as the employer or co-employer;
- Provide information about the requirements regarding the use of a Financial Management Service (FMS) co-employer or an FMS employer agent;
- Assist the adult consumer or family member to identify and choose an FMS co-

¹⁴ Per Welfare and Institutions Code, Section 4646.

employer or FMS employer agent;

- Vendor the adult consumer or family member acting as employer or co-employer for the identified service(s).

Neither the adult consumer nor the family member shall be the FMS co-employer or the FMS employer agent. The duties of the adult consumer or family member, as employer or co-employer, include, but are not limited to the following:

- Recruit workers.
- Verify worker qualifications.
- Specify additional worker qualifications based upon consumer needs and preferences.
- Determine worker duties.
- Schedule workers.
- Orient and instruct workers in duties.
- Supervise workers.
- Evaluate worker performance.
- Verify time worked by employees and approve time sheets.

The adult consumer or family member in the capacity as an employer has the independent authority to hire workers and terminate workers.

The adult consumer or family member in the capacity as co-employer has the authority to make recommendations to the FMS co-employer for hiring and terminating workers but does not have the independent authority to do so.

The FMS co-employer or FMS employer agent supports the adult consumer or family member with the employment of workers to carry out authorized participant-directed services. FMS duties are as follows:

- Collect and process timesheets of workers providing participant-directed services.
- Assist the family member or adult consumer in verifying the worker's eligibility for employment.
- Process payroll, withholding, filing, and payment of applicable employment related taxes and insurance for authorized participant-directed services.
- Track, prepare, and distribute monthly expenditure reports to the employer or co-employer and NLACRC.
- Maintain all source documentation related to the authorized service(s) and expenditures.

SOURCE OF FUNDING IDENTIFICATION & ACQUISITION

PHILOSOPHY

NLACRC is committed to pursuing all viable public and private sources of funding on behalf of consumers prior to the utilization of the center's funds.

DEFINITION

Public sources of funding include, but are not limited to, generic agencies. A generic agency is any agency which has a legal responsibility to serve all members of the general public and is receiving public funds for providing such service. Private sources of funding include health insurance. Private entities are identified and pursued to the maximum extent they are liable for the cost of services, aid, insurance, or medical assistance to the consumer.

In practice, this requires NLACRC to first investigate and, if appropriate, pursue funding for services and supports from but not limited to the following sources on behalf of consumers:

- Medi-Cal
- California Children's Services
- School districts (Department of Education)
- Department of Rehabilitation
- County mental health services
- Components of the criminal justice system, including probation
- Department of Public Social Services
- Department of Children and Family Services
- Public transportation and Paratransit
- Social Security
- Medicare
- Private health insurance
- Trust funds
- Insurance settlement
- Other funds specified for the consumers care and treatment

Effective July 1, 2011, at the time of the IPP, scheduled reviews or modification of a consumer's IPP, the consumer, or where appropriate, parents, legal guardian, or conservator, shall provide documentation and information of any health benefits (including insurance cards, etc.) under which the consumer is eligible to receive health benefits. If the consumer has no such benefits, NLACRC will not use that fact to negatively impact the services that the consumer may or may

not receive from the regional center.

POLICY

It is the policy of NLACRC to utilize all other resources before expending the center's funds. Since NLACRC is precluded by law from supplanting the budget of any generic agency, the possibility of funding required consumer services through generic agencies or private entities must be explored first and determined not to be available prior to expending NLACRC funds. NLACRC assumes the responsibility to pursue other sources of funding for consumers with their consent and cooperation. The consumer's file must reflect the attempt to obtain generic and, where appropriate, private sources of funding for the purchase of service request. For other than reasons of health and safety, there must be written documentation of a denial. If a written denial cannot be obtained from the generic agency, a letter of confirmation must be written by NLACRC to the agency confirming the denial and the basis for the decision. All avenues of appeal must be followed with generic agencies and documented in the consumer file. As part of its efforts to assure that generic agencies are fulfilling their mandates, NLACRC will consider providing and/or obtaining independent assessments in order to advocate for needed services from such agencies.

NLACRC will not purchase any service that would otherwise be available from Medi-Cal, Medicare, In-Home Supportive Services, California Children's Services, private insurance, or a health care service plan when a consumer or family is eligible for coverage however chooses not to pursue the generic resource or private entity. If NLACRC's staffing committee¹⁵ determines that a consumer is eligible for a service funded by a generic agency or private entity, the committee will authorize regional center funding for the service when the health and safety of the consumer are at risk, the service is not available to the consumer in a timely manner and the consumer/family agrees to pursue the generic resource or private entity.

Sometimes, certain voluntary nonprofit organizations, family service agencies, and religious organizations may be explored. When such resources have been identified as available on a timely basis by NLACRC, they will be contacted by NLACRC and, if possible, utilized prior to NLACRC expenditure of funds.

~~Effective July 1, 2011, California state law added Welfare and Institutions Code, Section 4785 to require regional centers to assess an annual family program fee. NLACRC shall implement this required program and assess this annual fee from parents whose adjusted gross family income is at or above 400% of the federal poverty level based upon family size and who have a child to whom all of the following apply:~~

15 The staffing committee is comprised of regional center staff, who are knowledgeable or who possess expertise in the matter being considered. Where appropriate, the consumer, their legal representative, or other individuals invited by the consumer, may participate in the meeting.

- ~~The child has a developmental disability or is eligible for Early Start services.~~
- ~~The child is less than 18 years of age.~~
- ~~The child or family receives services beyond eligibility determination, needs assessment, and service coordination.~~
- ~~The child lives with his or her parents.~~
- ~~The child does not receive services through the Medi-Cal program.~~

~~This annual fee shall not be assessed or collected if the child only receives respite, day care, or camping services from the regional center, and a cost for participation is assessed to the parents under the Family Cost Participation Program. Services shall not be delayed or denied for the consumer or child based upon lack of payment of the annual program fee. The annual family program fee shall be initially assessed by the regional center at the time of development, scheduled review, or modification of the IPP, but no later than June 30, 2012, and annually thereafter.~~

~~The annual family program fee shall be two hundred dollars (\$200) per family regardless of the number of children in the family with developmental disabilities or who are eligible for Early Start services. If the family can demonstrate to the regional center that their adjusted gross family income is less than 800% of the federal poverty level the program fee shall be one hundred fifty dollars (\$150) per family, regardless of the number of children with developmental disabilities or who are eligible for Early Start services.~~

~~The regional center may grant an exemption to the assessment of an annual program fee if the parents demonstrate any of the following:~~

- ~~The exemption is necessary to maintain the child in the family home.~~
- ~~The existence of an extraordinary event that impacts the parents' ability to pay the fee or the parents' ability to meet the care and supervision needs of the child.~~
- ~~The existence of a catastrophic loss that temporarily limits the ability of the parent to pay and creates a direct, economic impact on the family. Catastrophic loss may include but is not limited to, natural disasters, accidents or major injuries to an immediate family member and extraordinary medical expenses.~~

Effective July 1, 2013, California state law added Welfare and Institutions Code, Section 4659.1 which defines instances where a Regional Center may pay any applicable copayment or coinsurance associated with a service provided pursuant to the IPP ~~or IFSP~~ when the service is covered by the health care service plan or health insurance policy of the consumer's parent, guardian or caregiver, and when necessary to ensure that the consumer receives the service or support if all of the following conditions are met:

- (1) The consumer is covered by his or her parent's, guardian's or caregiver's health care service plan or health insurance policy.
- (2) The family has an annual gross income that does not exceed 400 percent of the federal

poverty level.

(3) There is no other third-party having liability for the cost of the service or support. Additionally, if a service or support provided to a consumer 18 years of age or older, pursuant to his or her IPP, is paid for in whole or in part by the consumer's health care service plan or health insurance policy, the regional center may, when necessary to ensure that the consumer receives the service or support, pay any applicable copayment or coinsurance associated with the service or support for which the consumer is responsible if both of the following conditions are met:

- (1) The consumer has an annual gross income that does not exceed 400 percent of the federal poverty level.
- (2) There is no other third-party having liability for the cost of the service or support

Regional center may pay a copayment or coinsurance associated with the health care service plan or health insurance policy for a service or support provided pursuant to a consumer's IPP ~~or IFSP~~ if the family's or consumer's income exceeds 400 percent of the federal poverty level, the service is necessary to successfully maintain the child at home or the adult consumer in the least-restrictive setting, and the parents or consumer demonstrate one or more of the following:

- (1) The existence of an extraordinary event that impacts the ability of the parent, guardian, or caregiver, or adult consumer with a health care service plan or health insurance policy, to pay the copayment or coinsurance.
- (2) The existence of a catastrophic loss that temporarily limits the ability to pay of the parent, guardian, or caregiver or adult consumer with a health care service plan or health insurance policy and creates a direct economic impact on the family or adult consumer. For purposes of this paragraph, catastrophic loss may include, but is not limited to, natural disasters and accidents involving major injuries to an immediate family member.
- (3) Significant unreimbursed medical costs associated with the care of the consumer or another child who is also a regional center consumer.

The parent, guardian, or caregiver of a consumer or an adult consumer with a health care service plan or health insurance policy shall self-certify the family's gross annual income to the regional center by providing copies of W-2 Wage Earners Statements, payroll stubs, a copy of the prior year's state income tax return or other documents and proof of other income. The parent, guardian or caregiver of a consumer is responsible for notifying the regional center when a change in income occurs that would result in a change in eligibility for coverage of the health care service plan or health insurance policy copayments or coinsurance. Documents submitted shall be confidential pursuant to Section 4514 of the Welfare and Institutions Code.

Regional centers shall not pay health care service plan or health insurance policy deductibles.

INTERAGENCY DISPUTE RESOLUTION

PHILOSOPHY

NLACRC will participate in interagency dispute resolution in those circumstances where the regional center believes that a generic agency is legally obligated to fund a service contained in the individual program plan for a child less than six years of age.

DEFINITION

This process will apply to those generic agencies that are publicly funded with a legal obligation to serve consumers eligible to receive their respective benefits. This process does not apply to services offered from the following: Medi-Cal specialty mental health plans, benefits provided under Medi-Cal managed care plan contracted with the Department of Health Care Services, the Genetically Handicapped Persons Program, or the California Children's Services Program.

POLICY

It is the policy of NLACRC to engage in the interagency dispute resolution process when the center believes that an applicable generic agency is responsible for providing or paying for a service required by and specified in a consumer's individual program plan and the agency is not providing for the service.

The center will submit a written notification and request to the appropriate agency and the consumer's parent, legal guardian, or authorized representative. The generic agency and the regional center will have 15 calendar days to meet to resolve the dispute unless the generic agency notifies the regional center, in writing, that it needs additional time, up to 15 days, to make an initial assessment of whether the child meets the basic eligibility requirements for the program or type of service in question. In the event that the generic agency and the center reach a resolution, a written copy of the resolution identifying the responsible agency for service delivery will be provided to the parent, guardian, or other authorized representative within 10 calendar days of the meeting. In the event that the dispute cannot be resolved, the center will submit the dispute to the Office of Administrative Hearings within 30 calendar days of the meeting. The decision of the Office of Administrative Hearings will be the final administrative decision for all agencies that are party to the dispute.

The interagency dispute resolution process will not interfere with a consumer's right to receive the services specified in his or her individual program plan on a timely basis. Further, this process does not preclude a parent, guardian, or authorized representative from pursuing administrative remedies such as the fair hearing process.

SERVICE COORDINATION

PHILOSOPHY

The NLACRC is committed to assisting persons with developmental disabilities and their families in securing those services and supports which maximize opportunities and choices for living, working, learning, and recreating in the community. As such, service coordination must be conducted in partnership with consumers and their families. In addition, service coordination activities should fulfill the intent of the Lanterman Developmental Disabilities Services Act by "...providing consumers with opportunities to exercise decision-making skills in any aspect of day-to-day living" and "...providing consumers with relevant information in an understandable form to enable the consumer to make his or her choice."

DEFINITION

The regional center designated service coordinator is responsible for: providing or ensuring that needed services and supports are available to the consumer; developing, implementing, overseeing, and monitoring the consumer's IPP; offering individual advocacy; and conducting quality assurance activities.

POLICY

NLACRC's service coordination model is designed to assist consumers and their families in securing those services and supports which maximize opportunities and choices in living, working, learning, and pursuing recreation in the community. The model ensures that each consumer has a designated service coordinator and reflects the maximum cost-effectiveness by providing differing levels of service coordination. NLACRC's service coordination model places a high priority on individual and systems advocacy as well as quality assurance.

Service coordination consists of those activities necessary to implement the consumer's IPP, including, but not limited to, participation in the IPP process, securing services and supports specified in the IPP by obtaining them from generic agencies, purchasing from vendored agencies, or identifying other public or private resources. Additional service coordination activities entail collection and dissemination of information, monitoring implementation of the IPP to ascertain that objectives have been fulfilled and assisting to revise the IPP as required.

The service coordinator is typically an employee of the regional center or, when appropriate, a consumer or his/her family member, legal guardian or conservator may perform all or part of the duties of the service coordinator if NLACRC's executive director agrees and it is feasible.

No person shall continue to serve as a service coordinator for any IPP unless there is agreement by all parties that the person should continue to serve as service coordinator. Any person designated by the executive director as the service coordinator shall not deviate from the agreed-upon program plan and shall provide any reasonable information and reports required by the regional center executive director.

NLACRC will maintain a program for parents and consumers to become service coordinators. Service coordinators will participate in a course of orientation and training and will receive ongoing consultation, support, and supervision from the regional center, as necessary.

ANNUAL STATEMENTS

NLACRC will provide consumers, or where appropriate, parents, legal guardians, conservators, or authorized representatives, with a statement of services purchased on behalf of the consumer by NLACRC on an annual basis. The purpose of providing annual statements is to ensure services have been delivered.

EXCEPTION PROCEDURE

NLACRC cannot anticipate all requests for the IPP planning process. It is recognized that some individual needs are so unique that they are not addressed in this service standard. Therefore, NLACRC's executive director or his/her designee may grant exceptions. The planning team must make a request for an exception to the center's staffing committee. The committee must review the request and make a recommendation to the executive director or his/her designee.

EXEMPTION PROCEDURE

~~Parents may request an exemption from the Annual Family Program Fee. Exemptions will be granted when a parent demonstrates any of the following:~~

- ~~▪ An exemption is necessary to maintain the child in the family home.~~
- ~~▪ The existence of an extraordinary event that impacts the parent's ability to pay the fee or impacts the parent's ability to meet the care and supervision needs of the child.~~
- ~~▪ The existence of a catastrophic loss that temporarily limits the ability of the parents to pay and creates a direct economic impact on the family. Catastrophic loss may include, but is not limited to, natural disasters, accidents involving, or major injuries to, an immediate family member, and extraordinary medical expenses.~~

In order to obtain an exemption, a written request must be made to NLACRC's Executive Director. The written request must include the following information:

- Parent(s) name, address, and phone number.

- Name of the consumer(s).
- Specific reasons and justification to support the request.
- Records or documentation to support the request.

The written request must be sent to the attention of the Appeals Officer/Executive Director at the following address:

North Los Angeles County Regional Center
9200 Oakdale Avenue, Suite 100
Chatsworth, CA 91311

DRAFT

III. FAMILY SUPPORTS AND LIVING ARRANGEMENTS

Service and Procedural Standards

PHILOSOPHY

It is the philosophy of NLACRC that consumers and/or their family members should decide where they live. This means NLACRC will work with families to maintain their minor children at home when it is the families' preference and, for adult consumers, help them to access living options of their choice. To this end, NLACRC will work to empower consumers and their family members as well as advocate on their behalf. The regional center is dedicated to providing family support and will plan with each family to identify services that meet each unique need. As such, the planning team should consider each family's responsibility to provide typical supports.

FAMILY SUPPORT SERVICES & RESPITE

DEFINITIONS:

Family support services mean services and supports provided to a minor with a developmental disability or his or her family and that contributes to the ability of the family to reside together. These services may include respite, daycare cost assistance, personal assistance, adaptive equipment, advocacy, necessary appliances, counseling, and mental health services.

Effective October 1, 2011, for consumers eligible for the Home and Community Based Services (HCBS)/Medicaid Waiver, daycare and respite services purchased using vouchers are required by law to be used in conjunction with a Financial Management Service (FMS) provider. An FMS provider assists a family member with verifying worker eligibility status, collecting and processing timesheets of worker(s), processing payroll, withholdings, filing and payment of applicable taxes and insurance, performing billing payments and reimbursements, and maintaining all source documentation related to the authorized service(s). This service arrangement is known as participant-directed services.

RESPITE SERVICES

- In-home respite services mean intermittent or regularly scheduled temporary non-medical care and supervision provided in the consumer's own home when the consumer resides with a family member.
- Cost-effective out-of-home respite service options may include temporary residential services, vendored weekend program (Saturday program), and other services designed to provide planned relief from the ongoing care and supervision of the consumer.

POLICIES

CHILDREN

It is the policy of NLACRC to empower and advocate for consumers and families to access existing personal and community resources, such as Early and Periodic Screening, Diagnosis, and Treatment (EPSDT), whenever possible to meet their family support needs. Thus, to the extent that the law requires, NLACRC will encourage families to use these resources before expending the center's funds. NLACRC will consider the provision of generic resources in the family support planning process when the authorization of the service, or some portion thereof, is for the expressed purpose of providing for the care and/or supervision of the child or for the purpose of providing respite to the child's caregiver. Additionally, the planning team must give consideration to the ordinary care, support, and supervision that a family must provide to a child of the same age without a disability and to cost-effectiveness.

The regional center may only purchase respite services when the care and supervision needs of a consumer exceed that of an individual of the same age without a developmental disability. As such, regional center-funded services will focus on services required by and resulting from the consumer's developmental disability. NLACRC will seek to provide effective family support services. This may include using creative and innovative approaches to meet objectives contained in the consumer's Individual Program Plan (IPP)/Individual Family Service Plan (IFSP) and represent a cost-effective use of public funds.

NLACRC will use the most commonly encountered situations to help in determining the typical level of support services for a minor consumer. The situations relate to the increasing care and supervision the minor may need based on his or her age and degree of disability. Finally, NLACRC cannot anticipate all situations, and therefore, individualized planning is essential. NLACRC recognizes that there may be circumstances in which a family needs an exceptional amount of respite services. Exceptional circumstances may include medical or behavioral conditions, either acute or chronic, which require an intense amount of care, supervision, and/or treatment or an acute medical or physical condition that impacts the caregiver's ability to provide appropriate care and supervision to the minor consumer. Therefore, NLACRC's executive director or his or her designee may approve respite services at an exceptional level. The service coordinator must make a request for an exception, which must be reviewed by the Center's staffing committee; the committee will make a recommendation regarding the proposed family support plan. The service coordinator will reconvene with the family/caregiver to discuss the committee's recommendation and complete the individualized program planning process. In the event there is disagreement regarding the amount of respite services to be included in an individual's IPP, NLACRC will provide a written notice and appeal rights; please see the Fair Hearing Service Standard.

~~All respite purchase of service (POS) authorizations will be reviewed for Family Cost Participation Program eligibility and all eligible consumers will be subject to requirements of the program.~~

ADULTS

It is the policy of NLACRC to support adult consumers who choose to live in the home of a family member. To this end, NLACRC will provide support services that allow the caregivers periodic relief from the ongoing responsibilities of care and supervision. The regional center will typically purchase respite services when the care and supervision needs of a consumer exceed that of an individual of the same age without a developmental disability. Furthermore, it is the policy of NLACRC to empower and advocate for consumers and families to access existing personal and community resources, such as generic resources, whenever it is appropriate to meet family support needs. Thus, to the extent that the law requires, NLACRC will consider the provision of generic resources in the family support planning process when the authorization of the services, or some portion thereof, is for the expressed purpose of meeting the care and/or supervision needs of the individual or for the purpose of providing respite to the individual's caregiver. The need for respite often correlates to the consumer's increasing need for care and supervision due to the degree of his or her disability. Finally, NLACRC cannot anticipate all situations, and therefore, individualized planning is essential.

NLACRC recognizes that there may be circumstances in which a family needs an exceptional amount of respite services. Exceptional circumstances may include medical or behavioral conditions, either acute or chronic, which require an intense amount of care, supervision, and/or treatment or an acute medical or physical condition that impacts the caregiver's ability to provide appropriate care and supervision to the minor consumer. Therefore, NLACRC's executive director or his or her designee may approve respite at an exceptional level. The service coordinator must make a request for an exception, which must be reviewed by the Center's staffing committee; the committee will make a recommendation regarding the proposed family support plan. The service coordinator will reconvene with the family/caregiver to discuss the committee's recommendation and complete the individualized program planning process. In the event there is disagreement regarding the amount of respite service to be included in an individual's IPP, NLACRC will provide a written notice and appeal rights; please see the Fair Hearing Service Standard.

DAY CARE SERVICES

DEFINITION:

Day care services mean services that provide appropriate non-medical care and supervision, while a parent is engaged in employment in or out of the home and/or engaged in educational activities leading to employment, to ensure the consumer's safety in the absence of family members. Day care services will attend to the consumer's basic self-help needs and other

activities of daily living including interaction, socialization, and continuation of usual daily routines which would ordinarily be performed by the family member. Day care services can be provided by a licensed family day care agency, a licensed childcare center, a licensed day-camp, preschool, a family member voucher arrangement, or through participant-directed services, if eligible.

POLICIES

CHILDREN

It is the policy of NLACRC to empower and advocate for consumers and families to access existing personal and community resources whenever possible to meet their day care needs. Thus, to the extent that the law requires, NLACRC will encourage families to use these resources before expending the center's funds. Additionally, that the planning team must give consideration to the ordinary care. This also means that consideration must be given to the ordinary care, support, and supervision that a family must provide to a child of the same age without a disability and to cost-effectiveness.

NLACRC may pay the cost of the day care services that exceed the cost of providing day care to a child without a disability when the child resides in the family home. NLACRC may pay in excess of this amount when a family can demonstrate a financial need and when doing so will enable the child to remain in the family home. ~~All day care POS authorizations will be reviewed for Family Cost Participation Program eligibility and all eligible consumers will be subject to requirements of the program.~~

ADULTS

It is the policy of NLACRC to support adult consumers who choose to live in the home of a family member. The NLACRC acknowledges that adult consumers may require care and supervision in the absence of a caregiver and that parents/guardians/caregivers may not be able to provide constant ongoing care and supervision while engaged in employment or educational activities leading to employment. As such, NLACRC will provide day care services to adult consumers in need of care and supervision during the absence of their usual caregiver.

NLACRC will use the following factors in determining the need for day care services:

- Length of time the consumer is able to be left unsupervised.
- Availability of natural supports (family members, friends, neighbors, etc.).
- Parent's employment status and/or educational activities leading to employment.
- Consumer's involvement in a day program.
- Eligibility and/or use of generic services such as In-Home Support Services.

PERSONAL ASSISTANTS

DEFINITION

CHILDREN

Personal assistant services are to assist with bathing, grooming, dressing, toileting, meal preparation, feeding, and protective supervision is a typical **parental** responsibility for minor children. Personal assistant services for minor children will be considered on an exception basis when the needs of the consumer are of such a nature that it requires more than one person to provide the needed care. There may be exceptional circumstances as a result of the severity and/or intensity of the developmental disability that may impact the family's ability to provide specialized care and supervision while maintaining the child in the family home. Eligibility and/or use of generic services such as In-Home Support Services will be explored and accessed where possible prior to NLACRC funding as an exception.

ADULTS

Personal assistant services are to assist consumers who require support in the following areas of activities of daily living, including bathing, grooming, dressing, toileting, meal preparation, feeding, and protective supervision. Personal assistant services are intended to provide adult consumers with appropriate care and supervision and assist consumers in maintaining community living arrangements, including a living arrangement in the family home, if that is the consumer's preference.

POLICY

It is the policy of NLACRC to support adult consumers who choose to live in the home of a family member. The NLACRC acknowledges that adult consumers may require care and supervision in the absence of a caregiver and that parents/guardians/caregivers may not be able to provide constant ongoing care and supervision due to aging, declining health, or other mitigating factors. As such, NLACRC will provide personal assistant services to adult consumers in need of care and supervision and/or enhanced care and supervision.

NLACRC will use the following factors in determining the need for personal assistant:

- Length of time the consumer is able to be left unsupervised.
- Availability of natural supports (family members, friends, neighbors. etc.).
- Consumer's involvement in a day program.
- Eligibility and/or use of generic services such as In-Home Support Services, college/university special student services, or Department of Rehabilitation.
- Support based on an assessed need when a consumer's behavioral or medical

issues are of such severity that a parent requires assistance in the home in order to adequately care for the consumer.

CAMPING, SOCIAL RECREATION AND NONMEDICAL THERAPIES

It is the policy of NLACRC to provide family support in a manner that allows parents and families to obtain planned relief from caregiving responsibilities for child and adults while meeting the care and supervision needs of the individual we serve. Camping, social recreation and nonmedical therapies that provide parent and families the opportunity to schedule time for relief may be considered to meet the individualized need of the parent/caregiver and family, as identified in the IPP. Please see the Camp, Social Recreation and Nonmedical Therapies Service Standard for definition and policies.

OTHER FAMILY SUPPORT SERVICES

DEFINITION

Other family support services may include, but are not limited to adaptive equipment, advocacy, necessary appliances and supplies, homemaker services, diapers, education and training services, and counseling and mental health services.

POLICY

NLACRC will provide other family support services as determined through the individual program planning process. This process must include consideration of typical **parental** responsibility to provide a similar service to a child without a disability, the availability of generic sources that have a legal responsibility to provide services (such as private health insurance, local education agencies, California Children's Services, and Medi-Cal), and the cost-effectiveness of services and service providers of comparable quality.

NLACRC may purchase diapers for children 3 years of age or older. NLACRC may purchase diapers for children less than three 3 years of age when a family can demonstrate a financial need and when doing so will enable the child to remain in the family home.

NLACRC may purchase van modifications for consumers to enable them to access the community when generic or natural supports are not available. Modifications must be consistent with the most cost-effective adaptation that meets the individualized need of the consumer and must represent the lowest of three bids from vendored service providers.

LICENSED RESIDENTIAL SERVICES

DEFINITION

Licensed residential services are designed to provide training and supervised living

arrangements for children and adults with developmental disabilities in other than the individual's home or that of a family member. Residential services include community care facilities, foster homes for children and adults, health care facilities, and state developmental centers.

POLICY

It is the policy of NLACRC to help consumers obtain residential services based upon goals and objectives contained in their IPPs. NLACRC will also adhere to the following:

- Ensure that every viable alternative has been given to help families in maintaining their children at home, before considering out-of-home placement.
- Use only licensed facilities for residential services suitable to meet a consumer's needs. Within available licensed residential service alternatives, preference in placement will be as follows:
 - a. Family-like settings.
 - b. Small (6 beds or less) settings.
 - c. Placements integrated into community settings.
- Effective July 1, 2012, a regional center shall not purchase residential services from a State Department of Social Services licensed 24-hour residential care facility with a licensed capacity of 16 or more beds, with two exceptions:
 - a. The residential facility has been approved to participate in the Home and Community-Based Services Waiver or another existing waiver program or is certified to participate in the Medi-Cal program; or
 - b. The service provider has a written agreement and specific plan prior to July 1, 2012, with the vendoring regional center to downsize the existing facility by transitioning its residential services to living arrangements of 15 beds or less or restructure the large facility to meet federal Medicaid eligibility requirements on or before June 30, 2013.
- In order to maintain a consumer's preferred living arrangement and adjust their residential services and supports in accordance with changing service needs identified in the IPP, NLACRC may enter into a signed written agreement with a residential service provider for a consumer's supervision, training, and support needs to be provided at a lower Alternative Residential Model (ARM) rate level as indicated on the consumer's IPP rather than at the current ARM service level for which the residential provider is vendored to care for the other residents of the home. In such a case, NLACRC will ensure the following:
 - a. Services provided to other facility residents comply with the applicable service requirements for the facility's approved service level.

- b. Protection of the health and safety of each facility resident.
 - c. Identification of the revised services and supports to be provided to the consumer whose needs have changed.
 - d. If the service needs of the identified consumer change such that the consumer requires a higher level of supervision, training, and support, NLACRC shall provide supplemental support, alternatives or will consider pursuing an adjustment of the consumer's service level to meet the consumer's changing needs.
 - e. There is agreement between NLACRC, the consumer, and the service provider that the service provider can safely provide the services and supports needed by the consumer, as indicated in the IPP.
- Investigate appropriate and economically feasible alternatives for residential services within the center's catchment area before placing a consumer outside the area. If suitable services cannot be found within the area, NLACRC may seek service outside its area. NLACRC will set a priority on placing a consumer as close to his or her home community as possible, however, placements may be made anywhere in the state of California.
 - Pursuant to statutory requirements, a consumer who has been convicted of a sex offense against a minor shall not be placed in a community care facility within one mile of an elementary school or community location where children are known to gather.¹⁶
 - Pursuant to statutory requirements, a consumer for whom registration is required pursuant to the Sex Offender Registration Act¹⁷ shall not be placed in any residence within 2,000 feet of any public or private school or park or community location where children regularly gather.¹⁸
 - Per statutory requirements, no consumer released on parole for imprisonment of an offense requiring registration pursuant to the Sex Offender Registration Act shall reside in a single-family dwelling with any other person required to register pursuant to the Sex Offender Registration Act unless those persons are legally related by blood, marriage, or adoption.¹⁹
 - NLACRC can only authorize the purchase of an out-of-state residential service identified in a consumer's IPP when the director determines the proposed service or an appropriate alternative, as determined by the director, is not available from resources and

16 Health and Safety Code Section 1564 (a).

17 Penal Code Section 290, et seq.

18 Penal Code Section 3003.5(b).

19 Penal Code Section 3003.5(a) This restriction is applicable during the period of parole.

facilities within the state. Prior to the expenditure of funds, NLACRC must seek the Department of Developmental Services' (DDS's) approval for funding an out-of-state residential service. The request must be submitted to the director of the DDS, in writing, signed by the executive director and include the following information:

- a. Name and location of the out-of-state service provider and a description of the services to be provided to the regional center consumer;
- b. Verification that NLACRC has contacted the other state's agency responsible for providing services to individuals with developmental disabilities to confirm that the identified service provider is in good standing and is utilized by its home state in the provision of services;
- c. Verification that NLACRC has also contacted the other state's licensing or certification agency (as applicable to that state) and confirmed that the residential program is in good standing and authorized to provide services;
- d. Name of the educational agency that will be responsible for facilitating and funding educational services for the consumer, as applicable;
- e. NLACRC's plan for quarterly face-to-face monitoring of the consumer and his/her IPP objectives;
- f. NLACRC's plan for ensuring the out-of-state provider reports special incidents to the regional center in conformity with Title 17 regulations;
- g. Description of the consumer, his/her residential service needs, and current IPP;
- h. Proposed effective date for authorization to begin, period of time for which NLACRC is seeking authorization to expend state funds for the purchase of out-of-state residential services (up to six months per request), and the rate of payment; and
- i. The NLACRC's efforts to locate, develop or adapt an appropriate program for the consumer within the state, and an explanation of how the regional center determined that the out-of-state residential provider is appropriate and can meet the needs of the consumer (include whether referral was result of a fair hearing, court order, etc.).

The DDS may approve a request to purchase an out-of-state residential service for no more than six months per request, for the duration of any out-of-state placement. Should the regional center determine that funding of the service is needed for an additional six-month period or less, the regional center shall submit a new request for approval with all relevant information pursuant to the list above. In addition, the new request must include an updated report for inclusion in the consumer's IPP, summarizing the regional center's efforts to locate, develop, or adapt an appropriate program for the consumer within the state.

INDEPENDENT LIVING SERVICES

DEFINITION

Independent living services (ILS) are designed to give consumers the supports they may need to live in or transition to their own homes (whether leased, rented, or owned). NLACRC may provide this service on a permanent or periodic basis as defined on each consumer's IPP.

ILS offer individual or group training and support in some or all of the following areas: cooking; cleaning; shopping; menu planning; meal preparation; money management, including check cashing and purchasing activities; use of public transportation; personal health and hygiene; self-advocacy; social skill development; use of medical and dental services, as well as other community resources; community resource awareness such as police, fire, or emergency help; and home and community safety. The service may also help consumers to recruit, train, and hire individuals to provide personal care and other assistance including in-home supportive services workers. ILS are conducted in natural environments and activities are not simulated but are conducted as part of everyday life while participating and living in one's own community.

ILS include varying levels of instruction and support based on the consumer's needs. ILS may also be used with other services to promote the competence of parents who have a developmental disability.

POLICY

It is the policy of NLACRC to support consumers in selecting their living options. As such, NLACRC will work with adult consumers, and where appropriate their family members, to determine the type and amount of ILS required by consumers to live in homes they lease, rent, or own, homes of family members, or transition to homes they lease, rent, or own. In determining the provision of ILS, natural supports (such as family members) and generic resources (such as In-Home Support Services) must be explored as possible alternatives or adjuncts to ILS based on the consumer's identified need(s).

To make the determination of the amount of service needed, an assessment of the consumer's strengths and needs must be completed. The focus of the assessment should be based on specific needs for support and/or critical skills deficits identified in the IPP process. The assessment should use baseline information, specific measurable outcomes, and what methods and strategies will be employed to achieve them, as well as a recommendation for service frequency and intensity necessary to achieve progress towards identified outcomes.

The provision of ILS may entail the consumer moving from his or her family's home or licensed residential facility to a single or shared living arrangement. For others, the service may be

provided to the consumer in the family's home or licensed residential facility, in preparation for moving to his or her own home or in supporting the consumer in the family's home.

For ILS related to transitioning to a more independent setting, ILS typically would be provided during the last six months prior to the planned move and there must be some indication that the consumer has, or will have, the necessary funds to make the move.

ILS may include varying levels of instruction and support based the individual's needs to maintain the ability to live and participate in the community. Continuation of training in specific areas is dependent on documented measurement of progress.

In the event that a consumer is a registered sex offender with applicable residency restrictions pursuant to Penal Code 3003.5, the consumer's residence must comply with the proximity requirements identified in the aforementioned code. ILS services may assist a consumer in locating a residence that meets the proximity requirements. In the event that a consumer chooses to reside in a location that violates the proximity requirements, the center will be unable to provide ILS services and supports. A decision to deny or terminate ILS services may be appealed through the fair hearing process; please see the Fair Hearing Service Standard.²⁰

SUPPORTED LIVING SERVICES

DEFINITION

Supported living services (SLS) afford consumers the opportunity to live in homes they rent, lease, or own with support services available to the consumer in his or her residence as often and as long as needed. This service model allows the consumer to remain in his or her own home even if the support needs of the consumer change, provided that this is the consumer's preferred living option as documented on the IPP.

The range of SLS and supports available include, but are not limited to: assessment of consumer needs; assistance in finding, modifying and maintaining a home; facilitating circles of support to encourage the development of unpaid and natural supports in the community; advocacy and self-advocacy facilitation; development of employment goals; social behavioral, and daily living skills training and support; development and provision of 24-hour emergency response system; securing and maintaining adaptive equipment and supplies; recruiting, training, and hiring individuals to provide personal care and other assistance, (including in-home supportive services workers, paid neighbors, and paid roommates); providing respite and emergency relief for personal care attendants; and facilitating community participation.

A consumer is eligible for SLS upon a determination made through the IPP process that the consumer:

20 Penal Code Section 3003.5 states that it is unlawful for any person for whom registration is required, pursuant to Section 290, to reside within 2000 feet of any public or private school or park where children regularly gather. Penal Code 290 is also known as the "Sex Offender Registration Act."

- Is at least 18 years of age.
- Has expressed directly or through the consumer's personal advocate, as appropriate, a preference for:
 - a. SLS among the options proposed during the IPP process, and
 - b. Living in a home that the consumer chooses and is not the place of residence of a parent, conservator, or caregiver of the consumer. Consumers will not be denied eligibility for SLS solely because of the nature and severity of their disabilities.

POLICY

It is the policy of NLACRC to support consumers in their choice of living options. SLS are such an option and NLACRC will work with adult consumers and/or their family members to develop individualized supported living service plans that reflect the consumer's choices about where and with whom he or she lives as well as the selection of service providers. Plans must include an assessment of the consumer's preferences and needs (inclusive of comprehensive strategies to ensure the availability of paid and unpaid members to comprise the consumer's circle of support group), strategies that detail how the consumer's emotional, social, and recreational needs will be met, and schedules of amounts and types of training and support activities to be provided. Finally, the provision of SLS must be effective in meeting the goals and objectives contained in the consumer's IPP and be a cost-effective use of public funds.

NLACRC will confirm that all appropriate and available sources of natural and generic supports have been utilized to the fullest extent possible for a consumer living in a supported living arrangement.

Effective July 1, 2011, for consumers receiving SLS who share a household with one or more adults receiving SLS, NLACRC will consider whether efficiencies in the provision of service may be achieved if some tasks are shared, meaning the tasks can be provided at the same time while still ensuring that each person's individual needs are met. These tasks shall only be shared to the extent they are permitted under the Labor Code and related regulations. At the time of development, review, or modification of a consumer's IPP, for housemates currently in a supported living arrangement or planning to move together into a supported living arrangement, or for consumers who live with a housemate not receiving supported living services who is responsible for the task, NLACRC will consider, with input from the service provider, whether any tasks, such as meal preparation and cleanup, menu planning, laundry, shopping, general household tasks, or errands can appropriately be shared. If tasks can be appropriately shared, NLACRC will purchase the pro-rated share of the activity. Upon a determination of a reduction in services, NLACRC will inform the consumer of the reason for the determination and shall provide a written notice of fair hearing rights pursuant to Welfare and Institutions Code, Section 4701.

STANDARDIZED ASSESSMENT QUESTIONNAIRE

To ensure that consumers in or entering supported living arrangements receive the appropriate amount and type of supports to meet the person's choice and needs as determined by the IPP team and that generic resources are utilized to the fullest extent possible, the IPP team shall complete a standardized assessment questionnaire at the time of development, review, or modification of a consumer's IPP.

The questionnaire shall be used during the team meetings, in addition to the provider's assessment, to assist in determining whether the services provided or recommended are necessary and sufficient and that the most cost-effective methods of supported living are utilized.

The IPP team shall utilize the standardized assessment questionnaire developed and provided to the regional centers by the Department of Developmental Services.

RENT, MORTGAGE, AND LEASE PAYMENTS

Rent, mortgage, and lease payments of a supported living home and household expenses are the responsibility of the consumer and any roommate who resides with the consumer.

NLACRC shall not make rent, mortgage, or lease payments on a supported living home, or pay for household expenses of consumers receiving SLS, except under the following circumstances:

- The executive director of the regional center verifies in writing that making the rent mortgage, or lease payments or paying for household expenses is required to meet the specific care needs unique to the individual consumer as set forth in an addendum to the consumer's IPP, and is required when a consumer's demonstrated medical, behavioral, or psychiatric condition presents a health and safety risk to himself or herself, or another.
- During the time period that regional center is making rent, mortgage, or lease payments, or paying for household expenses, the SLS vendor shall assist the consumer in accessing all sources of generic and natural supports consistent with the needs of the consumer.

NLACRC shall not make rent, mortgage, or lease payments on a supported living home or pay for household expenses for more than six months, unless NLACRC finds that it is necessary to meet the consumer's particular needs pursuant to the IPP. The regional center shall review a finding of necessity on a quarterly basis and the executive director shall annually verify that the requirements set forth in paragraph (1) above continue to be met.

If NLACRC has been contributing to rent, mortgage, or lease payments or paying for household expenses prior to July 1, 2009, the service coordinator shall, at the time of IPP review, determine if these contributions are still needed. If these contributions are no longer appropriate, a transition plan to end regional center's contributions (not to exceed 6 months) is permitted.

IN-HOME SUPPORT SERVICES

NLACRC shall not purchase SLS for a consumer to supplant In-Home Support Services.

NLACRC shall not purchase supportive services for a consumer who meets the criteria to receive, but declines to apply for, in-home supportive services.²¹ benefits. The regional center's executive director may waive this if there is a finding that extraordinary circumstances exist.

SEX OFFENDERS

In the event that a consumer is a registered sex offender with applicable residency restrictions pursuant to Penal Code 3003.5, the consumer's residence must comply with the proximity requirements identified in the aforementioned code. SLS services may assist a consumer in locating a residence that meets the proximity requirements. In the event that a consumer chooses to reside in a location that violates the proximity requirements, the center will be unable to provide SLS services and supports.²² A decision to deny or terminate SLS services may be appealed through the fair hearing process; please see the Fair Hearing Process Service Standard.

EXCEPTION PROCEDURE

NLACRC cannot anticipate all requests for family support services and living arrangements. It is recognized that some individual needs are so unique that they are not addressed in this service standard. Therefore, NLACRC's executive director or his or her designee may grant exceptions. The planning team must make a request for an exception to the center's staffing committee. The committee must review the request and make a recommendation to the executive director.

21 Supportive Services include domestic services, related services, heavy cleaning, personal care services, accompaniment to health-related appointments or alternative resource sites, yard hazard abatement, protective supervision, teaching, and demonstration directed at reducing the need for other supportive services, and paramedical services.

22 Panel Code Section 3003.5 states that it is unlawful for any person for whom registration is required, pursuant to Section 290, to reside within 2000 feet of any public or private school or park where children regularly gather. Penal Code 290 is also known as the "sex Offender Registration Act."

VII. CLINICAL SERVICES

Services and Procedural Standards

PHILOSOPHY

It is the philosophy of NLACRC to assist, advocate for, and support consumers in maintaining optimal health and obtaining appropriate health care and other clinical services in the community. NLACRC believes such services can maximize a consumer's potential and/or maintain an optimum level of functioning. NLACRC may fund clinical services related to the consumer's developmental disability. Examples of clinical services include health care, physical, occupational, and speech therapies, behavioral and counseling services.

HEALTH CARE SERVICES

DEFINITION

Health care services include medical or surgical treatment, medications, nursing, hospital service, dental service, optometric service, audiology and durable medical equipment that are prescribed and/or provided by qualified professionals.

POLICY

NLACRC recognizes that routine health care requirements for individuals with developmental disabilities are often similar to those of non-disabled individuals. Thus, NLACRC will not fund routine health care for consumers.

NLACRC will encourage through the Individual Program Planning (IPP) process access to routine health care through generic resources. Planning should address a consumer having a primary care physician and/ or regular location where they can receive routine health care and have health problems addressed. Consumers should receive regular routine health maintenance examinations, including regular dental examination. Consumers should receive preventive health screening as indicated per the professional standard of care. Such preventative health measures, many include, but are not limited to screening for hearing and vision problems, gynecological examination (PAP), mammogram, colorectal cancer screening, prostate screening, and access to routine vaccination (influenza, pneumococcal, etc.)

NLACRC will encourage through the IPP process consumer wellness by identifying tobacco use and, when appropriate, facilitating referral to generic resources for cessation and encouraging physical activity and healthy lifestyle choices.

NLACRC may purchase medical and dental services, medications, and durable medical equipment when it is medically necessary, the service is not available through generic resources, private insurance, or private sources of funding, and is agreed upon through the Individual Program Planning (IPP) process. **In addition, NLACRC may purchase the service identified in the IPP if it is not available within 60 calendar days through the family's health insurance plan.** Consumers, or where appropriate parents, must pursue an administrative appeal of medical or dental services denied by a generic resource or private insurance, unless the denial does not merit an appeal.

Consumers without medical insurance, who are not eligible for Medi-Cal and have been denied services from California Children's Services (CCS), and who require hospitalization, complex medical treatments, surgery, or other health care services, should be referred to existing county medical facilities.

In support of an IPP goal to maintain optimal dental/physical/mental health, IPP planning should be directed toward assisting consumers in accessing routine dental/medical/psychiatric/ancillary medical services through generic resources to the maximum extent possible.

In circumstances where a generic resource (such as Medi-Cal or Denti-Cal) no longer provides or has denied coverage for a routine dental/medical/psychiatric/ancillary medical service, IPP planning should include assisting consumers with budgeting personal income from generic sources (i.e. Social Security Income or Personal & Incidental funding) or private sources (earnings or trust funds) for the purpose of obtaining routine dental/medical/ancillary medical services as well as exploration of the most cost-effective options available to access generic health care resources.

For consumers who do not have personal income from generic and/or private sources, then regional center funding should be considered when it has been determined that routine dental/medical/psychiatric/ancillary medical services are required to prevent a deterioration in either dental/physical/mental health and no generic health care resource is available. Consultation with the appropriate clinical team member should be sought to determine if one would reasonably expect a deterioration in health, and hence functioning, based on the consumer's individual circumstances.

Funding of a prescription medication, over the counter remedy, or other typical dental/medical/psychiatric/ancillary medical service can be approved only after a request for funding has been reviewed and pre-authorized by NLACRC and there is documentation of a denial from generic resources which has been appealed or determined that the denial does not merit an appeal. Payment is at the maximum allowance set forth by Medi-Cal, regardless of whether an individual is a Medi-Cal beneficiary. For all services, regional center payment should be considered payment in full for services rendered.

PHYSICAL AND OCCUPATIONAL THERAPY

DEFINITION

Physical and occupational therapy services are prescribed assessments or treatments provided directly by, or under the supervision of, physical or occupational therapists. These services are provided to individuals who have problems in areas of fine and gross motor skills or activities of daily living that can be improved using physical or occupational therapy. These treatment modalities encompass multiple activities including, but not limited to range of motion; home evaluations to assess equipment needs; activities to improve overall coordination and develop self-help skills; and daily living and motor skills. The services are often provided as part of an overall program with multiple components.

POLICY

NLACRC may fund physical or occupational therapy services when prescribed by a physician and when significant deficits exist in gross or fine motor skills or in self-help skills and when the therapy is both necessary and is likely to produce measurable improvement in the consumer's capabilities, or to prevent deterioration of function or health. For consumers receiving early intervention services, consumers of school age, and consumers who reside in health care facilities, physical and occupational therapy services are expected to be provided as part of the individual's program, rather than as a separately funded service. NLACRC service coordinators will advocate for consumers to secure required and mandated physical and occupational therapy services from CCS, early intervention providers, local education agencies, and health care providers. For consumers receiving early intervention services, "The Individualized Family Service Plan (IFSP) must include dates and duration of services:

1. The projected date for the initiation of each early intervention service...which date must be as soon as possible after the parent consents to the service.
2. The anticipated duration of each service."²³

NLACRC is prohibited from purchasing physical or occupational therapy services for consumers 3 through 17 years of age when the expressed purpose of the service is to achieve an Individualized Education Program (IEP) plan goal unless an exemption is granted.

BEHAVIORAL SERVICES

DEFINITION

Behavioral services are a prescribed intervention that must be implemented and be under the direction of a qualified, certified, and/or licensed professional trained in Applied Behavior

23 Code of Federal Regulations 34, Section 303.344(f)(1)(2)

Analysis. This service is intended to assist consumers and parents/care givers when the consumer exhibits maladaptive, harmful, socially unacceptable, or developmentally unacceptable behaviors. NLACRC provides three types of behavioral services: parent education groups; in-home parent education services; and intensive early intervention for autism.

Applied Behavior Analysis means the design, implementation, and evaluation of systematic instructional and environmental modifications to promote positive social behaviors and reduce or ameliorate behaviors which interfere with learning and social interaction.

Parent education groups are designed to familiarize parents, families, and caregivers with the principles of learning and behavior derived from the natural science of behavior analysis. The groups are provided by behavioral vendor agencies in various instructional formats. All parent education groups provide sixteen hours of instruction, present the same information, and must be completed before any in-home interventions are started.

In-home parent education is built upon the principles of learning and behavior presented in the parent education group, but now the behavioral vendor will go to the consumer's home and show the parents how to apply the principles. The behavior analyst or behavior management consultant will act as a teacher and consultant to the parents. In this model, the parents are taught how to look at their child's behavior analytically, change the contingencies controlling the undesirable behavior, teach new desirable behavior, and methodically reinforce it. The services are authorized in blocks of hours to be implemented as needed, typically over a six-month time interval.

Intensive behavior intervention means any form of Applied Behavior Analysis that is comprehensive, designed to address all domains of functioning, and provided in multiple settings for no more than 40 hours per week, across all settings, depending on the individual's needs and progress. The limitation of no more than 40 hours per week includes school and any other generic services. Interventions can be delivered in a 1-to-1 or small group format, as appropriate. The regional center strives to collaborate with schools and other generic services and to promote the generalization and consistency of services.

Discrete Trial Training (DTT) is an intensive Applied Behavior Analytic treatment strategy used with children typically under the age of seven diagnosed with autism. DTT is provided in the home by behavior management assistants and/or behavioral technicians (paraprofessionals) with parental participation for no more than 40 hours per week [including school and any other therapies]. Discrete trials are prescribed direct services authorized in weekly allocations and supervised by a Board-Certified Behavior Analyst or a licensed Behavior Management Consultant. Supervision of DTT is authorized in monthly allocations and both DTT direct service hours and supervision hours are recorded on the Department of Developmental Services (DDS) service verification form that is signed by parents. Behavior management assistants and/or behavioral technicians implement the DTT teaching plans without deviation

in person, protocol or setting. Thus, behavior management assistants or behavioral technicians do not provide parent education or training, design or revise behavioral teaching plans, or provide services outside of the home.

Evidence-based practice means a decision-making process which integrates the best available scientifically rigorous research, clinical expertise, and individual's characteristics. Evidence-based practice is an approach to treatment rather than a specific treatment. Evidence-based practice promotes the collection, interpretation, integration, and continuous evaluation of valid, important, and applicable individual/family-reported, clinically observed and research supported evidence. The best available evidence, matched to consumer circumstances and preferences, is applied to ensure the quality of clinical judgments, and facilitates the most cost-effective care.

Parent participation shall include, but not be limited to, the following meanings: completion of group instruction on the basics of behavior intervention; implementation of intervention strategies in accordance with the intervention plan; data collection on behavioral strategies and submission of data to the provider for incorporation in the progress reports; participation in any needed clinical meetings; and purchase of suggested behavior modification materials or community activities if a reward system is used.

Behavioral services use specialized methods of teaching family members or primary care givers how to use positive behavior supports to replace maladaptive behaviors and to teach positive adaptive skills.

Health and Safety Code addresses behavioral services for individuals with autism and refers to behavioral services as behavioral health treatment. "Behavioral health treatment" means professional services and treatment programs, including applied behavior analysis and evidence-based behavior intervention programs that develop or restore, to the maximum extent practicable, the functioning of an individual with pervasive developmental disorder or autism.²⁴

POLICY

It is the policy of the NLACRC to prescribe behavioral services or a primary behavioral program to meet a consumer's needs when behavioral excesses and/or deficits meet at least one of the following:

- Pose a threat to the health or safety of the consumer (e.g., self-injury, life threatening behavior such as running into traffic, eating poisonous or inedible substances) or to others (e.g., physical aggression that could result in injury requiring medical treatment).
- Pose a threat to maintaining the consumer in the least restrictive setting (e.g., behaviors

24 Health and Safety Code 1374.73 (c) (1).

exceeding the capacity of a typical program to manage, behaviors exceeding the capacity of the family to keep the consumer in the family home or serious and expensive property destruction precluding continuation in a program).

- Prohibit the consumer from benefiting from services critical to achieving objectives contained in the IPP/Individualized Family Service Plan (IFSP) (e.g., a combination of fewer serious problems such as noncompliance, self-stimulation, and temper tantrums that significantly interfere with the consumer achieving goals contained on his or her IPP/IFSP).

In behavior management day programs, eligibility depends on the consumer not being eligible for or acceptable in another type of community-based day program due to behavior problems. Typically, the behaviors would meet at least one of the above criteria.

~~The planning team and the center's behavioral staffing committee determine the period, frequency, amount, and method of delivering behavior intervention service.~~ The **determination behavioral intervention service** is based on the needs of the consumer or family as determined by a behavioral assessment or plan. Behavioral services rely on a “teach the teachers” model where parents are trained to ameliorate behaviors that interfere with social interaction, learning, and community participation. Parent participation in the implementation of the behavior intervention plan is critical to the success of the plan, and thus, is **required highly recommended**. **NLACRC will not deny or delay the provision of behavioral services for a minor consumer due to the lack of parent participation. The IPP/IFSP team will work collaboratively with the behavioral provider and family to encourage participation.**

Typically, intervention is short-term and time-limited to achieve both behavioral goals for the consumer and training goals for the parents/care givers. In addition, the team may determine that periodic support is needed on a consultation basis to ensure the continued success of past intervention. The intent is to offer guidance and preventive intervention.

Health and Safety Code requires for individuals with autism that every health care service plan contract that provides hospital, medical, or surgical coverage shall also provide coverage for behavioral health treatment for autism no later than July 1, 2012.²⁵

Behavioral services will not be purchased for the purpose of providing respite, day care, or school services.

SPEECH AND COMMUNICATION THERAPY

DEFINITION

Speech, language, and communication therapies are services that assess and teach communication skills in all its modalities including receptive and expressive language. These

²⁵ Health and Safety Code 1374.73 (a) (1).

modalities include oral language (speech), sign language, gesture, written communication, and/or the use of appropriate “assistive communication systems.”²⁶

POLICY

It is the policy of NLACRC, based upon independent assessment, to assure that necessary speech, language, and other communication services are provided when:

- There is reasonable expectation based on medical, psychological, audio logical, and speech and language assessments that intervention is clinically indicated and will result in improved communication for the consumer; and
- The consumer and primary care giver are motivated to participate in the implementation of an ongoing communication plan.

“The determination of which services and supports are necessary for each consumer shall be made through the IPP process.”²⁷

NLACRC’s authority to purchase speech therapy services for consumers 3 through 17 years of age when the expressed purpose of the service is to achieve an IEP plan goal is suspended unless an exemption is granted.

COUNSELING SERVICES

DEFINITION

Counseling is psychotherapeutic treatment provided by a licensed psychologist, psychiatrist, social worker, or Marriage Family Child Counselor. On occasion, counseling may form a necessary part of a more comprehensive intervention that may include medication, behavioral management, and other treatments. NLACRC may provide counseling services when a consumer or his or her family member requires a deeper understanding of social or psychological problems associated with the consumer’s developmental disability that adversely affects his or her living arrangement or other service/program.

POLICY

NLACRC may fund short-term and crisis counseling services. The provision of counseling services requires a clinical assessment that identifies the “presenting problem,”²⁸ expectations,

26 Communication devices that supplement the use of expressive language.

27 Welfare and Institutions Code, Section 4512(b)

28 The problem to be addressed in counseling

and timelines for a therapeutic outcome with an identified method for deciding whether or not that outcome is being achieved. The planning team that includes an NLACRC psychologist and physician determines referral and provision of funded counseling services. Services are contingent upon the willingness of the consumer or family member to participate in counseling.

EXPERIMENTAL TREATMENTS/DEVICES

NLACRC shall not purchase experimental treatments, therapeutic services, non-medical therapies, or devices that have not been clinically determined or scientifically proven to be effective or safe or for which risks, and complications are unknown. Experimental treatments or therapeutic services include experimental medical or nutritional therapy when the use of the product for that purpose is not a general physician practice. Furthermore, NLACRC shall not purchase an experimental treatment or therapeutic service when the use of the product or therapeutic service for that purpose is not the standard of practice.

EXCEPTION PROCEDURE

NLACRC cannot anticipate all requests for clinical services. It is recognized that some individual needs are so unique that they are not addressed in this service standard. Therefore, NLACRC's executive director or his or her designee may grant exceptions. The planning team must make a request for an exception to the center's staffing committee. The committee must review the request and make a recommendation to the executive director or designee.



NATIONAL CORE INDICATORS-INTELLECTUAL AND DEVELOPMENTAL DISABILITIES (NCI-IDD)

NCI-IDD IN-PERSON SURVEY

NORTH LOS ANGELES COUNTY REGIONAL CENTER REPORT FISCAL YEAR 2022-23

Purpose of the Report

- Evaluates consumer satisfaction and individual outcomes for adults with intellectual and developmental disabilities (IDD) receiving services in California.
- Supports statewide and regional center performance benchmarking and strategic planning.

About NCI-IDD

- Uses standardized surveys to assess service quality across states.
- California is one of 33 participating states.
- In California, the In-Person Survey is administered once every other year, and data are collected from all 21 regional centers.

Survey Details

Conducted once every other year, the In-Person Survey (IPS) targets adults (18+) with IDD receiving at least one paid service (excluding case management).

Includes:

- Background Information from agency records.
- Face-to-face interviews (in-person or virtual).
- Section I: Subjective questions answered only by the individual.
- Section II: Objective questions, may be answered by proxies.



Data Collection

- 33 states contributed 25,424 surveys.
- California's 21 regional centers contributed 8,830 surveys.
- Data are weighted to reflect population sizes and sample proportions.
- Responses are collapsed to group similar positive outcomes.

Data Presentation

- Results are shown by regional center, alongside CA and NCI-IDD averages.
- 'n/a' is used when fewer than 20 responses were collected for an item.
- Missing or unavailable data from agency records are excluded.

Use of Results

- Helps monitor systemic changes, guide improvements, and enhance service quality.
- More findings and reports are available at:
 - California DDS NCI page
 - [National Core Indicators \(NCI\) : CA Department of Developmental Services](#)
 - NCI-IDD National Report Library
 - <https://idd.nationalcoreindicators.org/survey-reports-insights/report-library/>

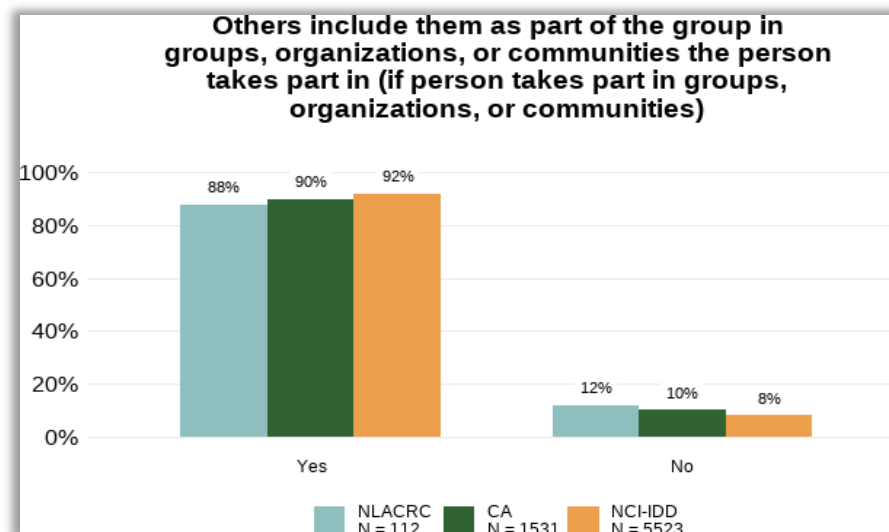
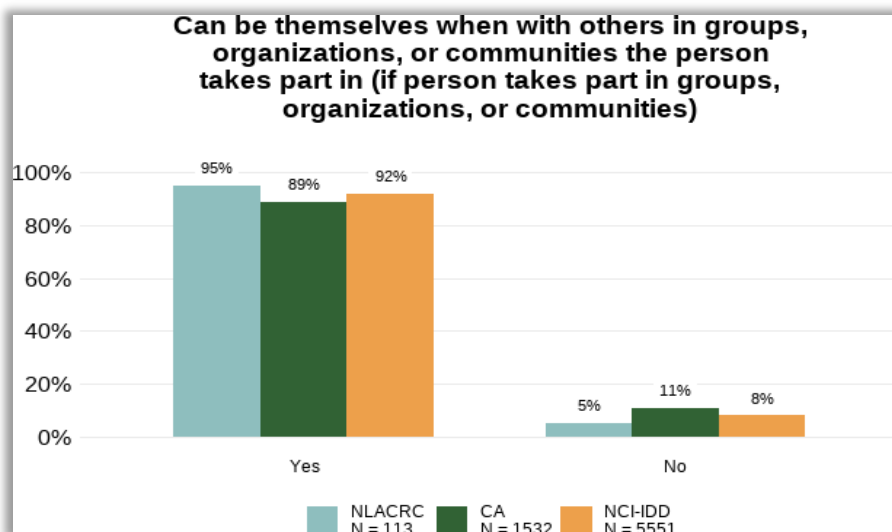
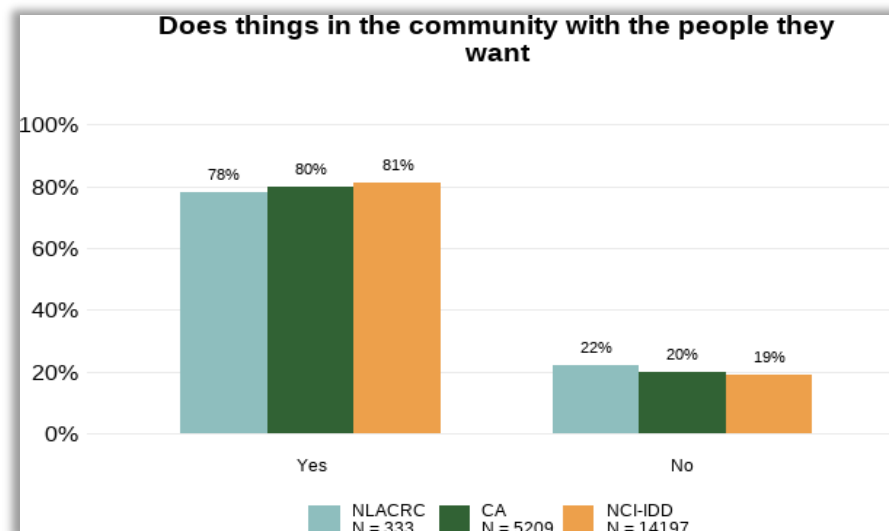
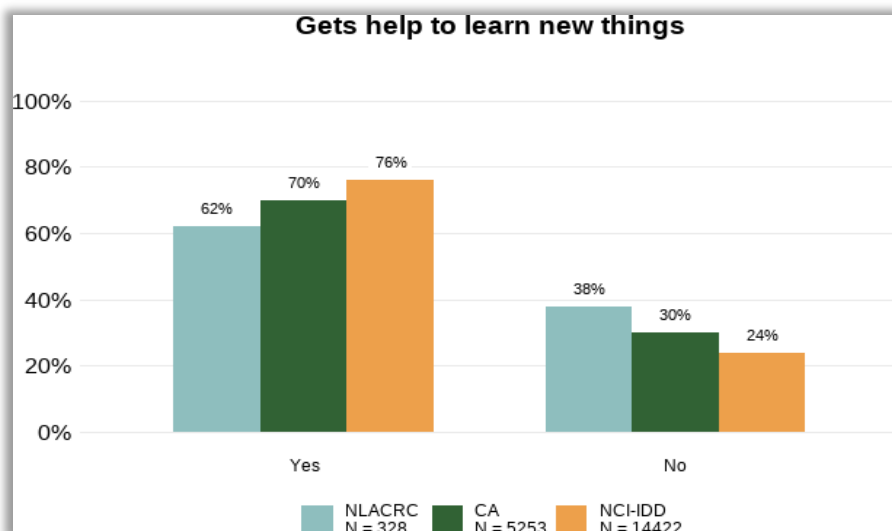


TOPICS COVERED

1. Community Inclusion and Belonging (Pg. 4)
2. Choice and Decision Making (Pg. 5)
3. Community Participation (Pg. 6)
4. Relationships (Pg. 7)
5. Satisfaction (Pg. 8)
6. Service Coordination (Pg. 10)
7. Workforce (Pg. 12)
8. Access (Pg. 13)
9. Safety & Health (Pg. 15)
10. Medications (Pg. 16)
11. Wellness (Pg. 17)
12. Rights and Respect (Pg. 18)
13. California Specific Questions (Pg. 20)

COMMUNITY INCLUSION AND BELONGING

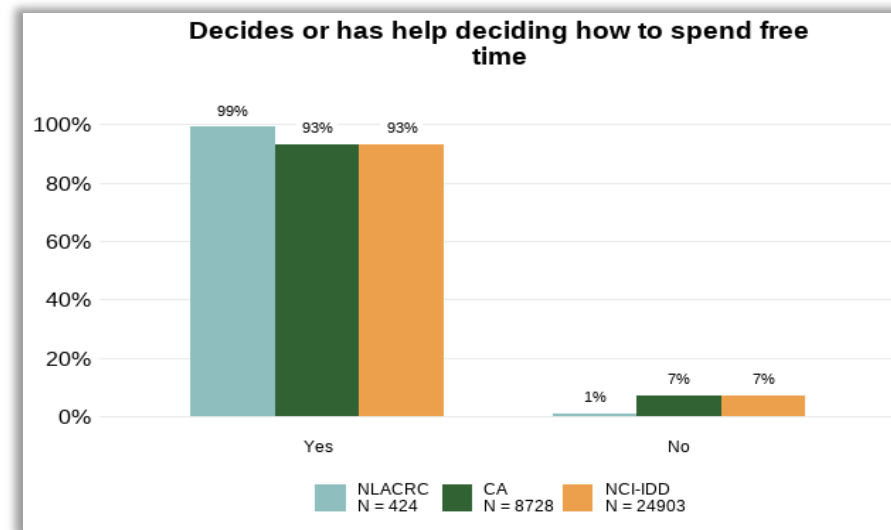
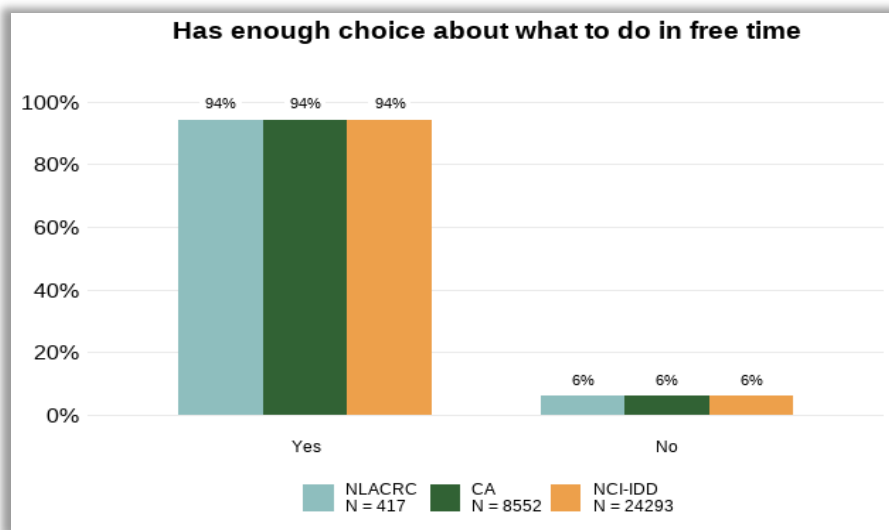
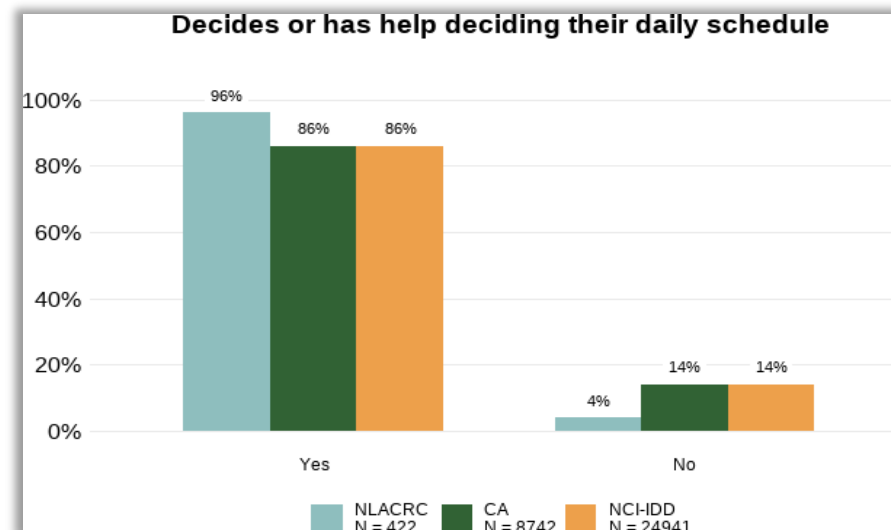
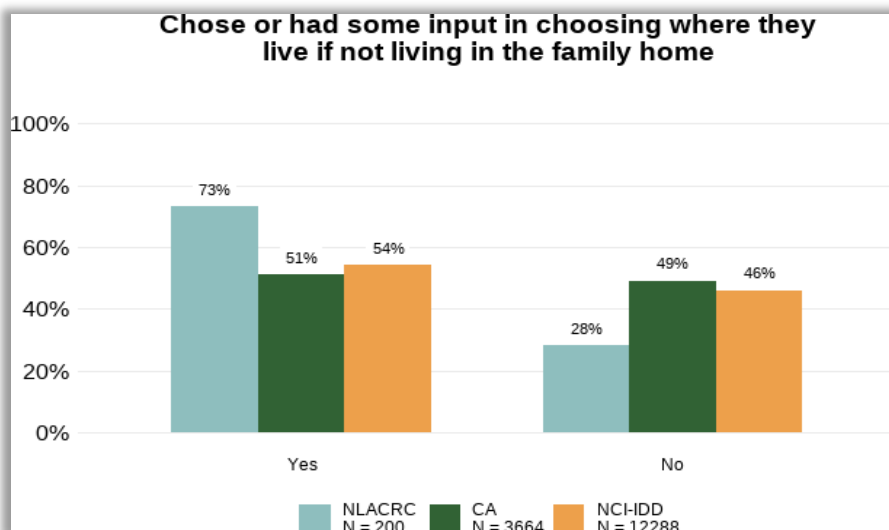
Value statement: People do things in their community they want to do. People feel like they belong to the communities/groups of their choosing.



The NCI-IDD average is weighted. Regional Centers receive an 'n/a' designation within the table if 20 or fewer people responded to the survey item; however, their data are included in the Weighted CA Average.

CHOICE AND DECISION MAKING

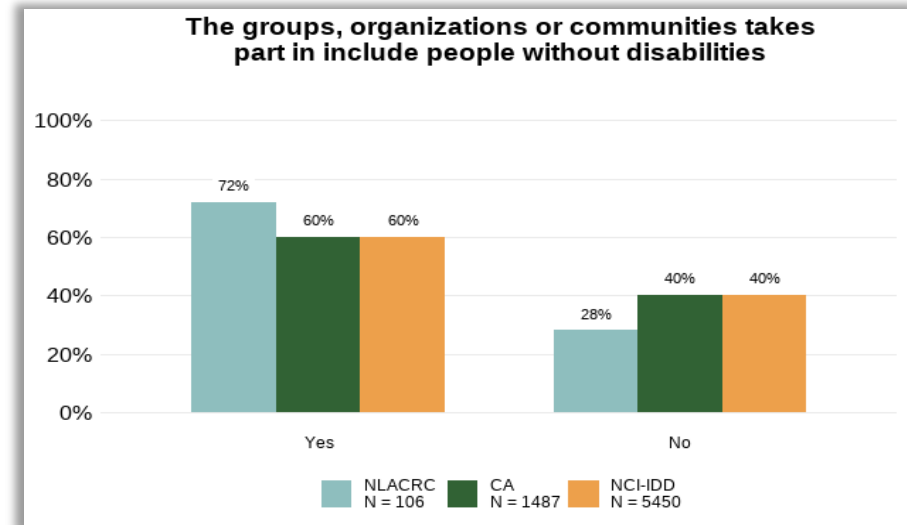
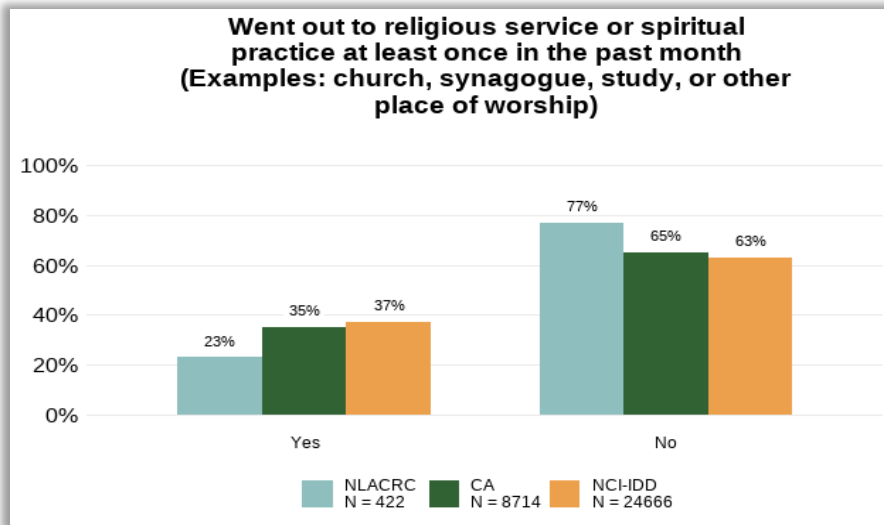
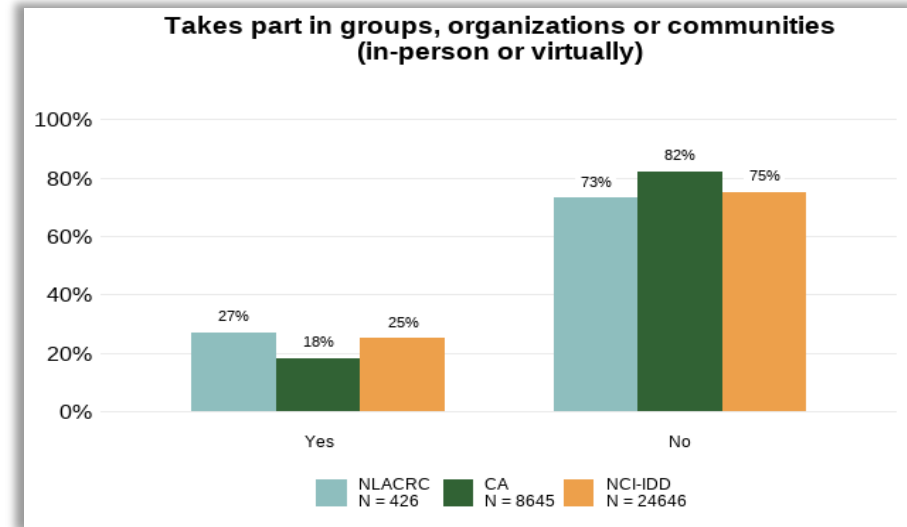
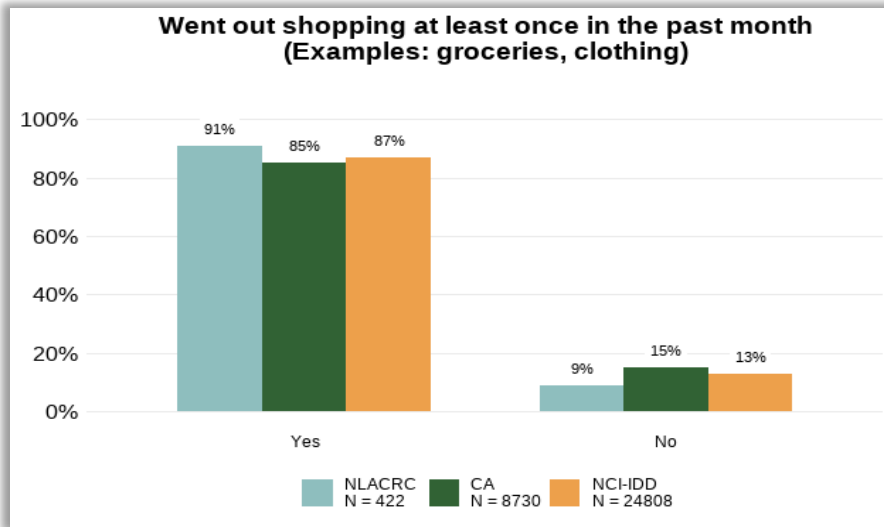
Value Statement: People are supported to make everyday choices and life decisions. Support for decision-making includes necessary information and experiences.



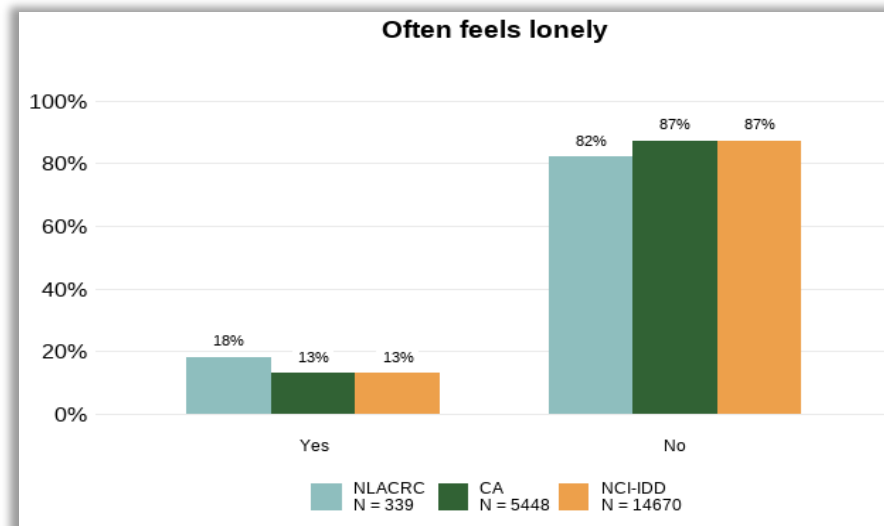
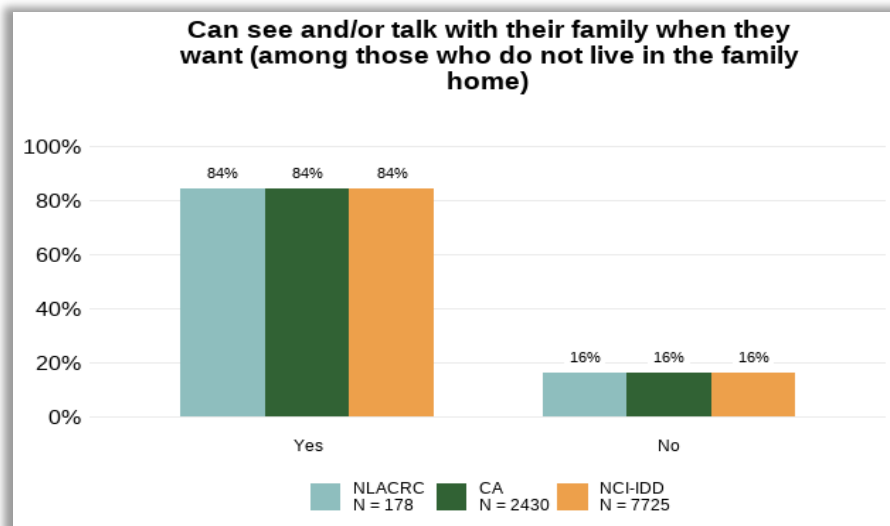
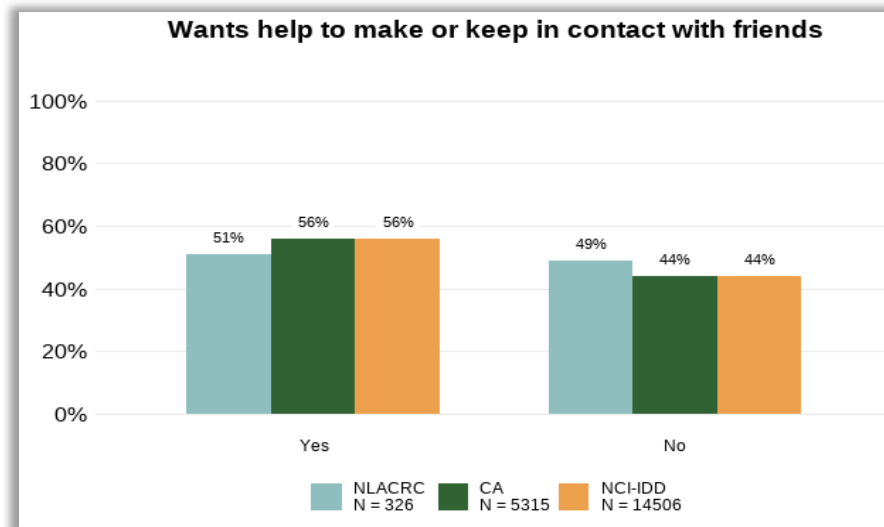
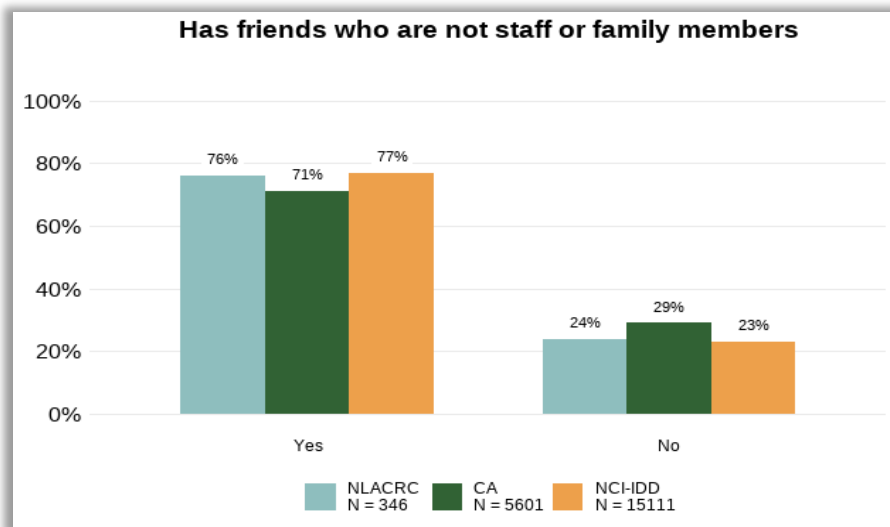
The NCI-IDD average is weighted. Regional Centers receive an 'n/a' designation within the table if 20 or fewer people responded to the survey item; however, their data are included in the Weighted CA Average.

COMMUNITY PARTICIPATION

Value Statement: People participate in activities in their communities

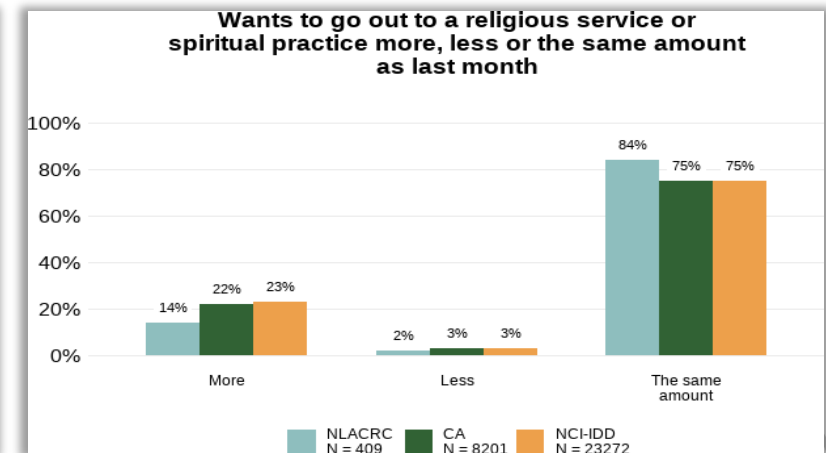
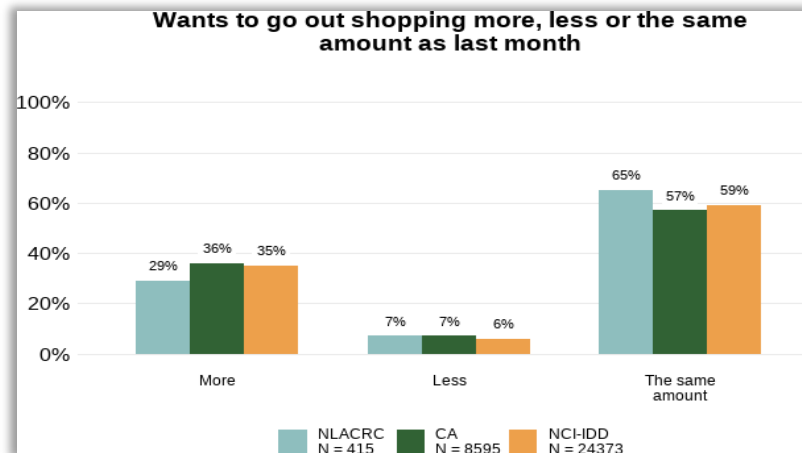
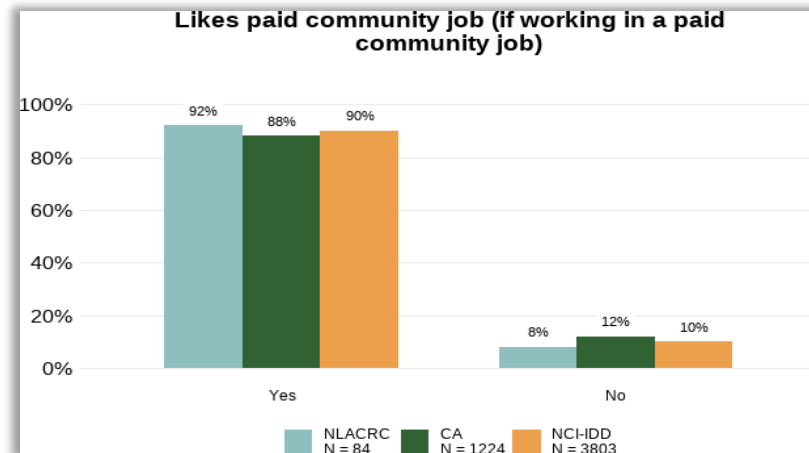
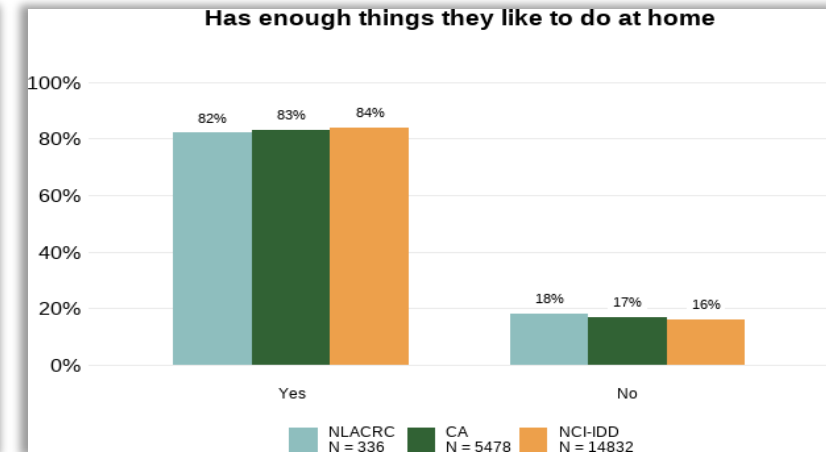
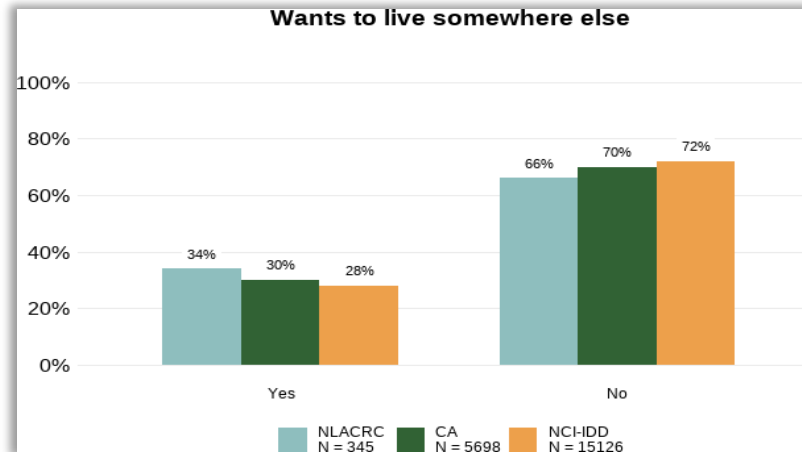
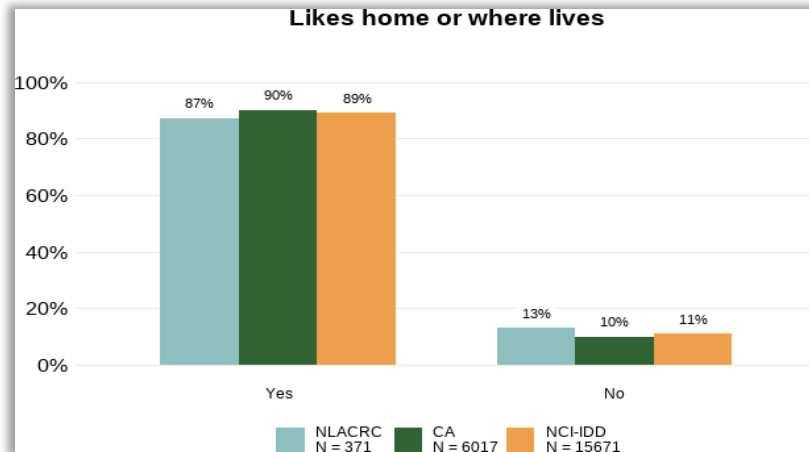


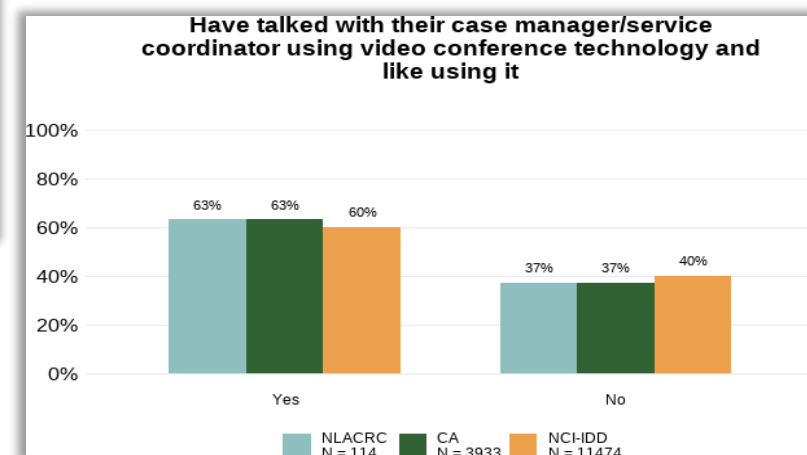
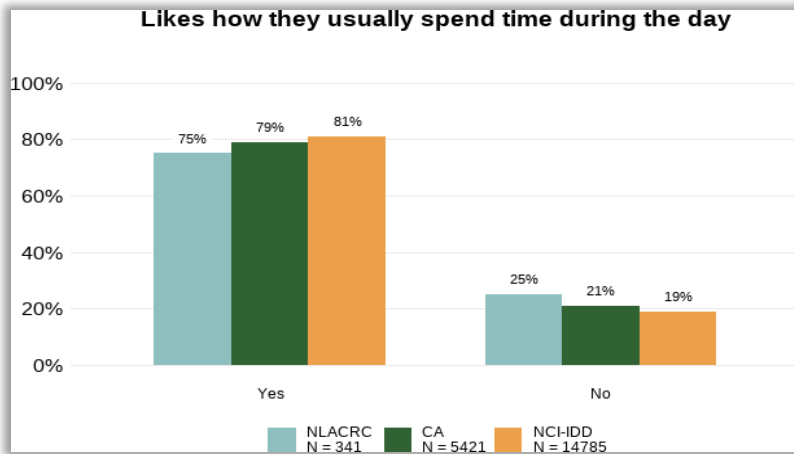
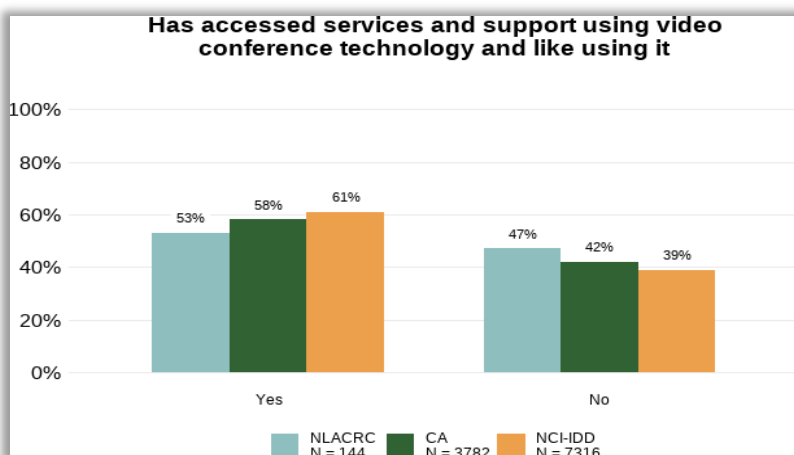
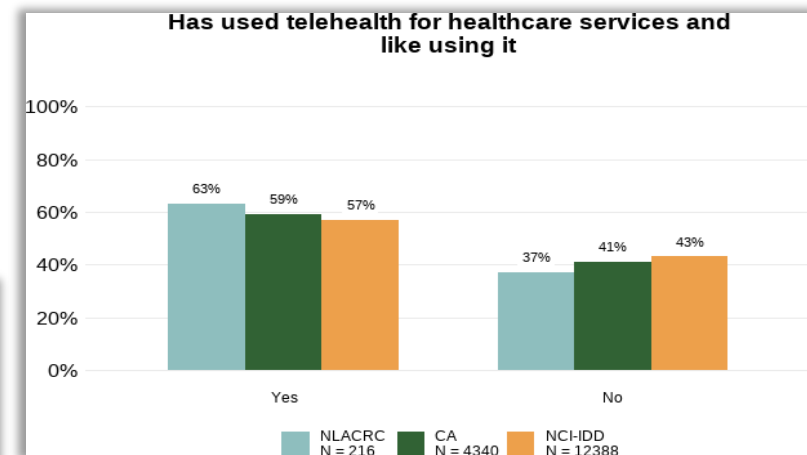
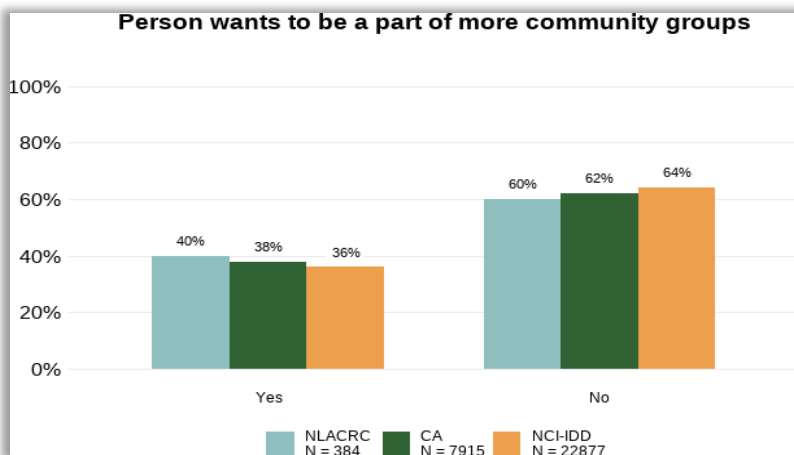
RELATIONSHIPS



SATISFACTION

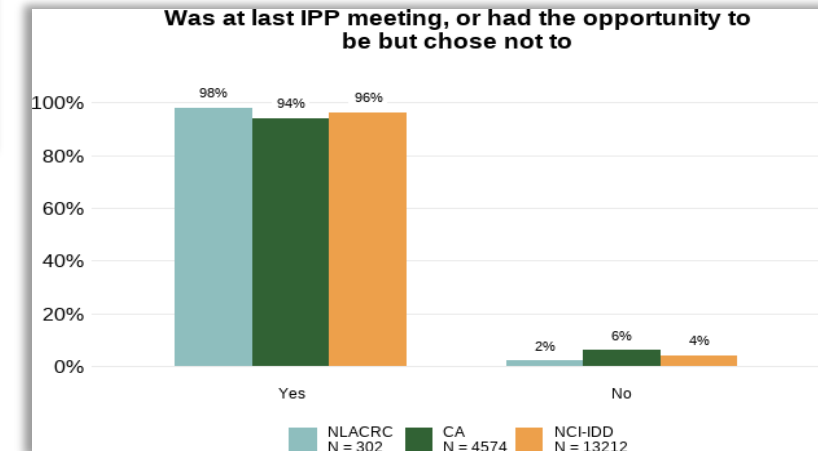
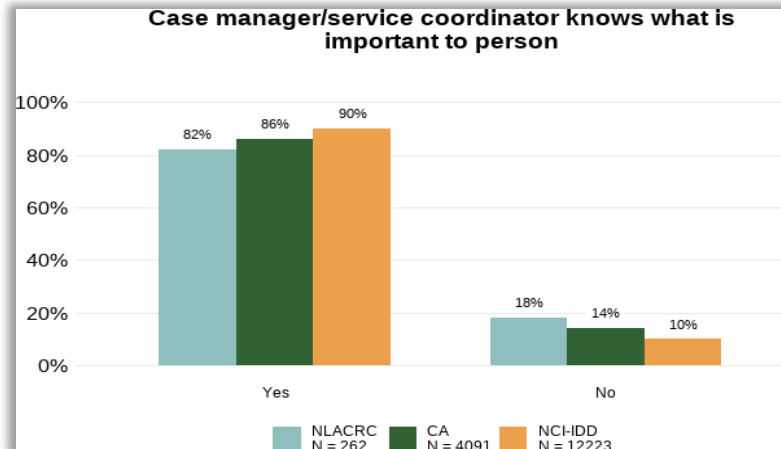
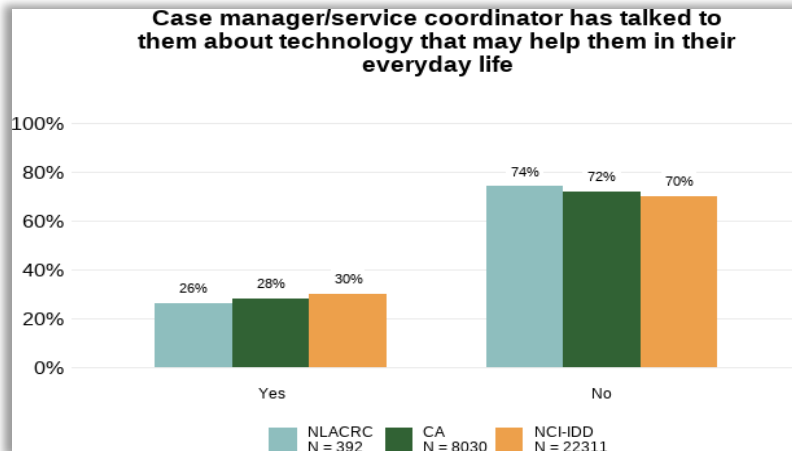
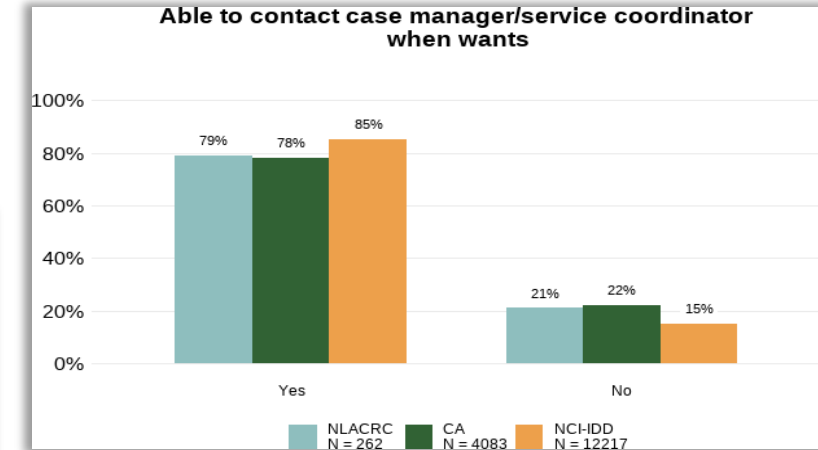
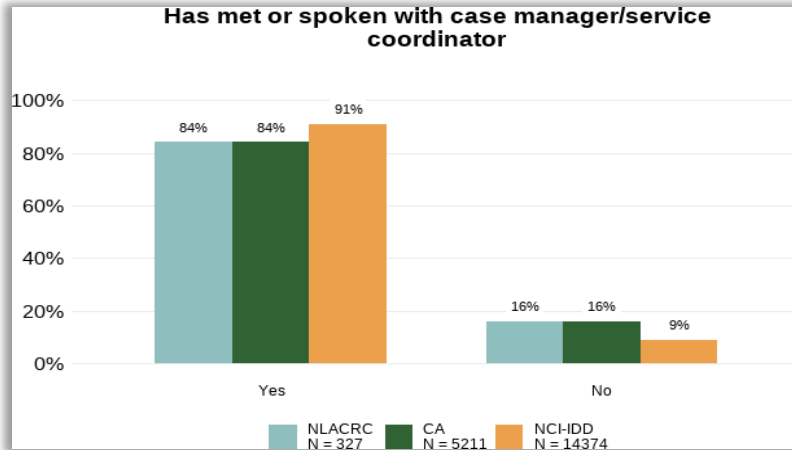
Value Statement: People are satisfied with their everyday lives – where they live, work, the supports they receive, and what they do during the day.

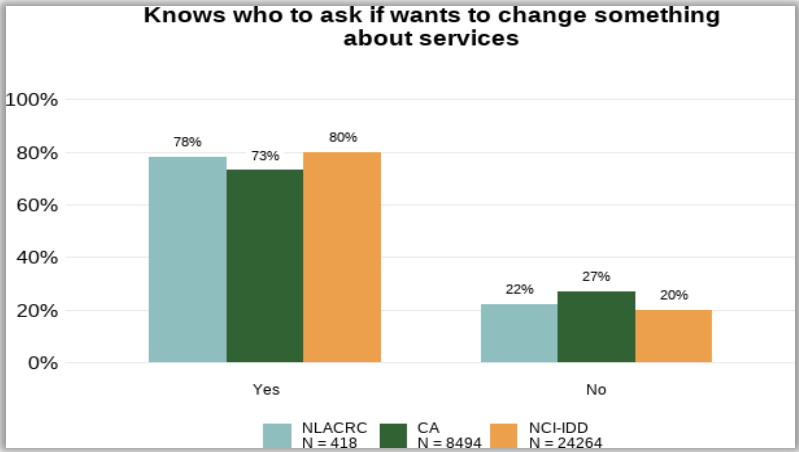
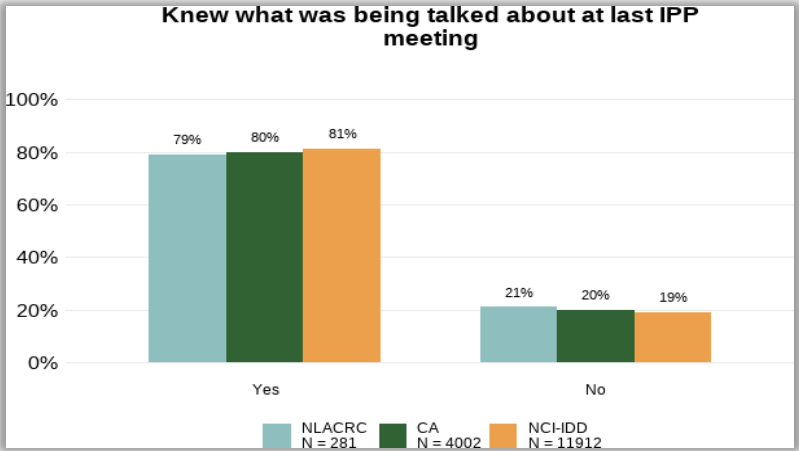
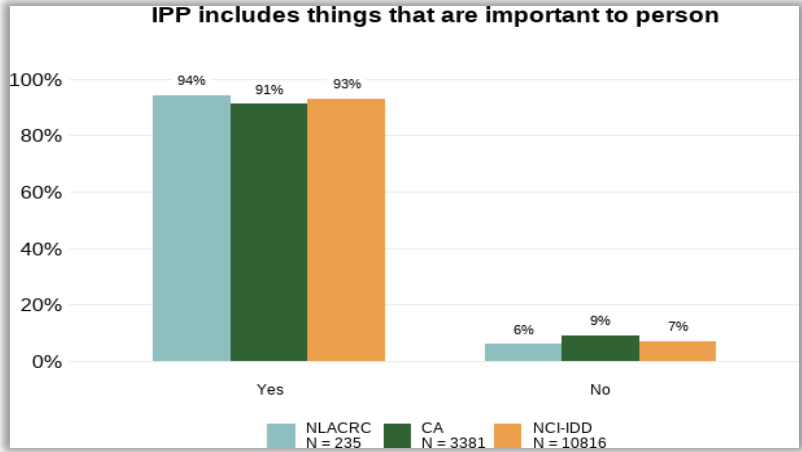
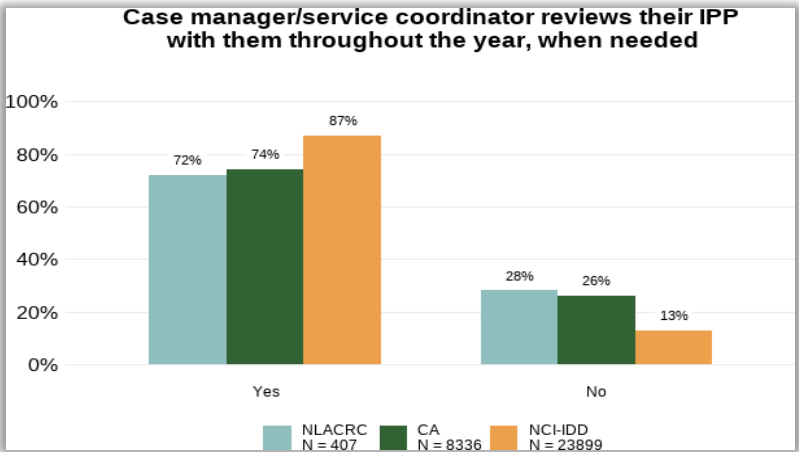
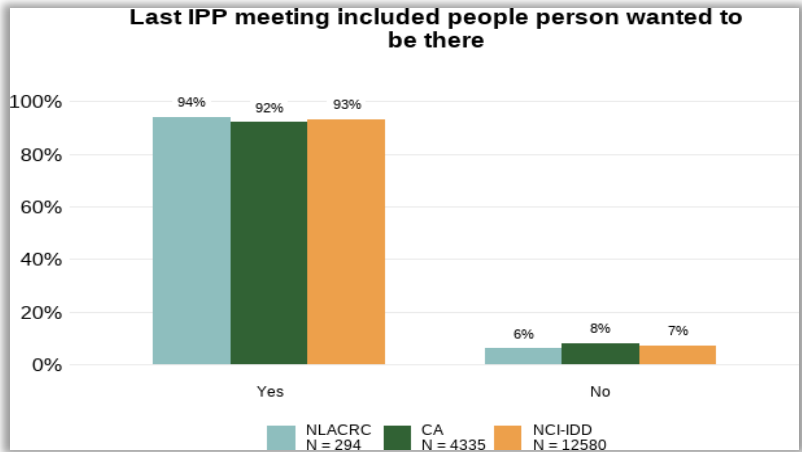




SERVICE COORDINATION

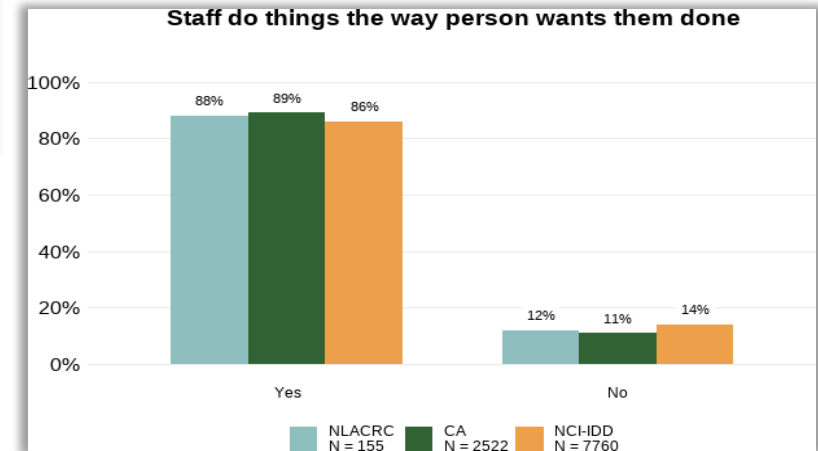
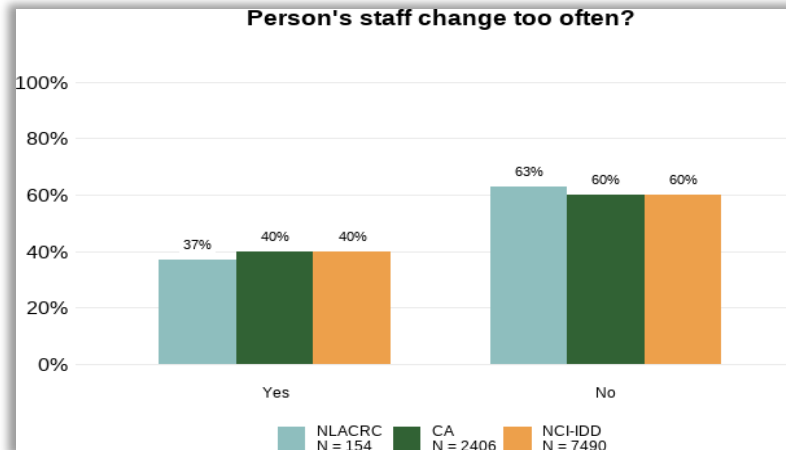
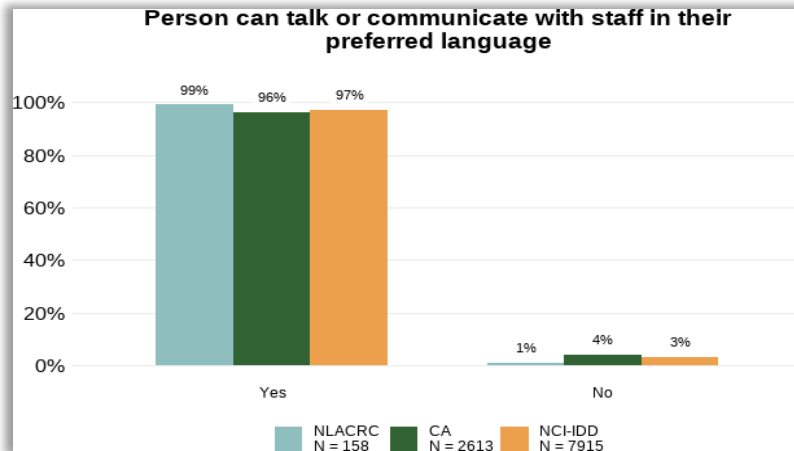
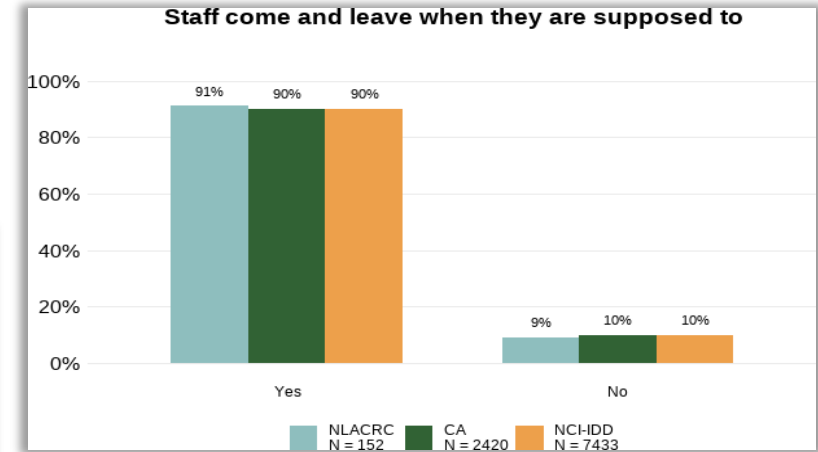
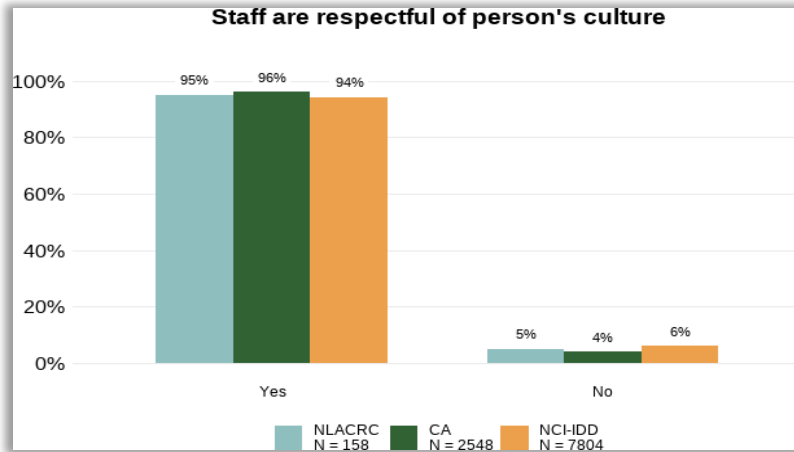
Value Statement: Case managers/service coordinators are accessible and responsive to people. Case managers/service coordinators are knowledgeable about people's needs and the services/supports available to address those needs. Individual Program Plans (IPP) reflect people's goals and needs and are modified as changes occur. People actively engage in the Individual Program Planning process.





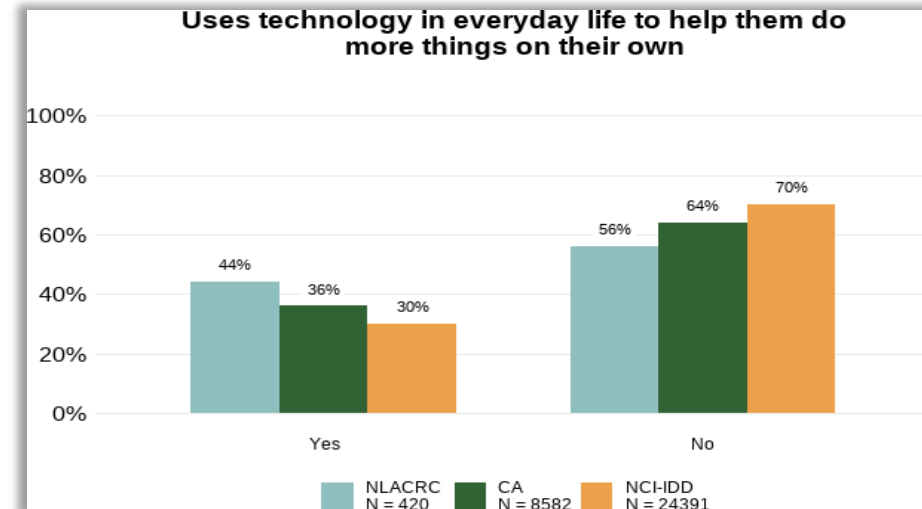
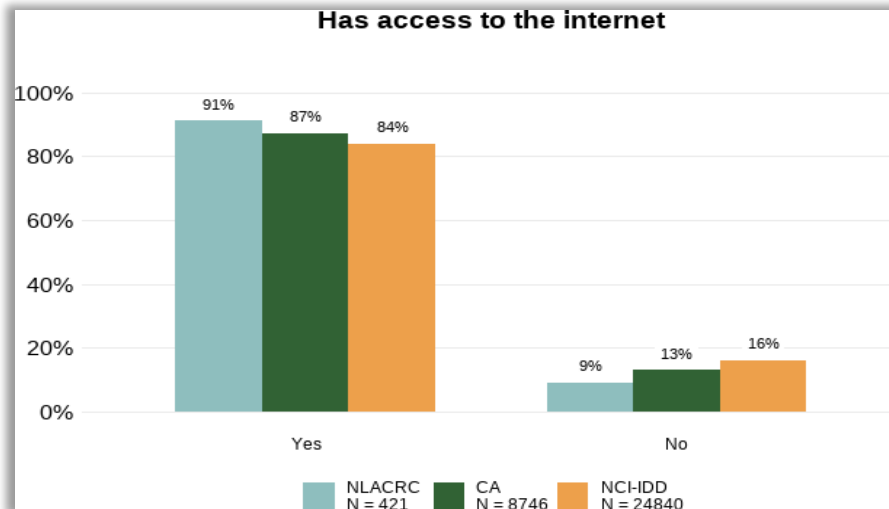
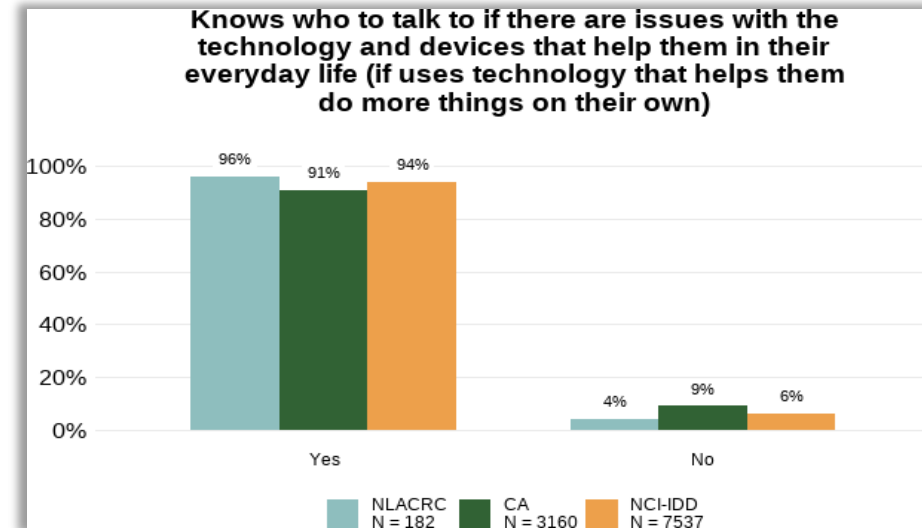
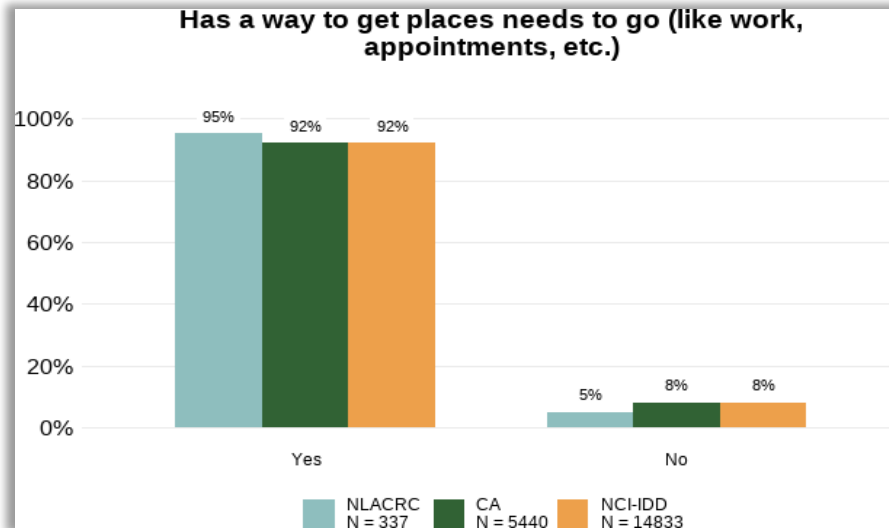
WORKFORCE

Value Statement: There is stable and sufficient direct support workforce to meet demand. People are supported by staff who demonstrate respect for what is important to the person in their day-to-day life. Staff have the right skills to support people.

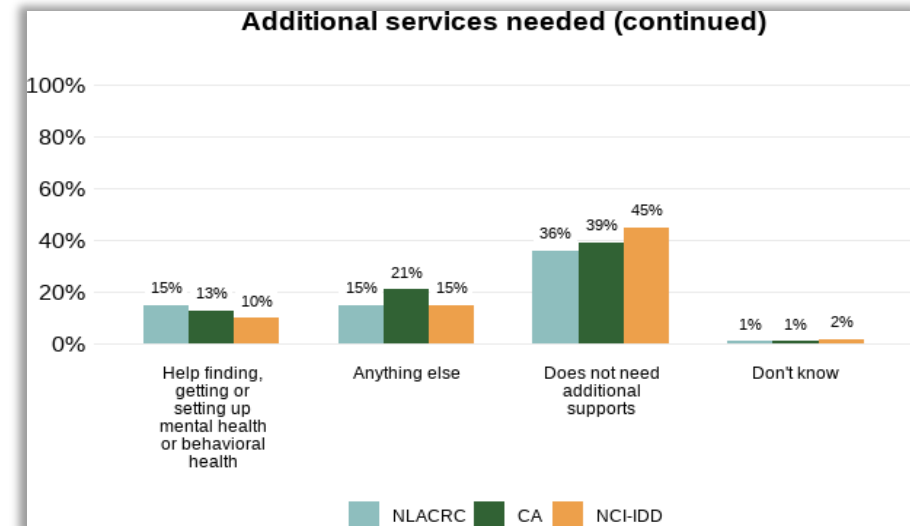
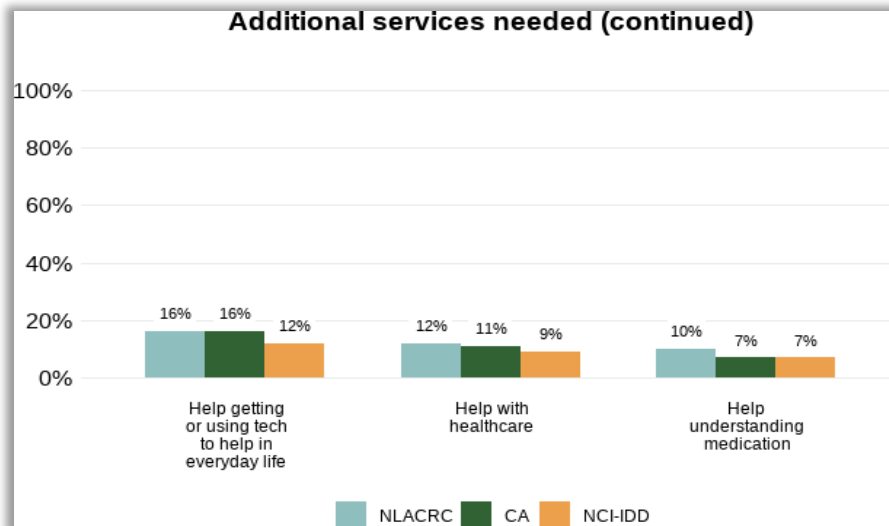
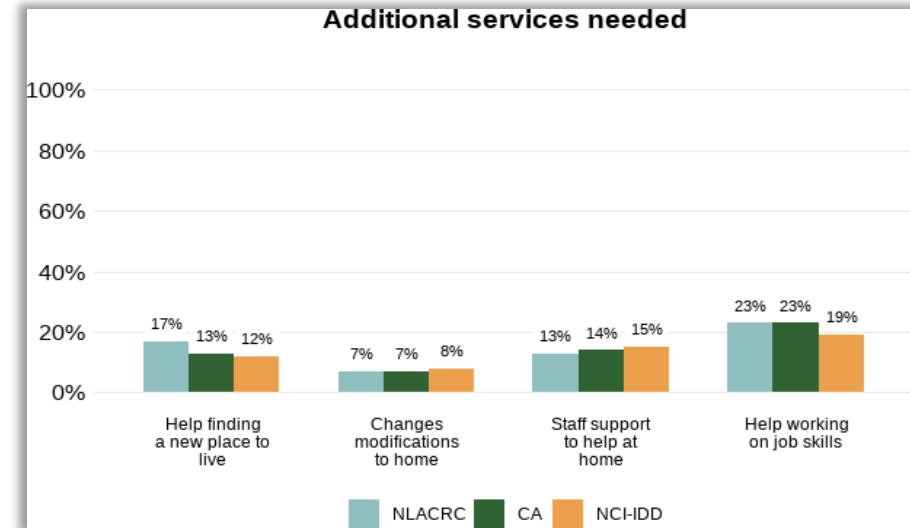
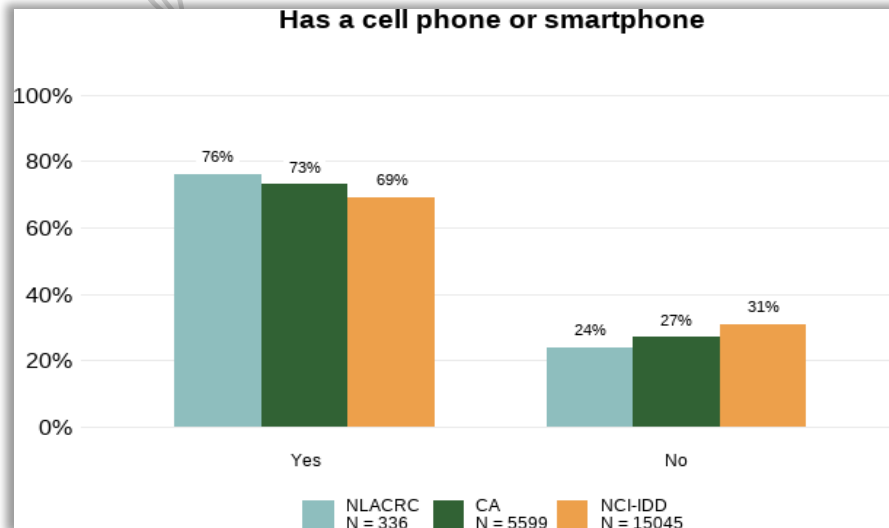


ACCESS

Value Statement: Services and supports are available, accessible, and responsive to people's needs. People know the options available to them for services and supports.

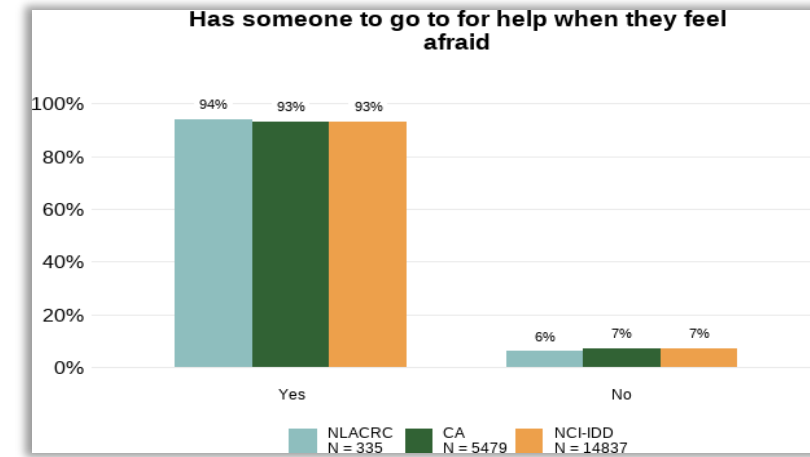
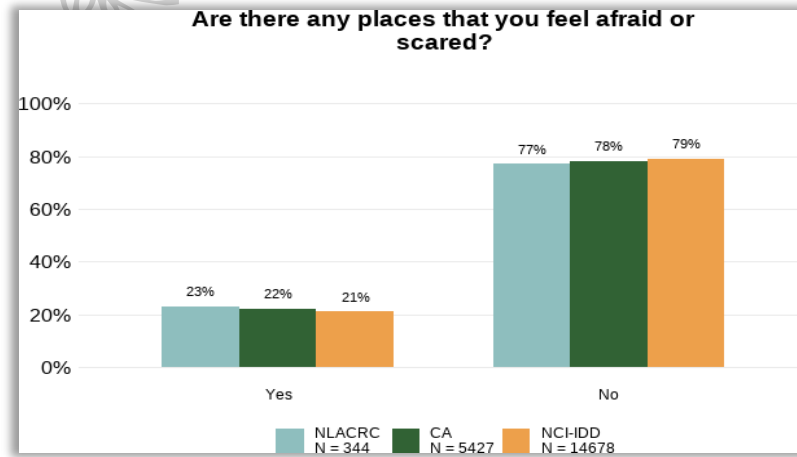


The NCI-DD average is weighted. Regional Centers receive an 'n/a' designation within the table if 20 or fewer people responded to the survey item; however, their data are included in the Weighted CA Average.



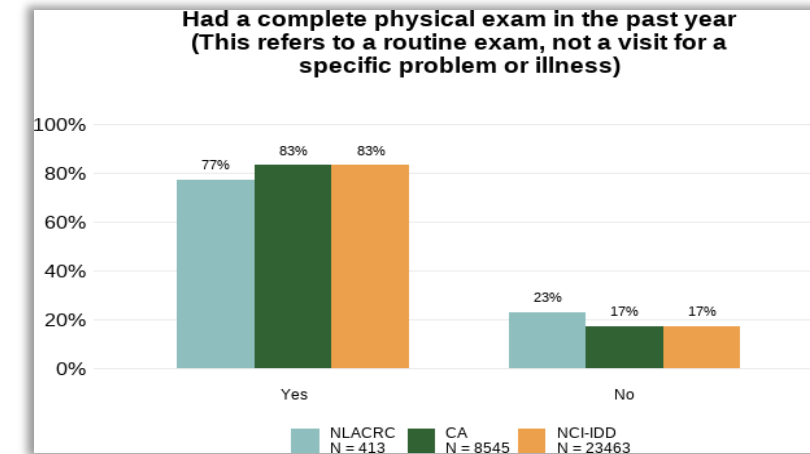
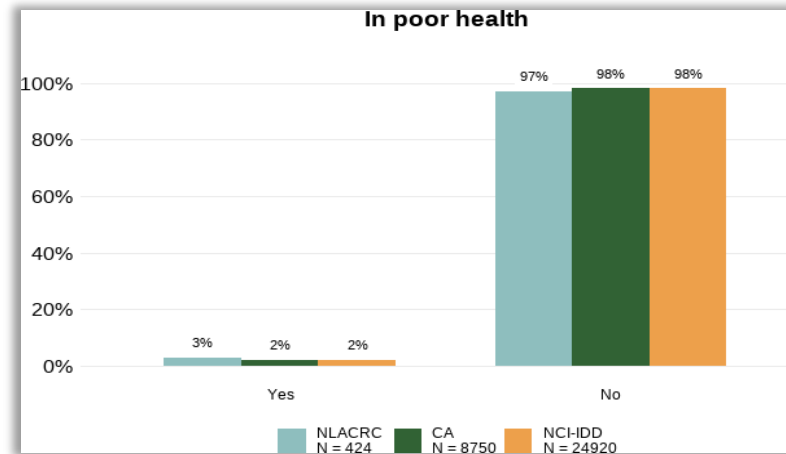
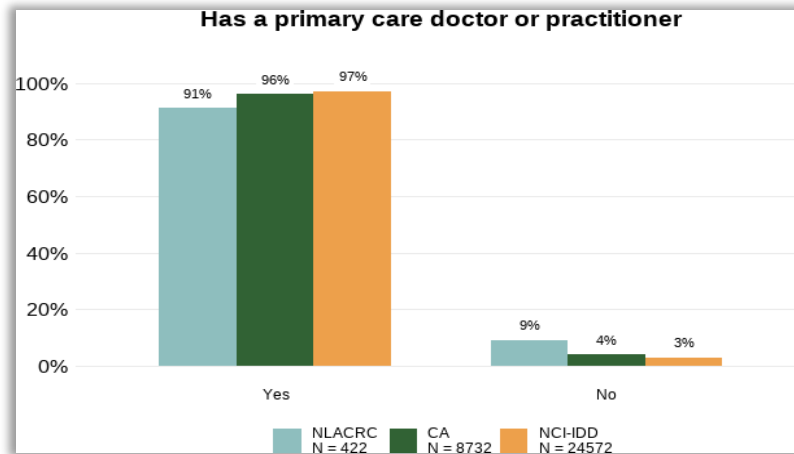
SAFETY

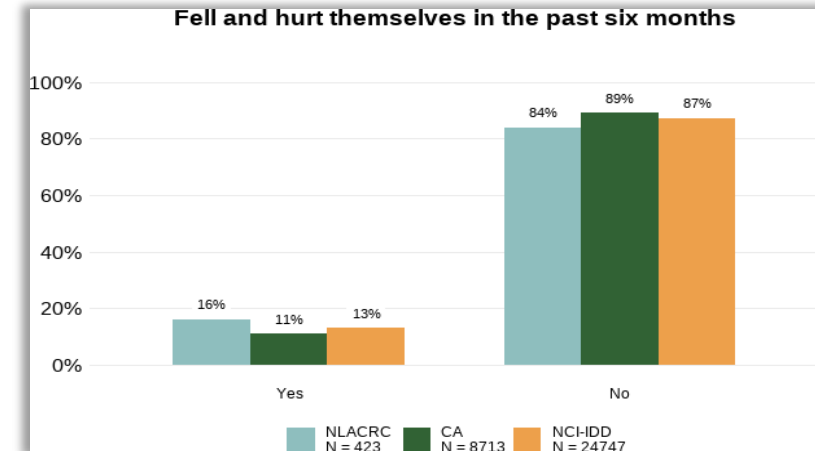
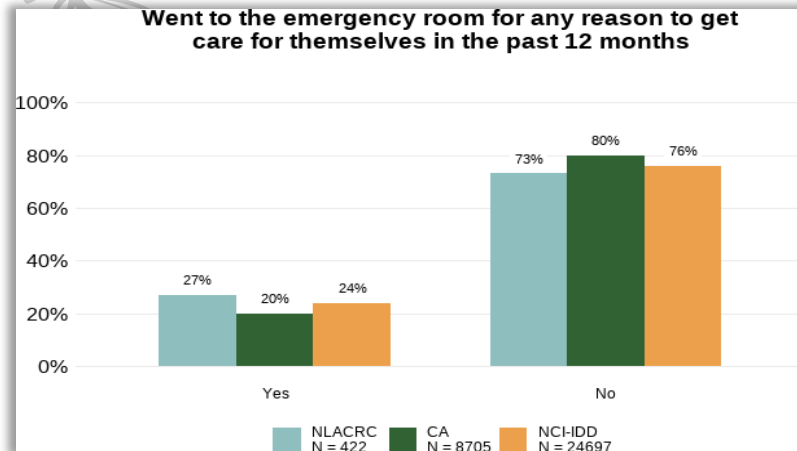
Value Statement: People feel safe at home and outside the home. People know whom to talk to if they don't feel safe.



HEALTH

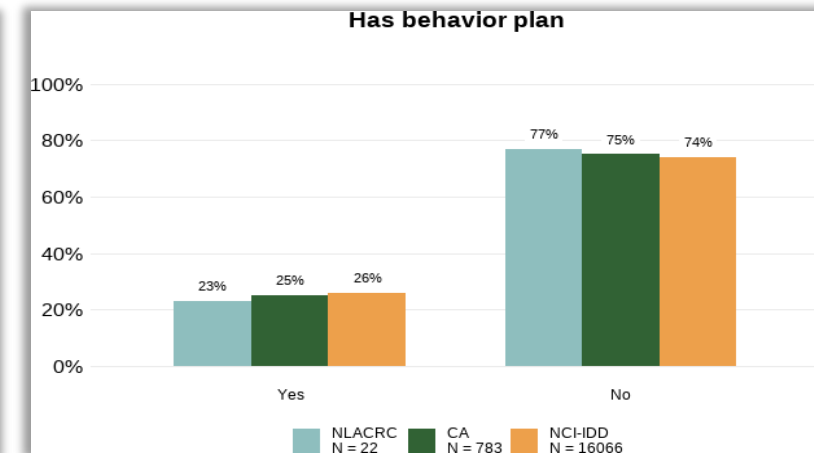
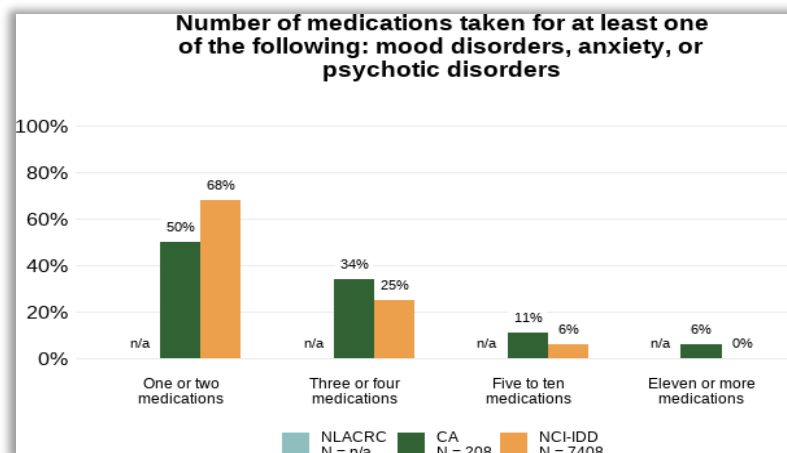
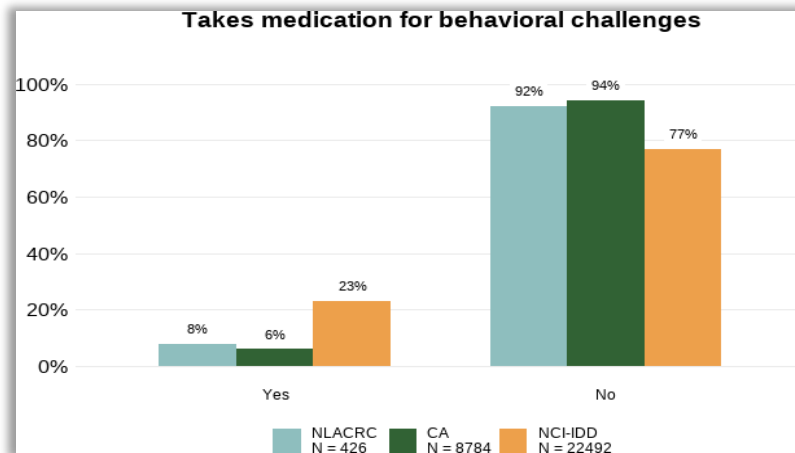
Value Statement: People have access to and get recommended health services at the recommended frequencies.





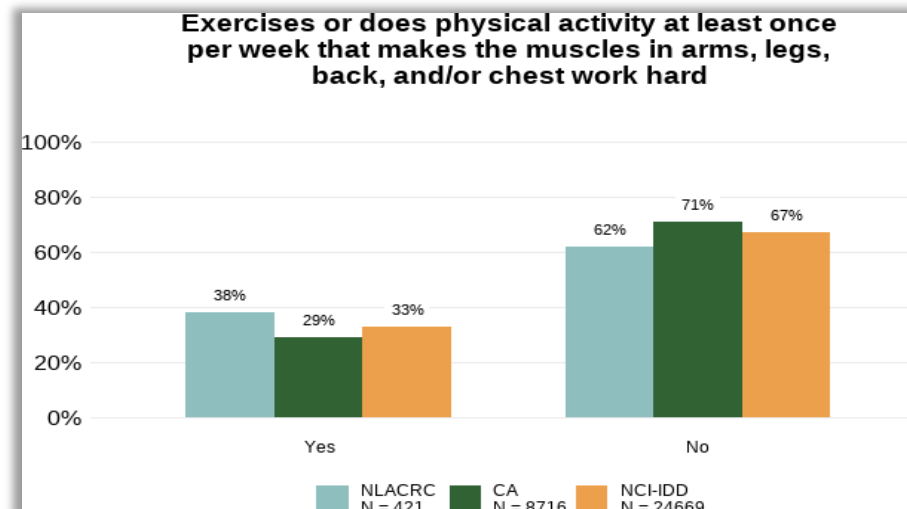
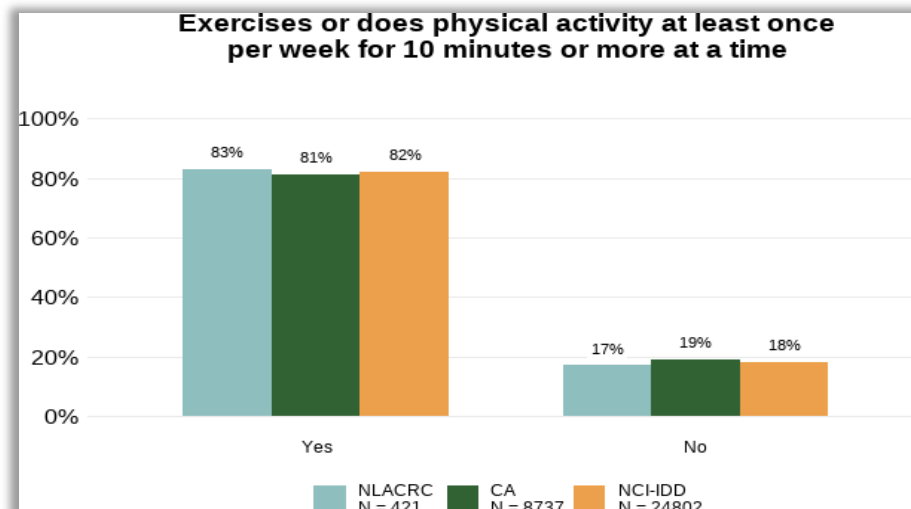
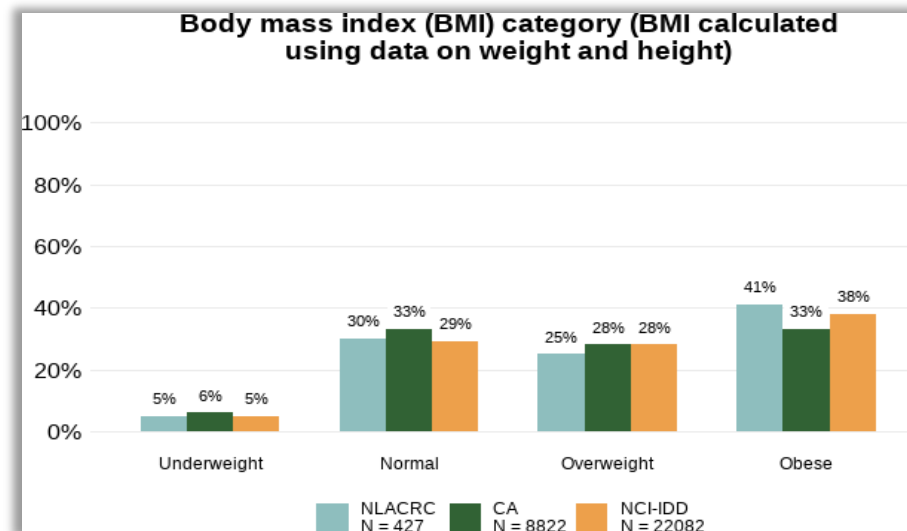
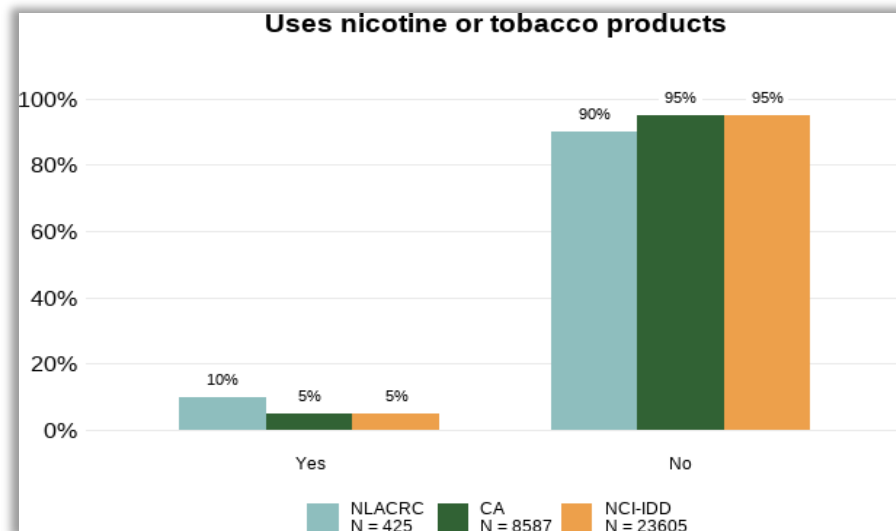
MEDICATIONS

Value Statement: Medications are used effectively and appropriately.



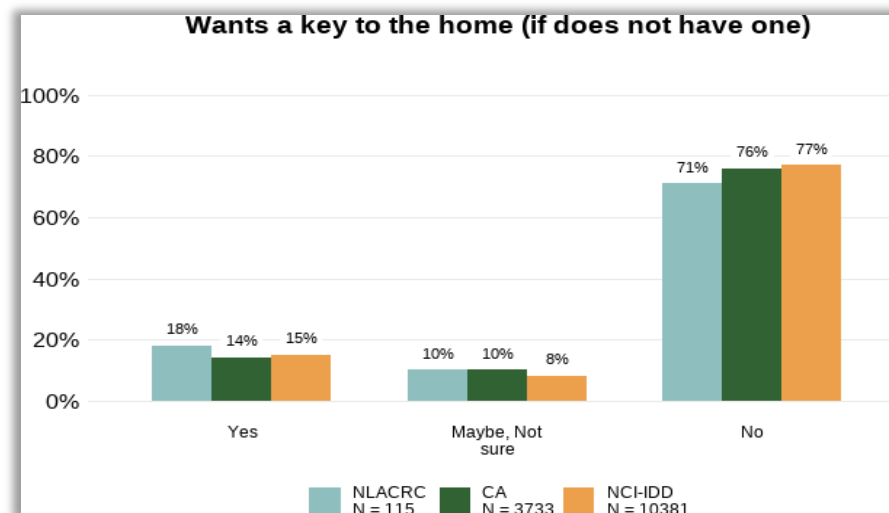
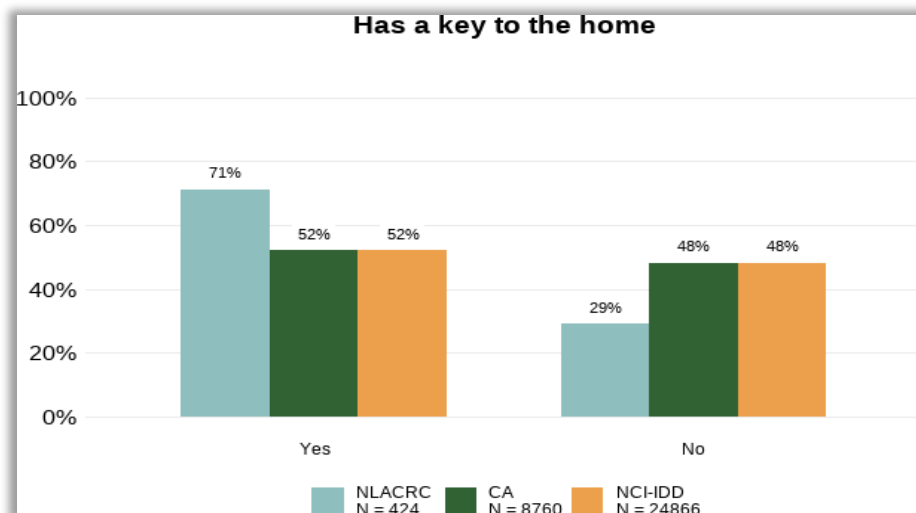
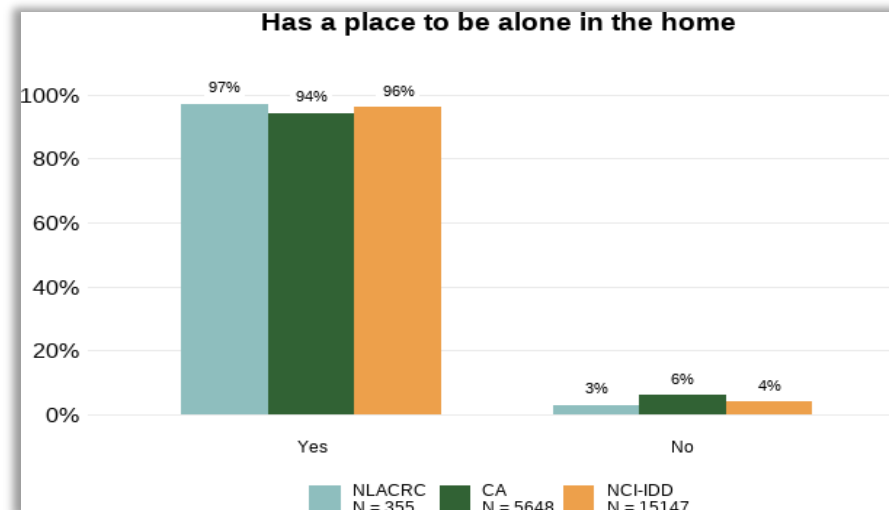
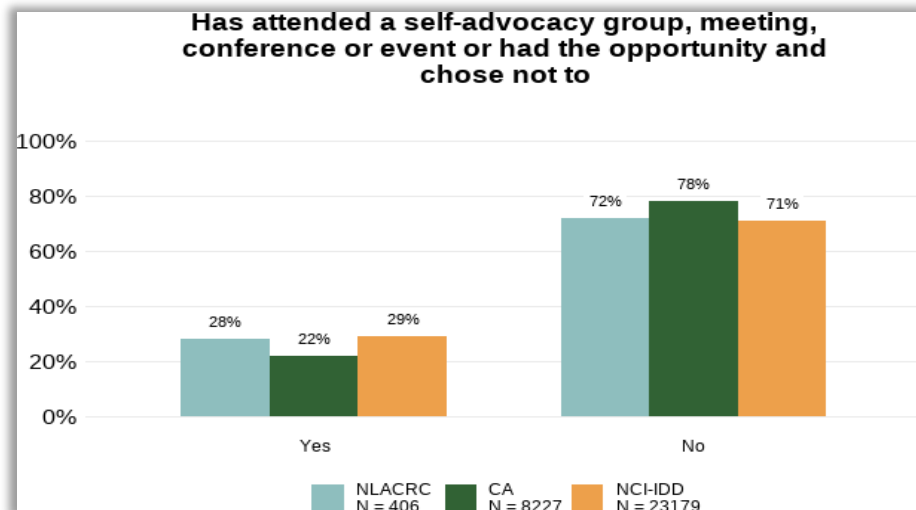
WELLNESS

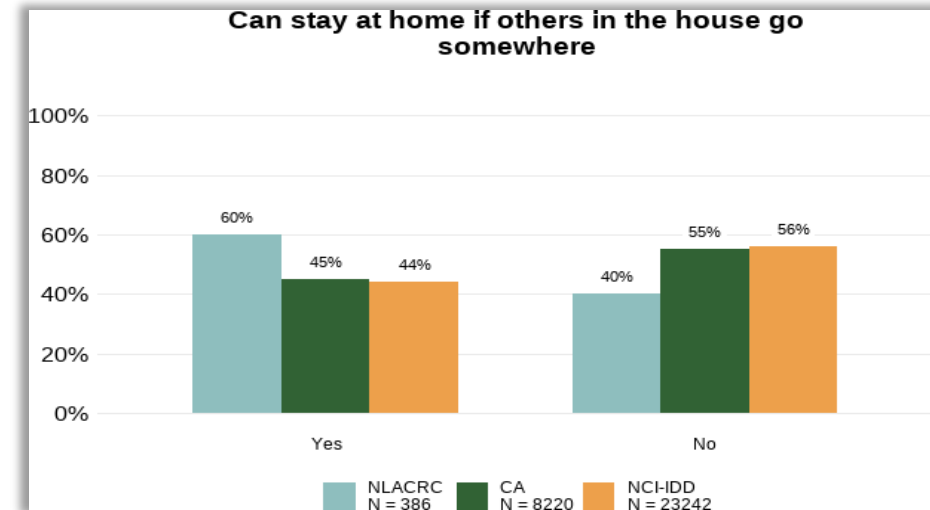
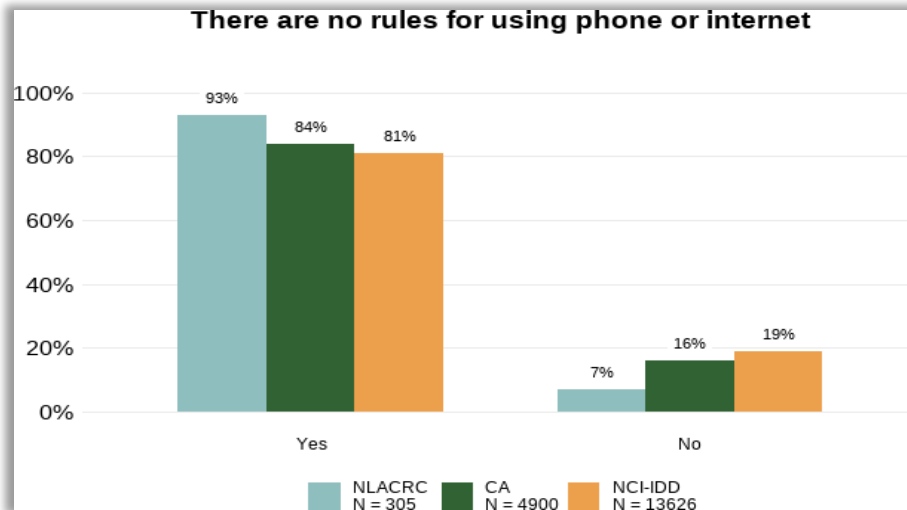
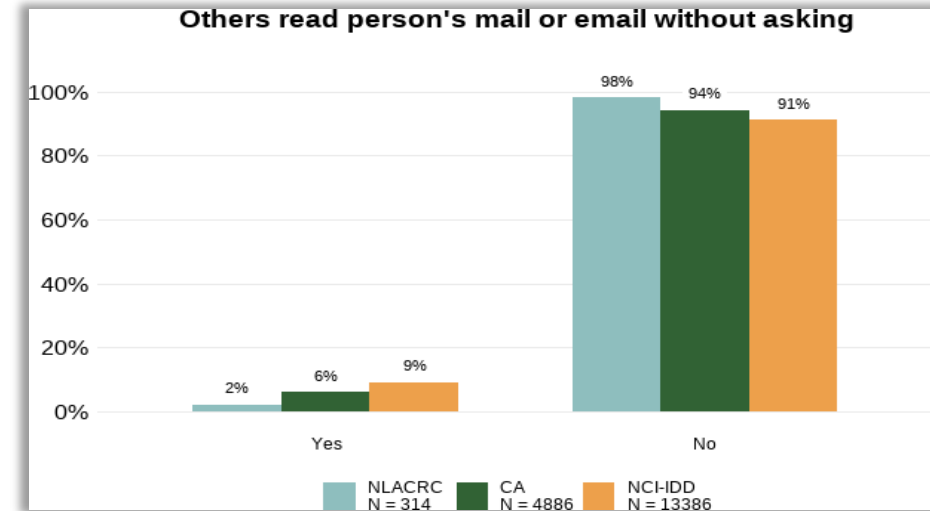
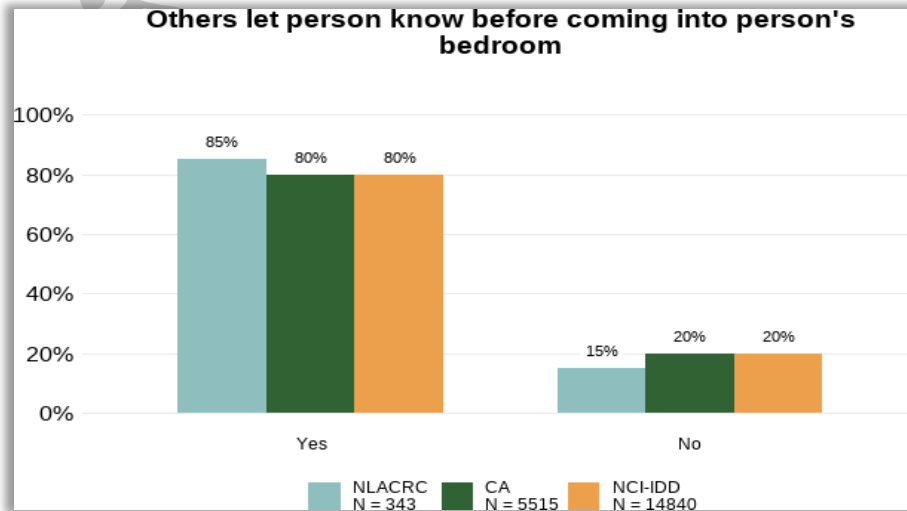
Value Statement: People are supported to engage in and maintain healthy habits and lifestyles.



RIGHTS AND RESPECT

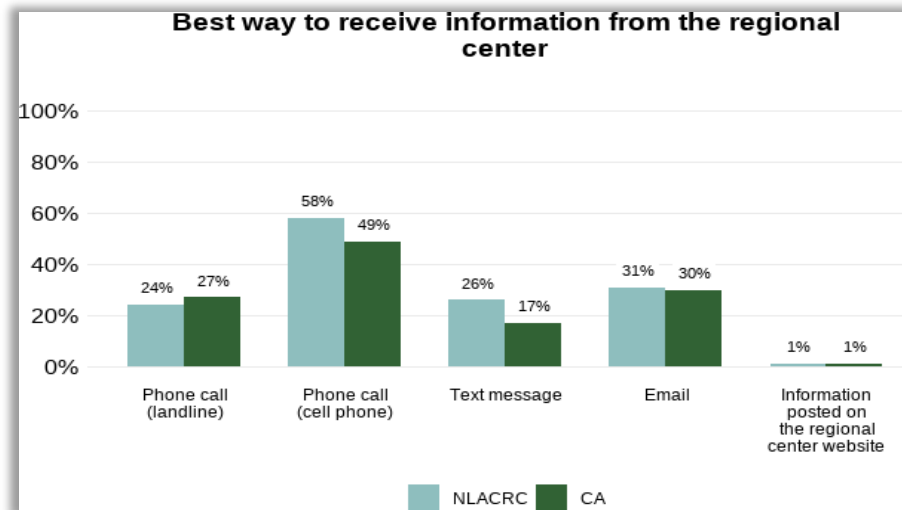
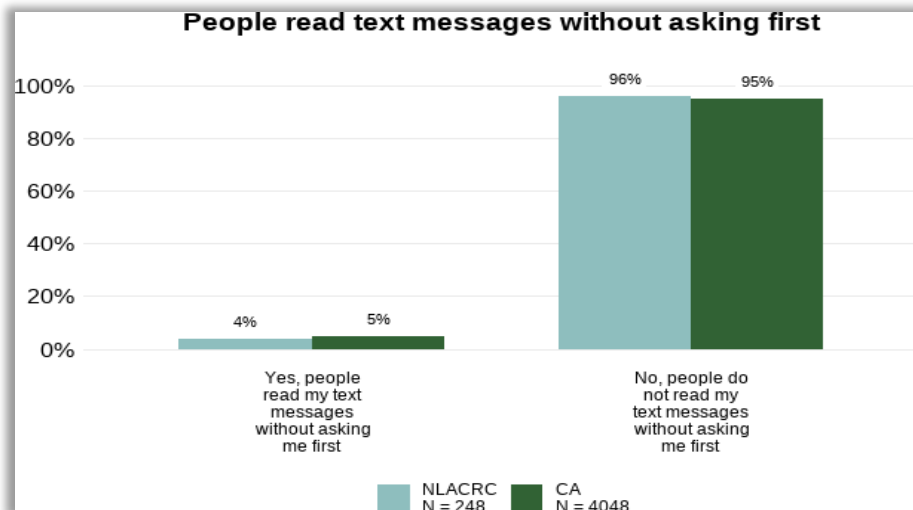
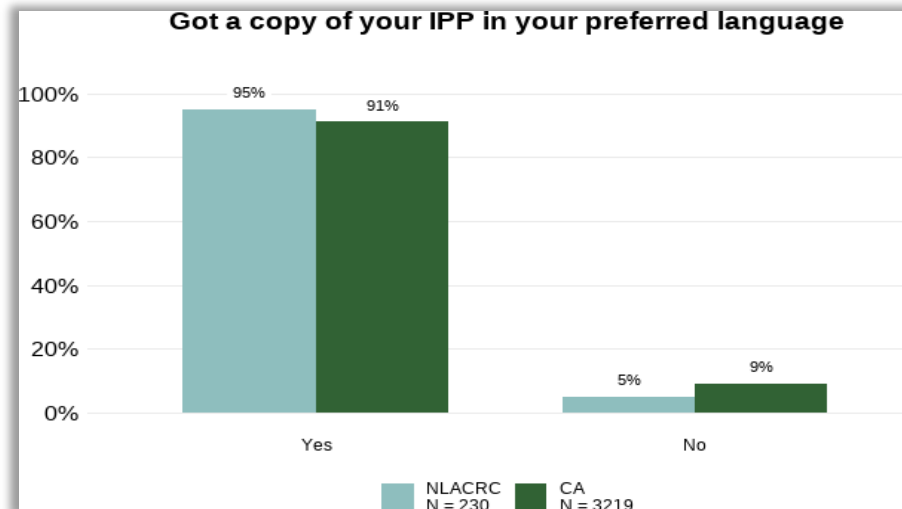
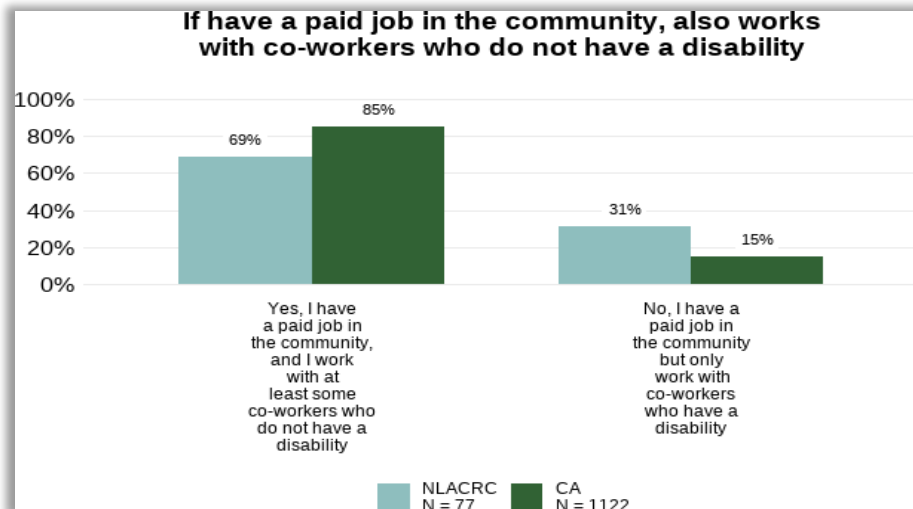
Value Statement: People's rights are respected and people receive the same respect and protections as others in the community

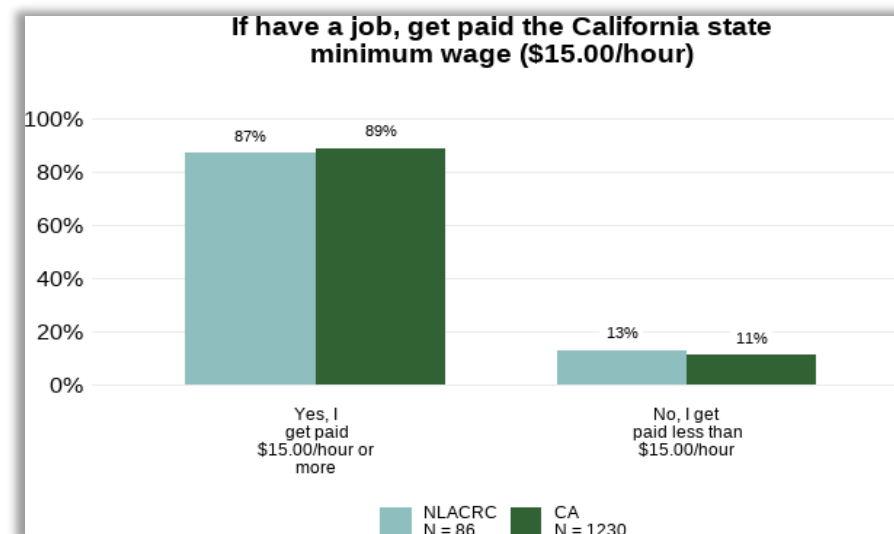
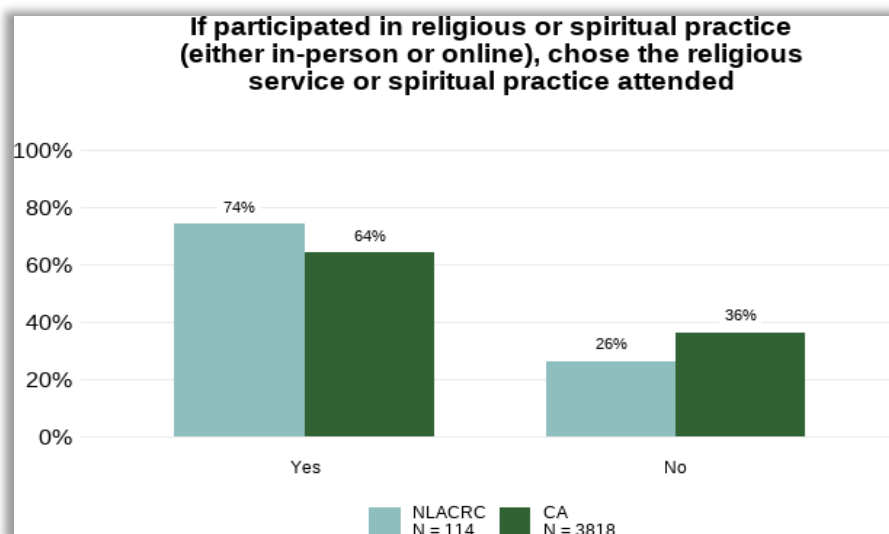
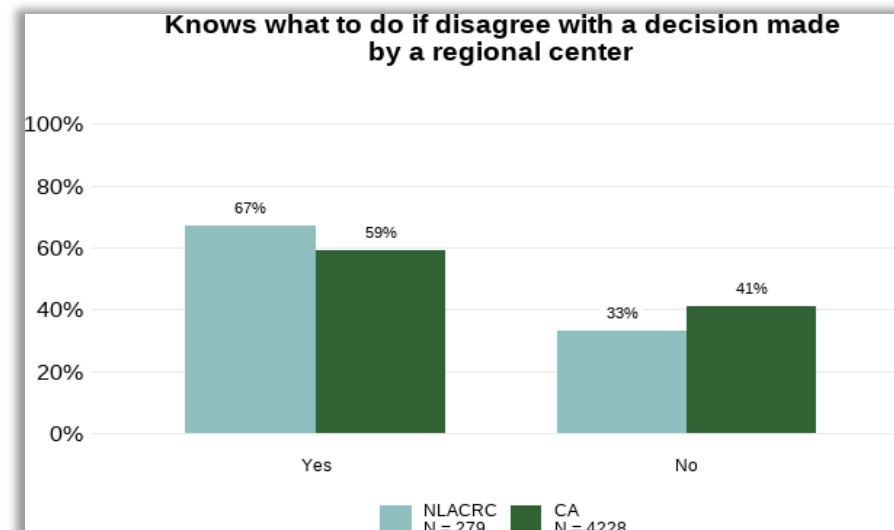
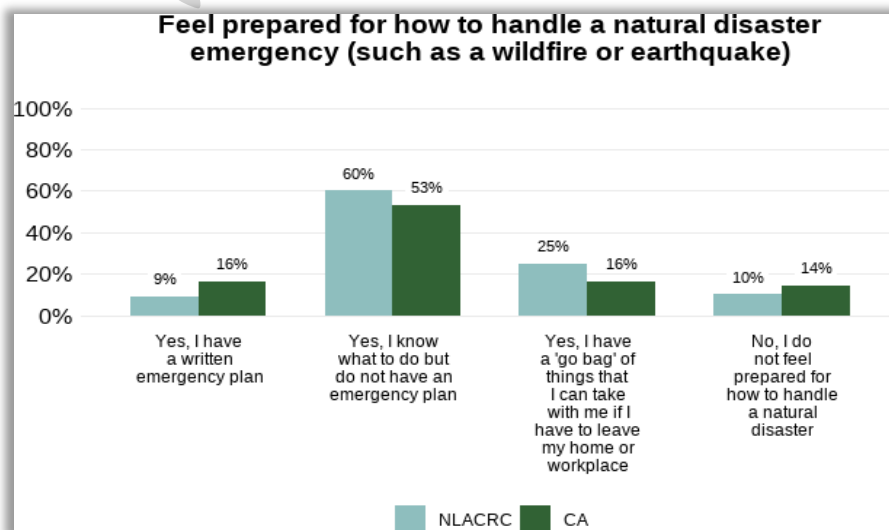


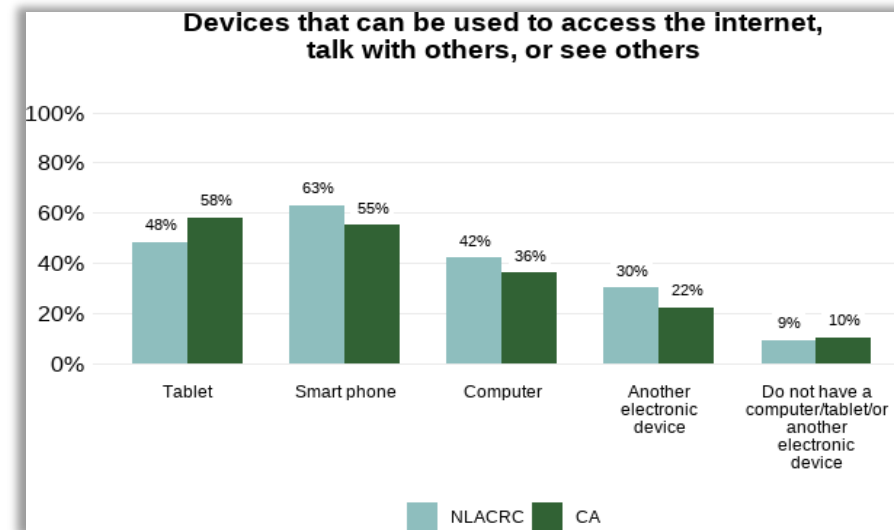
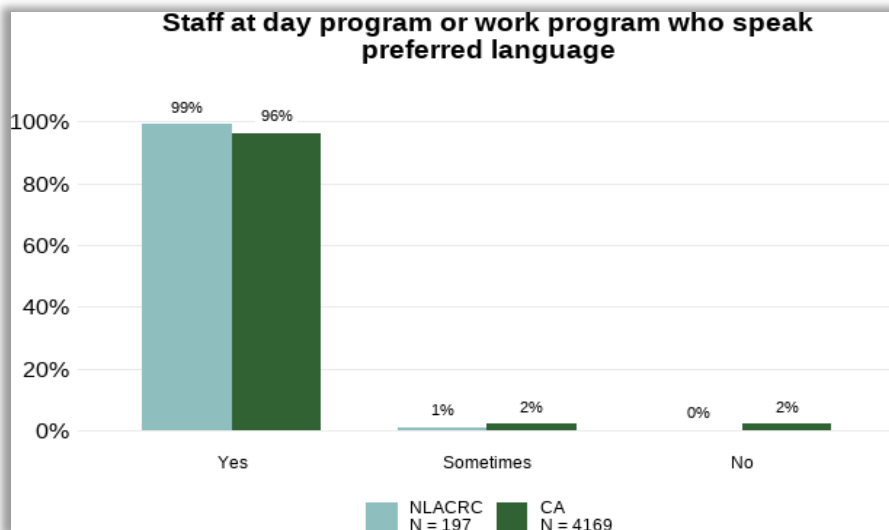
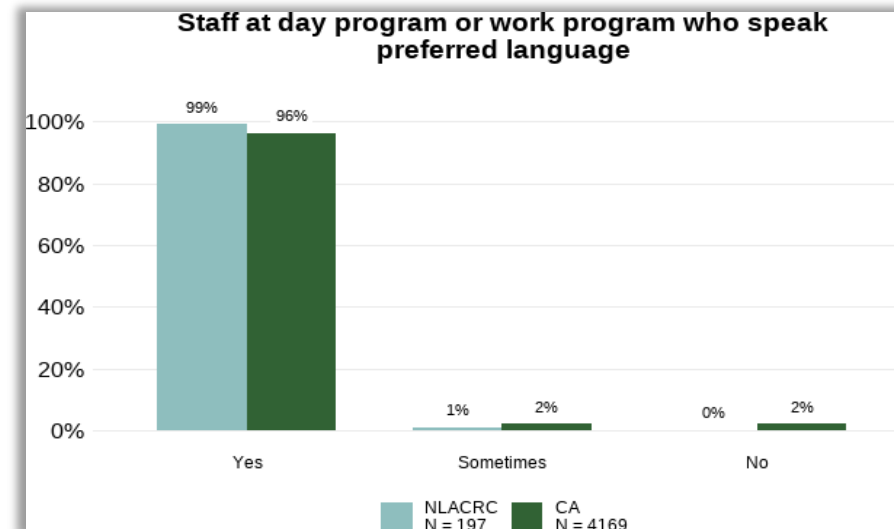
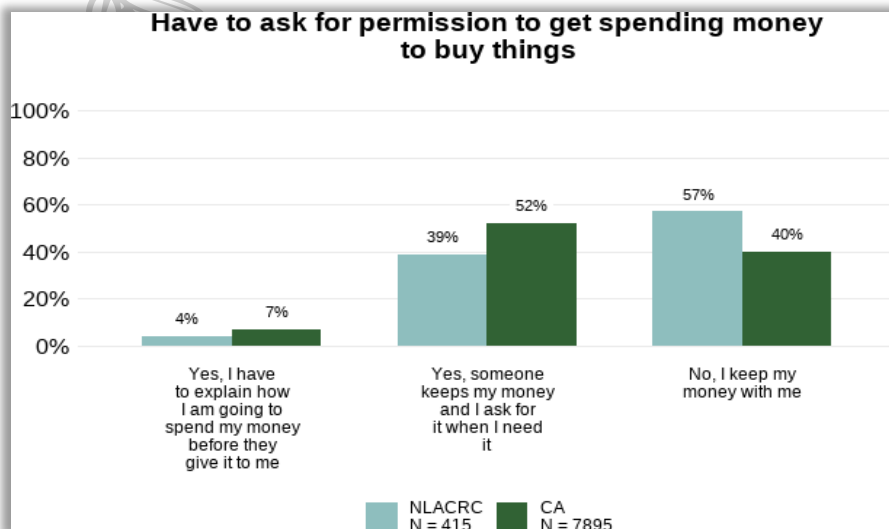


CALIFORNIA SPECIFIC QUESTIONS

Additional survey questions were added into the California survey tool.









North Los Angeles County Regional Center
Director's Report
November 2025

1. NLACRC Spotlight:

A. Program & Agency Updates

- i. NLACRC continues to do a great job processing requests for intake assessment.
 - 1. In 2025 (through October), NLACRC received 4,590 total requests for intake and is processing these requests within statutory timelines.
 - 2. As of October 31, 2025, only 2 cases of the 916 active intake cases were open beyond 120 days (0.22%) reflecting strong operational efficiency.

B. Self-Determination Program (SDP) Training Survey Results

- i. The SDP training survey demonstrated that the training was well received and provided valuable information for staff.
 - 1. Out of 142 participants who completed the post-training survey, 97% responded "Yes" indicating the training materials will help them better support participants and families in the Self-Determination Program.

C. Annual Employee Survey

- i. Gains were seen in all factors, with the smallest percentage gain year over year being 4.2% (Diversity, Equity and Inclusion, which is now at 76%) and the largest gain being 16.4% (Senior Leadership, which is now at 52%).

D. New Information Technology Director

- i. Mustafa Sarwari joined NLACR on November 3, 2025.
- ii. He has over 15 years' experience, including leadership roles in healthcare organizations.

2. Department Developmental Center (DDS) Updates:

A. Respite Assessment Next Steps

- i. The tool aims to promote equity and statewide consistency in determining respite needs. The tool is intended to be cost-neutral overall, though individual service levels may change.
 - 1. Next step: a pilot in select Regional Centers (RCs) chosen by DDS.
 - 2. DDS continues meeting with groups concerned about potential service reductions.
 - 3. Full statewide implementation by January 1, 2026, is unlikely.
 - 4. A transition period and limited exceptions will support those with reduced authorizations.

B. Licensed Vocational Nurse (LVN)/Respiratory Care Issue

- i. The Respiratory Care Board (RCB) implemented new regulations effective October 1, 2025, limited LVN respiratory tasks.
 - 1. Significant public concern was raised during RCB's recent meeting.
 - 2. RCB will temporarily suspend enforcement and pursue amendments to included needed exceptions.
 - 3. DDS is reviewing rate model adjustments to increased Registered Nurse (RN) support in medical programs and homes.
 - 4. DDS is preparing a report for the California Health and Human Services Agency (CHHS) outlining system impacts and needed interventions.

3. Legislative Updates:

A. CalFresh Changes under H.R. 1

- i. The new law cuts federal funding for CalFresh, resulting in reduced food benefits for some recipients.
 - 1. More recipients will be required to meet federal work requirements to maintain eligibility.
 - 2. Many lawfully present immigrants will lose access to CalFresh. However, the California Department of Social Services (CDSS) stated implementation will only occur after the federal guidance is issued.
 - 3. California will need to contribute more funding to operate the program.
- ii. Beginning November 1, 2025, new rules will change how utility costs are counted.
 - 1. Only households with a member over the age of 60 or with a disability can claim the Standard Utility Allowance (SUA) if heating or cooling costs are not billed separately.
 - 2. These households will continue to receive the \$20.01 annual energy payment to qualify for SUA.
 - 3. Other households may see a reduction or loss of benefits; however, they may still qualify for a Limited Utility Allowance (LUA) if they pay at least 2 utilities or a Telephone Utility Allowance (TUA) if their only expense is phone service.
 - 4. The change takes effect for new applicants after November 1, 2025, and at recertification for current recipients.
- iii. A federal court ordered the USDA to continue funding CalFresh during the government shutdown, ensuring benefits keep flowing to California families.
- iv. Governor Newsom confirmed that the ruling protects 5.5 million Californians from losing \$1.1 billion in food assistance for November.

B. Enhanced Premium Tax Credits (EPTCs)

- i. Enhanced Premium Tax Credits help lower monthly health insurance costs for people enrolled through Covered California.

1. They provide extra financial help compared to regular Premium Tax Credits, allowing more people to qualify and pay less each month.
- ii. The Enhanced Premium Tax Credits will expire at the end of 2025, which means premiums will rise for many starting in 2026.
 1. Without renewal, some moderate-income households may lose part or all of their subsidy.
 2. Covered California will continue monitoring the situation and notify enrollees of any changes.

4. Center Updates:

A. Case Management System – SANDIS Outages

- i. NLACRC's case management system, SANDIS, required by the Department of Developmental Services (DDS), is currently experiencing multiple outages each day.
 1. At this time, only NLACRC and one other Regional Center appear to be affected.
 2. The issue may be linked to NLACRC's larger size, recent cloud migration, and use of SANDIS' interface, which differs from other Regional Centers that have deployed alternative versions.
 3. A team of over 15 subject matter experts from IBM, our cloud provider, SANDIS, and NLACRC's IT team and consultants meet routinely to identify and resolve the root cause.
 4. While efforts continue, delays in processing or accessing case management data may occur.

B. Special Contract Update:

- i. Current Caseload Ratios Continue to Decrease:
 1. For Ages 0-5, the ratio is currently 1:57.2. In September, it was 1:59. Statutory Compliance is 1:40
 2. For Medicaid Waiver, the ratio is currently at 1:79.7, down from 1:82 in September. Statutory Compliance is 1:62.
 3. For All Others, the ratio is currently at 1:75.5, which went up from 1:77.5 in September. Statutory Compliance is 1:66.
- ii. For IPP Surveys, NLACRC only had 92 responses.
 1. Almost all areas were rated 85% or above for agreement or strong agreement to questions like, "Yes, we were satisfied with the service providers we could choose between" and "I felt respected."
 2. For the question, "My regional center provided me with a lot of information so that I felt comfortable choosing between Self-Direction and traditional services," NLACRC scored 71%.

C. Social Recreation Reimbursement & Support Update:

- i. Monthly partnership meetings with Miji continue.
- ii. August reimbursements spiked due to summer camps; a slight decline is expected until winter programs.

- iii. Miji's payment processing now averages about three weeks.
- iv. Social Recreation drop-in hours continue for CSC support—100% of attendees found materials helpful; 75% felt confident completing POS requests.
- v. Outreach sessions held: 9/27 AV Family Expo (15 attendees), 10/7 *Inclusion into Action* panel, and 10/12 SFV Family Expo at CSUN.
- vi. Associate Consumer Service Coordinators are assisting with social recreation requests.

D. Recruitment:

- i. Total # positions filled: 916
 - 1. Total # authorized positions: 1031
- ii. November New Hires
 - 1. 1st Cycle (11/3/2025): 10 confirmed
 - 2. 2nd Cycle (11/17/2025): 3 unconfirmed

E. Consumer Statistics:

- i. Total Served: 40,897
 - 1. Early Start: 5,055
 - 2. Lanterman: 33,085
- ii. Breakdown of all three valleys:
 - 1. AV (Early Start & Lanterman): 9,593
 - 2. SCV (Early Start & Lanterman): 4,492
 - 3. SFV (Early Start & Lanterman): 24,055
- iii. Intake all three valleys: 951 & Early Start Intake: 458
- iv. All other categories not captured in Early Start, Lanterman, and Intake, such as Provisional, Enhanced, Specialized, and other which would total: 1,348

F. Quality Assurance (Community Services Department):

- i. QA staff conducted 166 residential visits.
- ii. 125 were unannounced in-person visits
- iii. 4 Corrective Action Plans were developed with residential providers.
- iv. 0 Plans of Improvement were issued for non-licensed residential providers.

5. Outreach:

A. Hart of the West Pow Wow – October 4, 2025 - October 5, 2025

- i. NLACRC staff attended the Hart of the West Pow Wow at William S. Hart Museum in Santa Clarita to celebrate Native American culture.
- ii. NLACRC staff hosted an information table and shared resources about regional center services.
- iii. The family-friendly event welcomed all ages and highlighted the Native American traditions and community partnerships.
- iv. Participation strengthened NLACRC's visibility in the Santa Clarita Valley and supported ongoing collaboration with the local Native American community.

B. Armenian Parent Support Group Annual Picnic – October 25, 2025

- i. The Armenian Parent Circle of Support Group hosted its annual picnic at Lake Balboa Park.
- ii. Armenian-speaking families and support group members gathered for an **in-person event** featuring a potluck of traditional foods, games, and community connection.
- iii. NLACRC resources were shared, promoting awareness of available services and supports.
- iv. The event strengthened NLACRC's partnership with the Armenian community and encouraged continued engagement.

C. Best Corona's 8th Annual Trunk-or-Treat – October 24, 2025

- i. DEIB staff participated in the annual Trunk-or-Treat event at Bert Corona Charter School in Pacoima.
- ii. NLACRC hosted a resource table, sharing information with families about available services and supports.
- iii. The event provided an opportunity to strengthen relationships with local schools and increase community awareness of NLACRC services, Early Start intervention, and regional center eligibility.

D. SCV Pride Picnic 2025 – October 26, 2025

- i. DEIB staff participated in the SCV Pride Picnic held at Stevenson Ranch.
- ii. The family-friendly event featured live music, speakers, and a resource fair highlighting LGBTQ+ supportive organization.
- iii. NLACRC hosted an information table, sharing resources and engaging with the Santa Clarita Valley community.
- iv. The event helped increase awareness of NLACRC services and allowed LGBTQ+ Specialist Javier to share information about the Rainbow Connection Support Group and available supports.

6. Upcoming Disability Organization Events/Activities

- A.** State Council on Developmental Disabilities next council meeting—November 18, 2025
- B.** Disability Rights California's next board meeting—November 21, 2025
- C.** Self-Determination Local Advisory Committee meeting—November 20, 2025

LOS ANGELES COUNTY REGIONAL CENTER
Board Member Reporting Out Form

Name: Juan Hernandez/Silvia Haro

Meeting: SDLVAC

Date of Meeting: October 16, 2025

1.	Number of Attendees	33
2.	Public Input:	• Lori shared: NLA SDP Email: selfdetermination@nlacrc.org NLACRC website: www.nlacrc.org NLACRC SDLAC Email: nlacrcsdac@gmail.com SDP DVU Connect Self-Determination Disability Voices United NLACRC Support Group- 1st Wednesday of the month. IF Round Table- 2nd Thurs of the month. • Kristianna announced upcoming free monthly meetings at the Self-Determination Institute, covering various aspects of the SDP process. • Victoria Berry provided updates on potential CalFresh benefit disruptions and upcoming workshops at Family Focus Resource Center.
3.	Points of Discussion:	• Miriam and Kristiana introduced a new plain-language progress report template designed to simplify the process for clients who require progress reports in SDP. • The committee would like NLACRC to create a checklist for consumers/families to prepare them for the IPP meeting. • Cost effectiveness in spending plans: As of today, there are no guidelines on cost effectiveness in spending plans as the participant has control over their services and rates.
4.	Reported out to Committee/Meeting:	• Reviewed survey outcome. The committee is working on diversity issues and ethnic representation in the SDP. Michael will be working on a second survey. • NLACRC is going to be hosting Vendor Forums for NLACRC vendors that have questions about SDP.
5.	Area of Concerns:	• The committee noted that DDS may have a misconception regarding budget sizes. While some budgets appear to have increased significantly, this may be due to individuals who were previously underserved under the traditional model. The committee emphasized the importance of considering the broader context and overall goals when reviewing budget size. • Timely Payments to FMS: The committee emphasized the importance of NLACRC making timely payments to Financial Management Services (FMS) agencies to avoid creating financial or operational burdens for those agencies.
6.	Action Items:	• NLACRC to complete the RFP contracts by December. • Michael will send the survey to NLACRC, and it will go out to all NLACRC consumers. • The committee to work with State Council to fill the vacant position.

7.	Questions for the Board:	No particular question but the committee continues to want to collaborate more with the Board.
8.	Miscellaneous	



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311

www.nlacrc.org

Self Determination Program Report - Implementation Updates

November 1, 2025

North Los Angeles County Regional Center Statistics

Participants have completed Orientation from 2019-Present: **1,325** (increased by 20)

Total number of budgets that are certified: **732** (increased by 20)

Total number of spending plans that are approved: **646**

Total number of spending plans in progress: **70**

Total number of PCP's completed: **624** (increased by 12)

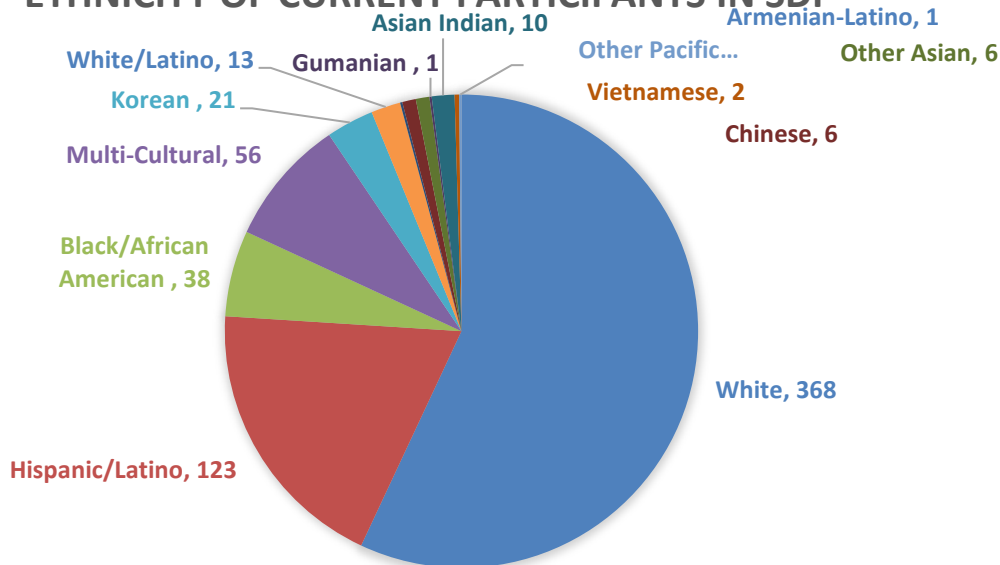
Total number of participants that did not continue after receiving budget: **3**

Total number of participants that have opted out of SDP: **13**

Total number of Inter-Regional Center Transfers (out): **7**

Participants that have fully transitioned into SDP with approved spending plans and active SDP IPPs: **646** (22 transitions)

ETHNICITY OF CURRENT PARTICIPANTS IN SDP



Transitions based on ethnicity:

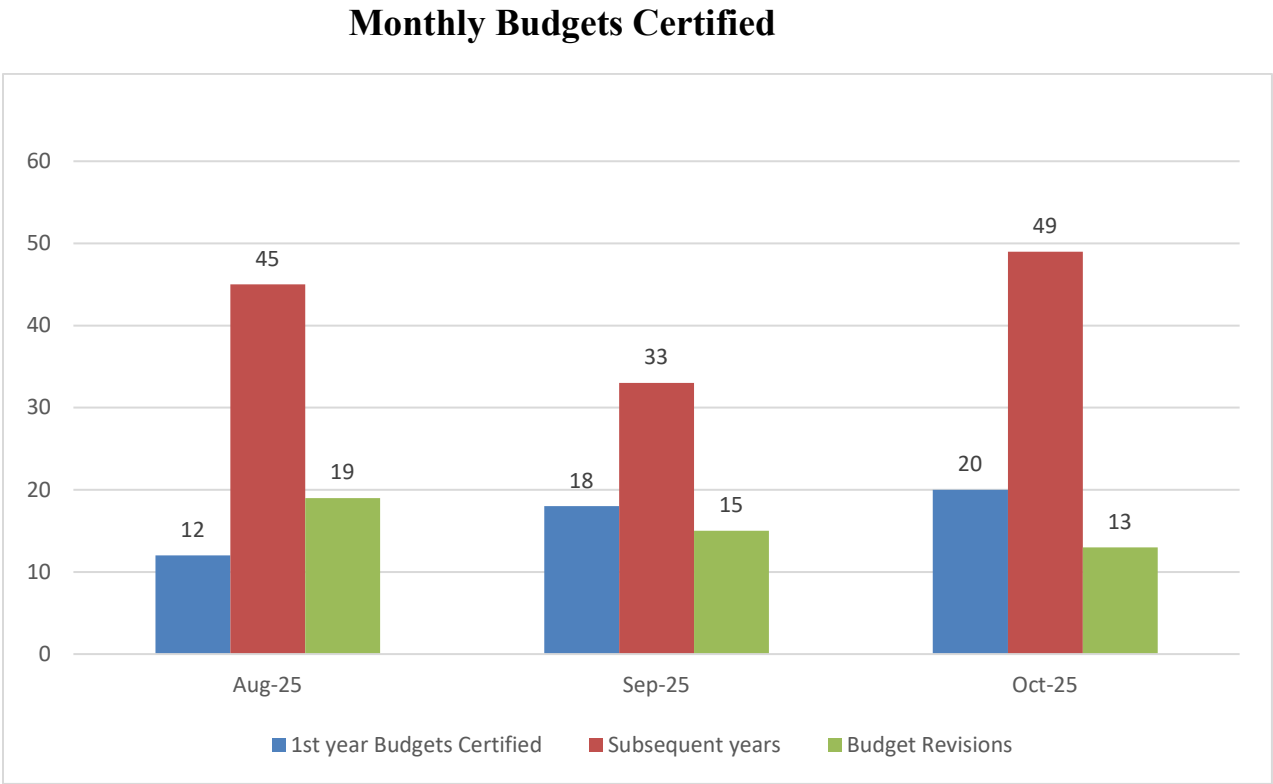
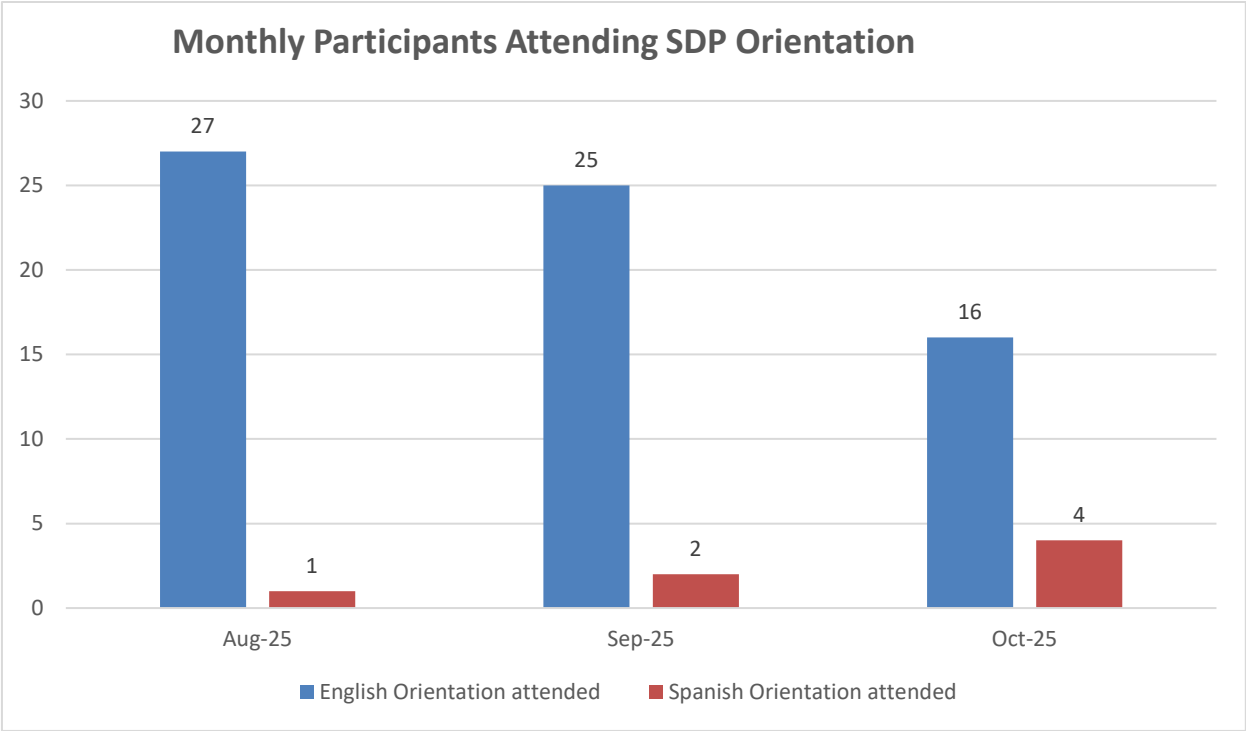
White: 15

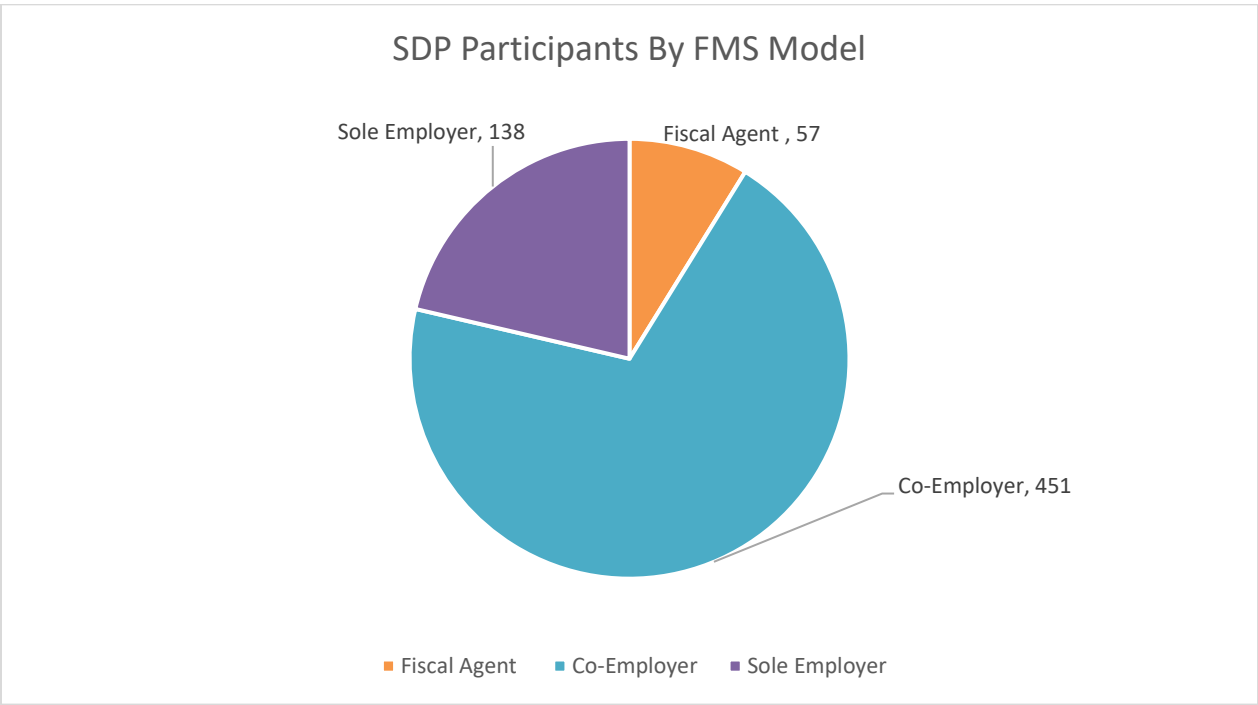
Latino/Hispanic: 3

Asian-American: 2

Asian Indian: 1

Multicultural: 1





Transitions this month:
Bill Payer: 0
Co-Employer: 22
Sole Employer: 0



Total transitions this year: 171

NLACRC Implementation Updates/ information:

- SDP Orientation is available:
 1. Through State Council <https://scdd.ca.gov/sdp-orientation/>
 2. Virtual through NLACRC on the 1st Monday of the month in English and 3rd Monday of the month in Spanish (unless there is a holiday, day may change).
 RSVP: selfdetermination@nlacrc.org

- Next Virtual Orientation meetings:
 - Monday November 3, 2025 (English) from 9AM-12:00PM
 - Monday November 17, 2025 (Spanish) from 9AM-12:00PM
- Self Determination Support Group – December 3, 2025 at 4:30pm via Zoom. [Meeting Registration - Zoom](#)
- SDP Local Volunteer Advisory Committee- Thursday, November 20th from 6:30PM-8:30PM
 - The meeting will be held virtually. The Zoom link can be found on NLACRC's calendar [Self Determination Local Advisory Committee Meeting | Calendar of Events | NLACRC](#)
 Everyone is welcomed to attend meetings!
- Support for participants and families: NLACRC has coaches available to support with SDP transition process or if you are in the program and need assistance. Ask your CSC for a referral.
 - AACcolades
 - Claudia Cares Consulting
 - HelpGrow Freedom
 - Integrated Community Collaborative (ICC)
- NLACRC & SDP Local Volunteer Advisory Committee Best Practices Subcommittee
 - The Best Practices Subcommittee is reviewing workflows and processes related to NLACRC's implementation of Self Determination. The committee meets monthly.

Resources:

- Disability Voices United – SDP Connect Meetings (Every other Wednesday at 4:30- 6pm)
[Upcoming Events | Disability Voices United](#)
- Self Determination Program Service Definitions:
https://www.dds.ca.gov/wp-content/uploads/2019/05/SDP_Service_Definitions.pdf

FMS Agencies	Model	Language Spoken:	Accepting participants?	Employee Burden Cost	Budget Limits	Contact Info
Accura	Bill Payer, Co-Employer, Sole Employer	English	Yes	19.90% Co-employer 15.68% Sole Employer	\$125,000	Subash Rajavel subash@accurafms.com 408-768-2334
Ace	Bill Payer, Co-Employer, Sole Employer	English & Farsi	Yes, Free consultation available to prospective clients.	24.86% Co-employer 15.68% Sole Employer	Max budget: \$120,000	Phone: 833-4-ACE FMS (833-422-3367), Option 1 Info@acefms.com Web: Http://AceFMS.com
Action	Bill Payer, Co-Employer, Sole Employer	English & Spanish	Yes, new clients call and leave message or fill out a <u>contact us</u> request on the website.	25%-Co-employer 17% Sole Employer	No budget limits	Main office: (310) 867-8882 Website: actionfms.com Email: contact@actionfms.com

Acumen	Bill Payer, Sole Employer	English & Spanish But have translators for other languages.	Yes. Consult required and it may take up to 2 months to transition.	21.25%	\$200,000	Yvette Torres (424) 210-8810 yvettet@acumen2.net
Arch	Bill Payer, Co-Employer, Sole Employer	English		Co-Employer is 19.86% Sole Employer 14.27%	\$150,000 Possible exceptions	Contact Phone Number 619-330-7097 Email Contact support@archfms.com www.archfms.com
Aveanna	Bill Payer and Co-Employer (with nursing through home health agency only)	English, Spanish, Vietnamese, Cantonese, Mandarin and Trieu Chau	Consult required. Date to be given my FMS agency.	17.37%	Anything above \$150,000 requires additional review. They have a "hard limit" of \$200,000.000 annually.	(866) 979-1182 fmsinfo@aveanna.com
Balance	Bill Payer, Co-Employer, Sole Employer		Consultation and intake form	19.55% Co-employer 13.65% Sole Employer	\$120,000	Main Line: (888) 368-3710 Teri Ercoli Phone: (424)228-9854 E-mail: info@balancefms.com
Cambrian	Bill Payer, Co-Employer	English, Spanish, Vietnamese, Tagalog, Farsi	Yes	22.20%	Budgets over \$120,000 require review.	David Ellis (562) 498-1800 Ext. 2231 davide@cfms1.com
Casa Fiscal/Essential Pay	Bill Payer, Co-employer	English, Spanish, Mandarin	No	19.15%	None	(510) 336-2900 (833) 268-8530 contact@essentialpay.com
Dromen	Bill Payer, Co-Employer, Sole Employer	English, Spanish				Contact Phone Number John Feringa: (909) 821-7598
FACT	Bill Payer, Co-Employer, Sole Employer	English	Waiting list	20%	Unknown	(310) 475-9629 FMS@factfamily.org
FMS Pay LLC	Bill Payer	English Spanish Translation available for other languages	Yes	N/A	No budget limit	Phone: (858) 281-5910 Website: www.myfmspay.com connect@fmspay.com

GT Independence	Bill Payer, Sole Employer, Co-Employer	All Languages are supported to assist Individuals in the language of their choice	Require a certified budget & spending plan draft to start onboarding process.	Co-employer 24% Sole Employer- 18% All FMS models- Non-payroll burden 1%	None	Elva Chavez (877) 659-4500 tjones@gtindependence.com
Mains'l	Bill Payer, Sole Employer, and Co- employer	English & Spanish	Require certified budget & spending plan draft to start onboarding process.	17.23% for Sole Employer 17.13% for Co- employer	None	Jason Bergquist (866) 767-4296 jmbergquist@mainsl.com
Public Partnerships LLC (PPL)	Sole Employer-		Yes	18.47% for Sole Employer		Customer Service Hours: 8 am – 5 pm PST 844-902-6665 Email: pplcalifornia@pplfirst.com Web: CA SDP PPL First
Ritz	Bill Payer,	English, Spanish &	New clients-	18.90%	\$120,000	Website: Ritzfms.com



North Los Angeles County Regional Center

Main 818-778-1900 • Fax 818-756-6140 | 9200 Oakdale Avenue #100, Chatsworth, CA 91311

| www.nlacrc.org

	Co-Employer	Mandarín	visit website to fill out an inquiry form. Waitlist-June 2024			Kitleng Pui kpui@ritzvocational.com (626)-600-4703
Sentinel Four	Bill Payer, Co-Employer, Sole Employer		Consultation	18.07% Co-employer 13.37% Sole Employer-	None	https://sentinelfour.com/contact-us/
SequoiaSD, Inc.	Bill Payer, Co-Employer, Sole Employer	English, Spanish, Translation available for other languages	Yes, but have certified budget.	20.64%	\$250,000	Info@sequoiasd.com Website: sequoiasd.com sequoiaenrollment@sequoiasd.com 949-301-9950
Sisk	Bill Payer, Co-Employer, Sole Employer	English, Spanish				Contact Phone Number Apriely L. Sisk (209) 910-9100 Email Contact SISKFSI@gmail.com https://siskfinancial.com/

NORTH LOS ANGELES COUNTY REGIONAL CENTER

ARCA Delegate Report

Name: Lety Garcia

Meeting: ARCA Board of Directors Meeting

Date of Meeting: 10/17/25-10/18/25

1.	Number of Attendees	Approx. 40
2.	Public Input:	Presentation by CalAble Savings & Investment Account for people with disabilities. It bypasses SSI limits on savings, etc.
	Funding and Sustainability:	ARCA sponsored/supported 16 Bills in the CA Legislature, and all 16 were approved! This is testament that advocacy works.
4.	Inclusive Communities:	Intake Focus Groups have been positive for the new standardized intake roll out from DDS and Regional Centers.
5.	Flexible and Sustainable Service Models:	Fiscal Compliance from Service Providers is underway as part of the new performance measures from DDS.
6.	Self-Determination Program:	
7.	Points of Discussion for the Board:	
8.	Miscellaneous:	March 2-3, 2026 is ARCA Grass Roots Day in Sacramento, CA. Please mark your calendars.
9.	Next ARCA Meeting:	January 15-16, 2026 in Sacramento, CA.

**LOS ANGELES COUNTY REGIONAL CENTER
(Vendor Advisory Committee) Report**

Chair: Alex Kopilevich, M.A.
Date of Meeting:
09/11/2025 (Hybrid)

1.	Public Input / Concerns	• Public in put at the beginning of the meeting: Dr. Bruce Gale and Jodie Agnew-Navarro. • Dr. Bruce Gale voiced his concerns with service code 605 and the sustainability of the services now that a Bachelor's degree is required. Dr. Gale will contact Alex Kopilevich from the VAC to discuss more about his concerns as both provide AST 605 support to NLACRC consumers. • Jodie Agnew-Navarro noted regarding contacting California Policy Center as they have done an extensive study on work force concerns. • At the end of the meeting public input was provided by Sharon Weinberg and Dolly (no last name available). • Ms. Weinberg asked about the residential meetings occurring and how often. She was informed that the turnout is low and NLACRC is looking at how to best move forward. • Ms. Dolly asked about when level 6 group homes will be reclassified. She was informed that it will be by the end of the year.
2..	Points of Discussion	• Paul Borda provided a brief update on meeting with NLACRC Community Services department regarding the Vendor Mentorship program. The next meeting will take place on 9/25/25. • Silvia Renteria-Haro provided an update on SDP. Currently there are 606 participants and thus far in 2025, 130 individuals have joined. There will be a review by DDS of how SDP budgets are calculated and services are rendered. Service code 605 was discussed and the same requirements of vendors (BA, MA, experience) providing services via the traditional model are being requested of those receiving support in SDP. • 25 Vendor Survey's were submitted. NLACRC will try to ensure this is done again in about 6 months or a year. • Correction noted by Octavia Watkins pertaining to Adult Services Group meeting, as it's being held on 9/15/25.
3.	Reported out to Committee / Meeting	• Deputy Director Evelyn McOmie discussed the soft launch of a new standardization for vendorization process. The process should take 45 days in total and will have 4 steps. DSP Collaborative webinar on 9/23/25 - 3:30 – 4:30pm. 2 Family's expos will be hosted – 9/27/25 at the Palmdale Embassy Suites and in the SFV at CSUN on 10/12/25. NLACRC is working on unique cases and exemptions for out of area vendors. Currently a total of 40, 404 consumers with NLACRC and 998 open cases. • Chief Financial Officer Vini Montague – noted that Robert Gann has returned and Cynthia Sabino has retired (a new person is in training). • Community Services Director Arshalous Garlanian – There will be informational sessions regarding SDP on 9/29, 10/21, 11/19, and 12/04. Vendor Portal continues to receive POS updates, but please refer to POS' coming in the mail. • Legislative Report Belinda Abatesi – presented new platform of how legislative reports will be presented. Noted that reconciliation bills are being considered. Free 6-week online course on future planning for adults. Tell Congress to protect disability services. AB 341, AB 563, AB 1076, AB 1099, and AB 1172 have all passed.

		AB 346, AB 1208, AB 1220, and AB 422 all held in committee. Executive Director's Report Angela Pao-Johnson – year over year in AV there is a 19.64% increase in positions filled. Quality Incentive Provider program FY 2026-27 providers must meet new requirements to qualify for incentive funding. Center recruitment continues to grow as 900 positions have been filled. In September 2025 11 positions have been confirmed. August 16, 2025 hosted a Youth and Family festival. 9/30/25 – State Council on Developmental Disabilities meeting. 9/20/25 – Disability Rights California's meeting. 9/18/25 – Self-Determination Local Advisory Committee meeting.
4.	Actions Items for the Board:	None
5.	Upcoming Items:	Next VAC meeting November 13, 2025 @ 9:30am (In-person Antelope Valley/Hybrid).

FY 2025-26	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Total Absences	Total Hours
Community Relations Committee	Dark		Dark	Dark		Dark		Dark		Dark		Dark		
Nicholas Abrahms		P											0	2.00
George Alvarado		P											0	2.00
Cathy Blin		P											0	2.00
Blanca Chavez		P											0	2.00
Jacquie Colton		P											0	2.00
Lety Garcia		P											0	2.00
Juan Hernandez		P											0	2.00
Jennifer Koster		P											0	2.00
Laura Monge		P											0	2.00
Jeremy Sunderland		P											0	2.00
Jason Taketa		P											0	2.00
Curtis Wang		P											0	2.00
Jodie Agnew-Navarro (VAC Rep)		P											0	2.00
Sharon Weinberg (VAC Rep)		P											0	2.00

Meeting Time

2.00

2

P = Present Ab = Absent

Attendance Policy: In the event a Trustee shall be absent from three (3) consecutive regularly-scheduled Board meetings or from three (3) consecutive meetings of any one or more committees on which he or she may be serving, or shall be absent from five (5) regularly-scheduled Board meetings or from five (5) meetings of any one or more Committees on which he or she may be serving during any twelve (12) month period, then the Trustee shall, without any notice or further action required of the Board, be automatically deemed to have resigned from the Board effective immediately. The secretary of the Board shall mail notice of each Trustee's absences during the preceding twelve (12) month period to each Board member following each regularly-scheduled Board meeting. (policy adopted 2-10-99)

North Los Angeles County Regional Center Consumer Advisory Committee <u>FY25-26 Meeting Attendance</u>															
<u>Consumer Attendee</u> <i>*Committee Members</i>	July 2025 DARK	August 2025	Sep 2025	Oct 2025 DARK	Nov 2025	Dec 2025 DARK	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	TOTALS Absences	TOTALS Attended (Non-CM)	
Meeting Length															
*Juan Hernandez, Chair		P	P										0	/	
*Bill Abramson		P	P										0	/	
*Pam Aiona		P	Ab										1	/	
*Jennifer Koster		P	P										0	/	
*Destry Walker		P	Ab										1	/	
*George Alvarado		P	P										0	/	
*Elena Tiffany		Ab	P										1		
		1	1.5											1	

Membership: Consumers who attend 5 meetings in a 12-month period can become a CAC Member.

FY 2025-26	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-25	Jun-25	Total Absences	Total Hours
Executive Finance Committee	Special			Dark		Dark						Dark		
Sharmila Brunjes	P	P	P											4.75
Juan Hernandez	P	P	P										0	4.75
Anna Hurst	P	P	P										0	4.75
Curtis Wang		P	P										0	4.25
Leticia Garcia	P	P	P										0	4.75
Jacquie Colton			P										0	1.25
Jason Taketa			P										0	1.25
Laura Monge			Ab										1	0.00

Meeting Time 0.5 3.00 1.25

4.75

P = Present Ab = Absent

Attendance Policy: In the event a Trustee shall be absent from three (3) consecutive regularly-scheduled Board meetings or from three (3) consecutive meetings of any one or more committees on which he or she may be serving, or shall be absent from five (5) regularly-scheduled Board meetings or from five (5) meetings of any one or more Committees on which he or she may be serving during any twelve (12) month period, then the Trustee shall, without any notice or further action required of the Board, be automatically deemed to have resigned from the Board effective immediately. The secretary of the Board shall mail notice of each Trustee's absences during the preceding twelve (12) month period to each Board member following each regularly-scheduled Board meeting. (policy adopted 2-10-99)

FY 2025-6	Jul-25	Aug-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Total	Total
Nominating Committee	Dark		Special		Dark	Dark	Dark					Dark	Dark	Absences	Hours
Curtis Wang, Chair		P	P	P											3.75
Sharmila Brunjes		P	P	P											3.75
Lety Garcia		P	P	P											3.75
Juan Hernandez		P	P	P											3.75
Alex Kopilevich		P	P	P											2.75

Meeting Time

2.00

0.25

1.50

3.75

P = Present

Ab = Absent

Attendance Policy: In the event a Trustee shall be absent from three (3) consecutive regularly-scheduled Board meetings or from three (3) consecutive meetings of any one or more committees on which he or she may be serving, or shall be absent from five (5) regularly-scheduled Board meetings or from five (5) meetings of any one or more Committees on which he or she may be serving during any twelve (12) month period, then the Trustee shall, without any notice or further action required of the Board, be automatically deemed to have resigned from the Board effective immediately. The secretary of the Board shall mail notice of each Trustee's absences during the preceding twelve (12) month period to each Board member following each regularly-scheduled Board meeting. (policy adopted 2-10-99)

FY 2025-26	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Total	Total
Post-Retirement Medical Trust	Dark		Dark	Dark		Dark	Dark		Dark	Dark		Dark	Absences	Hours
Sharmila Brunjes		P												0.50
Juan Hernandez		P												0.50
Anna Hurst		P												0.50
Angela Pao-Johnson - Staff		Ab												0.00
Vini Montague - Staff		P												0.50

Meeting Time

0.50

0.50

P = Present

Ab = Absent

* = Joined Committee

Attendance Policy: In the event a Trustee shall be absent from three (3) consecutive regularly-scheduled Board meetings or from three (3) consecutive meetings of any one or more committees on which he or she may be serving, or shall be absent from five (5) regularly-scheduled Board meetings or from five (5) meetings of any one or more Committees on which he or she may be serving during any twelve (12) month period, then the Trustee shall, without any notice or further action required of the Board, be automatically deemed to have resigned from the Board effective immediately. The secretary of the Board shall mail notice of each Trustee's absences during the preceding twelve (12) month period to each Board member following each regularly-scheduled Board meeting. (policy adopted 2-10-99)

FY 2025-26	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Total
Vendor Advisory Committee	Dark			Dark		Dark						Dark	Absences
Alex Kopilevich, Chair		P	P										0
Jaklen Keshishyan, Alt. Chair		P	P										0
Jodie Agnew Navarro		P	P										0
Masood Babaeian		P	P										0
Paul Borda		P	P										0
Andrea Devers		P	P										0
David Ebrami		P	P										0
Cal Enriquez		P	P										0
Ute Escorcia		P	P										0
Jason Gillis		P	P										0
Ricki Macken Chivers		P	P										0
Vahe Mkrtchian		P	P										0
Desiree Misrachi		Ab	P										1
Daniel Ortiz		P	P										0
Jen Pippard		P	P										0
Tal Segalovich		P	P										0
Octavia Watkins		P	P										0
Sharon Weinberg		P	P										0

Meeting Time 2.50 2.00

P = Present Ab = Absent

Attendance Policy: In the event a Trustee shall be absent from three (3) consecutive regularly-scheduled Board meetings or from three (3) consecutive meetings of any one or more committees on which he or she may be serving, or shall be absent from five (5) regularly-scheduled Board meetings or from five (5) meetings of any one or more Committees on which he or she may be serving during any twelve (12) month period, then the Trustee shall, without any notice or further action required of the Board, be automatically deemed to have resigned from the Board effective immediately. The secretary of the Board shall mail notice of each Trustee's absences during the preceding twelve (12) month period to each Board member following each regularly-scheduled Board meeting. (policy adopted 2-10-99)

Rolling 12-Month Attendance	Jul-25	Aug-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-06	Mar-26	Apr-26	May-26	Jun-26	Total	Total
	Dark	Special		Board	Dark	Board	Dark	Board	Board	Board	Board	Board	Board	Absences	Hours
Nicholas Abrahms		P	P	P											6.00
George Alvarado		P	P	P											6.00
Cathy Blin		P	P	P											6.00
Sharmila Brunjes		P	P	P											6.00
Blanca Chavez		P	P	P											6.00
Jacquie Colton		P	P	P											6.00
Leticia Garcia		P	P	P											6.00
Juan Hernandez		P	P	P											6.00
Anna Hurst		P	Ab	P											5.75
Alex Kopilevich (<i>VAC Rep</i>)		P	P	Ab											2.50
Jennifer Koster		P	P	P											6.00
Laura Monge		P	P	P											6.00
Jeremy Sunderland		P	P	P											6.00
Jason Taketa		P	P	P											6.00
Curtis Wang		P	P	P											6.00
Meeting Time															6.00
		2.25	0.25	3.5											

P = Present Ab = Absent

Attendance Policy: In the event a Trustee shall be absent from three (3) consecutive regularly-scheduled Board meetings or from three (3) consecutive meetings of any one or more committees on which he or she

North Los Angeles County Regional Center

ALPHABET SOUP

AAIDD	- American Association on Intellectual and Developmental Disabilities
AAP	- Adoption Assistance Program
AB	- Assembly Bill (State)
ABLE Act	- The “Achieving a Better Life Experience” (ABLE) Act of 2014
ACRC	- Alta California Regional Center
ADA	- Americans with Disabilities Act
ADC	- Adult Development Center
AFPF	- Annual Family Program Fee
AIS	- ARCA Information Systems
ARCA	- Association of Regional Center Agencies
ARFPSHN	- Adult Residential Facility for Persons with Specialized Healthcare Needs
BCBA	- Board-Certified Behavior Analyst
CAC	- Consumer Advisory Committee
CAL-ARF	- California Association of Rehabilitation Facilities
CAL-TASH	- The Association for Persons with Severe Handicaps
CARF	- Commission on Accreditation of Rehabilitation Facilities
CASA	- Community Advocacy Services Association
CASHPCR	- California Association of State Hospitals-Parent Councils for the Retarded
CCF	- Community Care Facility
CCL	- Community Care Licensing
CCR	- California Code of Regulations
CCS	- California Children’s Services (State and County)
CDCAN	- California Disability Community Action Network
CDE	- Comprehensive Diagnostic Evaluation
CDER	- Client Development Evaluation Report
CIE	- Competitive Integrated Employment
CMS	- Centers for Medicare and Medicaid Services (formerly HCFA)
CMIS	- Client Management Information System
COEC	- Community Outreach and Education Committee (ARCA)
COLA	- Cost of Living Adjustment
CP	- Cerebral Palsy
CPES	- Community Provider of Enrichment Services
CPP	- Community Placement Plan
CRDP	- Community Resource Development Plan
CSC	- Consumer Service Coordinator

CSLA	- Community Supported Living Arrangement
CVRC	- Central Valley Regional Center
DAC	- Day Activity Center
DCFS	- Department of Children and Family Services (County)
DD	- Developmental Disabilities
DD Council	- State Council on Developmental Disabilities
DDS	- Department of Developmental Services (State)
DHCS	- Department of Health Care Services
DHS	- Department of Health Services (State)
DOE	- Department of Education (State and Federal)
DOF	- Department of Finance
DOH	- Department of Health
DOR/DR	- Department of Rehabilitation
DPSS	- Department of Public Social Services (County)
DRC	- Disability Rights California (formerly Protection & Advocacy, Inc.)
DSM	- Diagnostic and Statistical Manual of Mental Disorders
DSP	- Direct Support Professional
DSS	- Department of Social Services (State)
DOR	- Department of Rehabilitation (State)
DRC	- Disability Rights California (formerly Protection & Advocacy)
DTT	- Discrete Trial Training
DVU	- Disability Voices United
EBSH	- Enhanced Behavioral Support Home
ECF	- Exceptional Children's Foundation
EDD	- Employment Development Department (State)
EDMS	- Electronic Document Management System
ELARC	- Eastern Los Angeles Regional Center
EPSDT	- Early and Periodic Screening, Diagnosis, and Treatment
FACT	- Foundation for Advocacy, Conservatorship, and Trust of CA
FCPP	- Family Cost Participation Program
FDC	- Fairview Developmental Center
FEMA	- Federal Emergency Management Assistance
FETA	- Family Empowerment Team in Action
FHA	- Family Home Agency
FMS	- Financial Management Service
FNRC	- Far Northern Regional Center
FSA	- Flexible Spending Account

GGRC	- Golden Gate Regional Center
HCBS	- Home and Community Based Services (Waiver)
HCFA	- Health Care Financing Administration (now called CMMS)
HIPAA	- Health Insurance Portability and Accountability Act
HOPE	- Home Ownership for Personal Empowerment
HRC	- Harbor Regional Center
HUD	- Housing and Urban Development (Federal)
ICB Model	- Individualized Choice Budget Model
ICC	- Inter-agency Coordinating Council
ICC	- Integrated Community Collaborative/Intregadoras
ICF	- Intermediate Care Facility
ICF/DD	- Intermediate Care Facility/Developmentally Disabled
ICF/DD-H	- Intermediate Care Facility/Developmentally Disabled-Habilitative
ICF/DD-N	- Intermediate Care Facility/Developmentally Disabled-Nursing
ICF/SPA	- Intermediate Care Facility/State Plan Amendment
IDEA	- Individuals with Disabilities Education Act
IDEIA	- Individuals with Disabilities Education Improvement Act
IDP	- Individual Development Plan
IDT	- Inter-disciplinary Team
IEP	- Individual Educational Plan
IFSP	- Individual Family Service Plan
IHP	- Individual Habilitation Plan
IHSS	- In-Home Supportive Services
ILC	- Independent Living Center
ILS	- Independent Living Services
IMD	- Institutes of Mental Disease
IPP	- Individual Program Plan
IRC	- Inland Regional Center
ISP	- Individual Service Plan
KRC	- Kern Regional Center
LACHD	- Los Angeles County Health Department
LACDMH	- Los Angeles County Department of Mental Health
LACTC	- Los Angeles County Transportation Commission
LADOT	- Los Angeles Department of Transportation (City)
LAUSD	- Los Angeles Unified School District

LCSW	- Licensed Clinical Social Worker
LDC	- Lanterman Developmental Center
LEA	- Local Education Agency
LICA	- Local Interagency Coordination Area
LRC	- Lanterman Regional Center
MCH	- Maternal and Child Health
MFCC	- Marriage, Family and Child Counselor
MHRC	- Mental Health Rehabilitation Center
MMIS	- Medicaid Management Information System
MSW	- Masters in Social Work
NADD	- National Association for the Dually Diagnosed
NASDDDS	- National Association of State Directors of Developmental Disabilities Services
NBRC	- North Bay Regional Center
NLACRC	- North Los Angeles County Regional Center
OAH	- Office of Administrative Hearings
OCRA	- Office of Client Rights Advocacy
OPS	- Operations funds (for Regional Centers)
OSEP	- Office of Special Education Programs
OSERS	- Office of Special Education and Rehabilitative Services
OSHA	- Occupational Safety and Health Administration
OT	- Occupational Therapy
PAI	- Protection and Advocacy, Inc. (now called Disability Rights CA)
PDD	- Pervasive Developmental Disorder
PDC	- Porterville Developmental Center
PDF	- Program Development Fund
PEP	- Purchase of Service Expenditure Projection (formerly SOAR)
PEPRA	- Public Employees' Pension Reform Act
PERS	- Public Employees' Retirement System
PET	- Psychiatric Emergency Team
PIP	- Paid Internship Program
PL 94-142	- Public Law 94-142 (Right to Education Bill)
PMRT	- Psychiatric Mobile Response Team
POLST	- Physician Orders for Life-Sustaining Treatment
POS	- Purchase of Services funds (for Regional Centers)
PRMT	- Post-Retirement Medical Trust

PRRS	- Prevention Resources and Referral Services
PRUCOL	- Permanently Residing in the U.S. Under Color of the Law
PT	- Physical Therapy
QMRP	- Qualified Mental Retardation Professional
RC	- Regional Center
RCEB	- Regional Center of the East Bay
RCFE	- Residential Care Facility for the Elderly
RCOC	- Regional Center of Orange County
RCRC	- Redwood Coast Regional Center
RDP	- Resource Development Plan
RFP	- Request for Proposals
RRDP	- Regional Resource Development Project
RSST	- Residential Service Specialist Training
SARC	- San Andreas Regional Center
SB	- Senate Bill (State)
SCDD	- State Council on Developmental Disabilities
SCIHLP	- Southern CA Integrated Health and Living Project
SCLARC	- South Central Los Angeles Regional Center
SDRC	- San Diego Regional Center
SDC	- Sonoma Developmental Center
SDP	- Self-Determination Program
SDS	- Self-Directed Services
SEIU	- Service Employees' International Union
SELPA	- Special Education Local Plan Area
SG/PRC	- San Gabriel/Pomona Regional Center
SLS	- Supported Living Services
SMA	- Schedule of Maximum Allowances (Medi-Cal)
SNF	- Skilled Nursing Facility
SOAR	- Sufficiency of Allocation Report (see PEP)
SOCCO	- Society of Community Care Home Operators
SPA	- State Plan Amendment
SRF	- Specialized Residential Facility
SSA	- Social Security Administration
SSDI	- Social Security Disability Insurance
SSI	- Supplemental Security Income
SSP	- State Supplementary Program

TASH	- The Association for the Severely Handicapped
TCRC	- Tri-Counties Regional Center
UAP	- University Affiliated Program
UCI	- Unique Client Identifier
UCP	- United Cerebral Palsy
UFS	- Uniform Fiscal System
VAC	- Vendor Advisory Committee
VIA	- Valley Industry Association (Santa Clarita Valley)
VICA	- Valley Industry & Commerce Association (San Fernando Valley)
VMRC	- Valley Mountain Regional Center
WAP	- Work Activity Program
WIOA	- Workforce Innovation and Opportunity Act

[alphabetsoup] January 7, 2021

2025-2026 Board of Trustees / Committee Meeting Schedule
August through July

August 2025

W	08/05/25	5:00pm	BOARD ORIENTATION (In-Person Chatsworth)
W	08/06/25	3:00pm	CONSUMER ADVISORY
W	08/06/25	5:30pm	NOMINATING
M	08/11/25	5:00pm	BOARD PACKET REVIEW AND TRAINING
W	08/13/25	4:00pm	BOARD PRE-MEETING DINNER (OPTIONAL)
W	08/13/25	5:00pm	DDS MEETING IN-PERSON
W	08/13/25	6:00pm	BOARD MEETING (Hybrid - Chatsworth)
Th	08/14/25	9:30am	VENDOR ADVISORY
W	08/20/25	5:00pm	COMMUNITY RELATIONS (Zoom)
W	08/21/25	5:30pm	POST-RETIREMENT MEDICAL TRUST
Th	08/28/25	5:00pm	EXECUTIVE FINANCE

September 2025

Th	09/04/25	5:00pm	CONSUMER ADVISORY
Sat	09/06/25	All-Day	BOARD RETREAT (In-Person Chatsworth)
W	09/08/25	5:00pm	BOARD PACKET REVIEW AND TRAINING
W	09/10/25	6:00pm	BOARD MEETING
Th	09/11/25	9:30am	VENDOR ADVISORY
W	09/17/25	5:30pm	NOMINATING
Th	09/25/25	5:00pm	EXECUTIVE FINANCE

October 2025

M	10/06/25	5:00pm	BOARD TRAINING: RC BUDGETS
---	----------	--------	----------------------------

November 2025

Th	11/06/25	5:00pm	CONSUMER ADVISORY
M	11/10/25	5:00pm	BOARD PACKET REVIEW AND TRAINING
M	11/12/25	4:00pm	BOARD PRE-MEETING DINNER (OPTIONAL)
M	11/12/25	5:00pm	DDS MEETING IN-PERSON
W	11/12/25	6:00pm	BOARD MEETING (Hybrid - Santa Clarita)
Th	11/13/25	9:30am	VENDOR ADVISORY
W	11/19/25	5:00pm	COMMUNITY RELATIONS
Th	11/20/25	5:00pm	POST-RETIREMENT MEDICAL TRUST
Th	11/20/25	5:00pm	EXECUTIVE FINANCE

December 2025

--	--	--	--

January 2026

Th	01/08/26	5:00pm	CONSUMER ADVISORY
W	01/07/26	5:30pm	NOMINATING
Th	01/08/26	9:30am	VENDOR ADVISORY
M	01/12/26	5:00pm	BOARD PACKET REVIEW AND TRAINING
W	01/14/26	6:00pm	BOARD MEETING
W	01/21/26	5:00pm	COMMUNITY RELATIONS
Th	01/29/26	5:00pm	EXECUTIVE FINANCE

February 2026

Th	02/05/26	5:00pm	CONSUMER ADVISORY
W	02/04/26	5:30pm	NOMINATING
M	02/09/26	5:00pm	BOARD PACKET REVIEW AND TRAINING
W	02/11/26	4:00pm	BOARD PRE-MEETING DINNER (OPTIONAL)
W	02/11/26	5:00pm	DDS MEETING IN-PERSON
W	02/11/26	6:00pm	BOARD MEETING (Hybrid - AV)
Th	02/12/26	9:30am	VENDOR ADVISORY
Th	02/19/26	5:00pm	POST-RETIREMENT MEDICAL
Th	02/26/26	5:00pm	EXECUTIVE FINANCE

March 2026

Th	03/05/26	5:00pm	CONSUMER ADVISORY
W	03/04/26	5:30pm	NOMINATING
M	03/09/26	5:00pm	BOARD PACKET REVIEW AND TRAINING
W	03/11/26	6:00pm	BOARD MEETING
Th	03/12/26	9:30am	VENDOR ADVISORY
W	03/18/26	5:00pm	COMMUNITY RELATIONS
Th	03/26/26	5:00pm	EXECUTIVE FINANCE

April 2026

Th	04/02/26	5:00pm	CONSUMER ADVISORY
W	04/01/26	5:30pm	NOMINATING
M	04/06/26	5:00pm	BOARD PACKET REVIEW AND TRAINING
W	04/08/26	6:00pm	BOARD MEETING
Th	04/09/26	9:30am	VENDOR ADVISORY
Th	04/30/26	5:00pm	EXECUTIVE FINANCE

May 2026

Th	05/07/26	5:00pm	CONSUMER ADVISORY
M	05/11/26	5:00pm	BOARD PACKET REVIEW AND TRAINING
W	05/13/26	4:00pm	BOARD PRE-MEETING DINNER (OPTIONAL)
W	05/13/26	5:00pm	DDS MEETING IN-PERSON
W	05/13/26	6:00pm	BOARD MEETING (Hybrid - Chatsworth)
Th	05/14/26	9:30am	VENDOR ADVISORY
W	05/20/26	5:00pm	COMMUNITY RELATIONS
Th	05/21/26	5:00pm	POST-RETIREMENT MEDICAL TRUST
Th	05/28/26	5:00pm	EXECUTIVE FINANCE

June 2026

M	06/08/26	5:00pm	BOARD PACKET REVIEW AND TRAINING
W	06/10/26	6:00pm	BOARD MEETING
Th	06/11/26	9:30am	VENDOR ADVISORY
Th	06/04/26	5:00pm	CONSUMER ADVISORY (tentative)

July 2026

--	--	--	--

BOARD & BOARD COMMITTEE LIST

FY 2025-2026

Board of Trustees

Sharmila Brunjes—President
Juan Hernandez—Vice President
Curtis Wang—Board Secretary
Anna Hurst—Treasurer
Leticia Garcia – ARCA Rep
Alex Kopilevich – VAC Chair
Nicholas Abrahms
George Alvarado
Cathy Blin
Blanca Chavez
Jacquie Colton
Jennifer Koster
Laura Monge
Jeremy Sunderland
Jason Taketa

Executive Finance

Angela Pao-Johnson, Staff
Vini Montague, Staff
Lindsay Granger, Admin
Sharmila Brunjes, Chair
Anna Hurst
Leticia Garcia
Juan Hernandez
Curtis Wang
Jacquie Colton
Laura Monge
Jason Taketa
[VAC Representative](#)
Jaklen Keshishyan

Community Relations

Evelyn McOmie, Staff
Chris Whitlock, Staff
Lindsay Granger, Admin
Jeremy Sunderland, Chair
Cathy Blin
Nicholas Abrahms
George Alvarado
Blanca Chavez
Jacquie Colton
Lety Garcia
Juan Hernandez
Jennifer Koster
Laura Monge
Jason Taketa
Curtis Wang
[VAC Representative](#)
Sharon Weinberg

Nominating

Evelyn McOmie, Staff
Lindsay Granger, Admin
Curtis Wang
Sharmila Brunjes
Lety Garcia
Juan Hernandez
[VAC Representative](#)
Alex Kopilevich

Post-Retirement Medical Trust

Vini Montague, Staff
Lindsay Granger, Admin
Sharmila Brunjes, Chair
Juan Hernandez
Angela Pao-Johnson
Vini Montague
Anna Hurst

BOARD ADVISORY COMMITTEE LIST

FY 2025-2026

Vendor Advisory

Angela Pao-Johnson, Staff

Lindsay Granger, Admin

Alex Kopilevich, Chair

Jaklen Keshishyan, Alt. Chair

Jodie Agnew-Navarro

Octavia Watkins

Masood Babacian

Paul Borda

Andrea Devers

David Ebrami

Cal Enriquez

Jason Gillis

Ricki Macken Chilvers

Desiree Misrachi

Vahe Mkrtchian

Daniel Ortiz

Jen Pippard

Tal Segalovitch

Sharon Weinberg

(1 open position)

Consumer Advisory

Santos Rodriguez

Lindsay Granger, Admin.

Juan Hernandez, Chair

Bill Abramson

Pam Aiona

Jennifer Koster

Elena Tiffany

Destry Walker

Self Determination

Silvia Renteria-Haro, Staff

Robin Monroe, Staff

Lori Walker, Chair

Juan Hernandez – Board Liaison

Miriam Erberich, Co-Chair

Victoria Berrey

Michael Carey

Socorro Curameng

Richard Dier

Jordan Feinstock

Jon Francis

Ricardo Martinez

Erica Rodriguez