



Board of Directors Meeting Agenda
Tuesday, February 25, 2025
6:00 – 7:30 p.m.

Kern Regional Center, 3200 N. Sillect Ave., Bakersfield CA 93308
 Malibu Room

General Business		
1. Call to Order and Introductions		Tracey Mensch, President
2. Review and Approve Agenda of February 25, 2025	Action	Tracey Mensch, President
3. Review and Approve Board Minutes of January 28, 2025 (Attachment 1)	Action	Tracey Mensch, President
4. KRC Workplans – Performance Contract, child/client find activities; CIE and related activities; Resource Development, etc. (Attachment 2)	Info	Enrique Roman, Chief Executive Officer
5. Public Input	Info	
Reports		
6. Board President’s Report	Info	Tracey Mensch, President
7. Executive Director’s Report	Info.	Enrique Roman, Executive Director
8. Financial Reports a. POS Report for December 2024 (Attachment 3) b. Operations Report for December 2024 (Attachment 4)	Info.	Tom Wolfgram, CFO
9. Consumer Advisory Committee Report	Info.	Tracey Mensch, President and CAC Chairperson
10. Vendor Advisory Committee Report	Info.	Tamerla Prince, VAC Representative

Please click the link or QR code below to join the webinar:



<https://tinyurl.com/mrxde7d2>

<https://us02web.zoom.us/j/89479232052?pwd=S6IzbfvHAPwdl56adobKR6DCDjIIN0.1>

Webinar ID: 894 7923 2052 Passcode: 426077
Dial-In Number: (213) 338-8477

The next KRC Board of Directors meeting is
March 25, 2025, 6:00 – 7:30 PM

Attachment 1



**Kern Regional Center
Board of Directors Meeting Minutes**

Date: January 28, 2025

Time: 6:00 – 7:30 p.m.

Location: Kern Regional Center, 3200 N. Sillect Ave., Bakersfield CA 93308, Malibu Room and via Zoom. Spanish interpretation was provided by Nidya Madrigal-Navia and ASL interpretation was provided by Angelle Robertson and Miles Selders of LifeSigns.

Board Members Present:

Fernando Fermin, Board Member, Treasurer
Carlos Isidoro, Board Member
Ryan Joners, Board Member
Tracey Mensch, Board Member, President
Tamerla Prince, Board Member, VAC Rep.
Donald Tobias, Board Member
Mark Tolentino, Board Member
Martin Vasquez, Board Member, Secretary
Simon Verdugo, Board Member
Ruth Watterson, Board Member

Board Members Absent:

Ana Alonso, Board Member, Vice-President

Guest Attendees:

Lisa Batty
Cindy Cox, Support Person for Donald Tobias
Debbie Escobar, Round-the-Clock Care
Jill Green
Matthew LeGrand
Christy Marchado
Lauren McGuigan
Stacy Melton, Parent
Josh Midget, Integrated Life Choices (ILC)

Kern Regional Center Staff Present:

Fredy Cantu, IT Manager
Aseneth Casanova, Program Manager
Lynn Clark, Director of Community Services
Tomas Cubias, Director of Admin and Compliance
Michael Cummings, Chief Equity Officer
Kristine Khuu, Asst. Director of Client Services
Yesenia Mackie, Asst. Director of Client Services
Lori Molhook, Registered Nurse
Darlene Pankey, Executive Assistant
Ana Pena, Acting Asst. Director of Client Services
Gabriela Rodriguez, Asst. Director of Client Services
Isis Rasmussen, Interim Program Manager, CS
Enrique Roman, Executive Director
Duyen Ky Tran, IT Specialist
Omelia Trigueros, Director of Client Services
Tom Wolfgram, Chief Financial Officer

John Noriega, Facilitator for Simon Verdugo
Dale Oprandy, Inclusion Films
Edwin Pineda, DDS
Justin Solomon, Integrated Life Choices (ILC)
Sandra Van Scotter, Chair of KRC SDP Advisory Committee
Manuel Velasquez
Mitzi Villalon
661-809-5823 – attendee not identified

KRC Board President, Tracey Mensch, opened the meeting at 6:06 p.m. A quorum was established and introductions were made.



Review and Approval of Agenda

Motion: To approve the agenda of January 28, 2025

Moved by: Ruth Watterson, Board Member

Seconded by: Simon Verdugo, Board Member

Decision: Unanimously approved

Review and Approve Board Minutes

Minutes Reviewed:

- September 24, 2024
- October 22, 2024
- November 19, 2024

Motion: To approve the minutes of September 24, 2024, with previous corrections incorporated.

Moved by: Mark Tolentino, Board Member

Seconded by: Martin Vasquez, Secretary, Board Member

Decision: Unanimously approved

Motion: To approve the minutes of October 22, 2024, as written.

Moved by: Mark Tolentino, Board Member

Seconded by: Ruth Watterson, Board Member

Decision: Unanimously approved

Motion: To approve the minutes of November 19, 2024, as written

Moved by: Ruth Watterson, Board Member

Seconded by: Mark Tolentino. Board Member

Decision: Unanimously approved

Appoint Board Member

Motion: To appoint Martin Vasquez to a third term

Moved by: Ruth Watterson

Seconded by: Simon Verdugo

Abstentions: Martin Vasquez

Decision: Unanimously approved to appoint Martin Vasquez, Secretary, Board Member for his third term from 2/26/2025 – 2/26/2026.

Request to Waive RFP Requirements for New Provider

Presenter: Lynn Clark, Director of Community Services

Lynn Clark requested that the Board of Directors waive the Request for Proposal for the development of an 862 in-home respite agency. A memorandum was sent to board members before this meeting for review. Integrated Life Choices (ILC) is a full-service provider in Nebraska and Colorado offering services such as respite, group home, vocational day programs, supported employment and job



development. ILC would like to assume ownership of Full Circle Support, an in-home respite agency that is vendored with Kern Regional Center and has served our individuals and families for many years. The owners of Full Circle Support are retiring. Integrated Life Choices would be able to provide continuity of care for these individuals served at Full Circle Support. Since Full Circle Support is changing ownership; the change in ownership will require a new vendorization, akin to the development of a service. As stipulated in KRC Board Policy C-9: Use of RFPs to address Service Needs, for the direct vendorization of Integrated Life Choices. In this case, KRC anticipates that ILC, in operation of Full Circle Support, will exceed \$500,000 in revenue during the first 12 months of service provision. Per policy, if a vendor is expected to exceed \$500,000 in revenue their first year in operation, KRC is required to issue an RFP for the development of the needed service. In this case, KRC would like to ensure continuity of care for the 170 clients served by Full Circle Support and thus decided to petition the Board of Directors for approval to waive the RFP requirement and contract directly with ILC.

Motion: To waive Request-for-Proposal requirements and have Integrated Life Choices come into the Kern Regional Center catchment area and assume ownership of Full Circle Support, the outgoing respite provider.

Moved by: Tamerla Prince, Board Member, VAC Representative

Seconded by: Donald Tobias, Board Member.

Decision: Unanimously approved.

Overview Rate Study: Impact on Vendor Community and Service Coordination

Presenter: Lynn Clark, Director of Community Services

Ms. Clark gave a presentation covering rate determination, background information, final implementation and next steps for Kern Regional Center. Detailed information is contained in the PowerPoint presented and is labeled as attachment 5. Links for more information:

Rate models and rates:

<https://www.dds.ca.gov/rc/vendor-provider/rate-reform/rate-models/>

Past Rate Reform trainings:

https://www.dds.ca.gov/wp-content/uploads/2024/09/RateReform_RefreshTraining_20240926.pdf

Public Input

Stacey Melton, Parent

Comments: Moved to KRC catchment area in 2021 and her son has just started receiving services in the last few months. Communication with KRC has been very difficult. Requests for SDP Services were not responded to until she came into the office in person. She felt she had to come before the



Board to state what has happened, although she is pleased that her requests have finally been implemented. Contact information for Ms. Melton will be exchanged this evening so that she may be contacted and further discussion can take place to ensure her child's needs are met.

Sandra Van Scotter

Comments: Ms. Van Scotter is the chairperson of the KRC Self-Determination Program Local Volunteer Advisory Committee. Her son is served by the Regional Center and participates in the Self-Determination Program. Sandra gave a history of the SDP Committee and how they collaborate with KRC staff to implement and drive the SDP. The last meeting was held on January 6, virtually, from 5:00 - 7:00 p.m.

- Congratulations on starting the new IPP Plan format. She is hopeful that as people start implementing this new format, they will be interested in moving toward SDP.
- The committee was introduced to our new SDP Manager, Julio Romero.
- As of December 2024, there were 216 people participating in SDP.
- Allied Comprehensive Services and the community integration specialists are utilizing Self-Determination Program implementation funds to reach out to underserved populations, specifically to those where English is not their first language and they don't identify as white. Between the two organizations, there are 32 people that are being coached and guided through the transition process. Approximately half of those will be rolling into Self-Determination some time this Spring. It is exciting that we will exceed the average 50 people annually over the past few years.
- SDP information can be found on the KRC website. Our next meeting is February 3. Information can also be found on the News & Events tabs in the calendar. Also, on February 19, from 10:00 AM – 4:00 PM, is the Statewide SDP Advisory Committee. This meeting is virtual. Information about the meeting can be found on the State Council on Developmental Disabilities website.
- Request: for KRC calendar, if the Vendor Advisory Committee meetings can be put on the calendar.

Reports

Board President's Report:

Presenter: Tracey Mensch, President

- Ms. Mensch spoke about key points from the ARCA Board of Directors meeting that she attended on December 5, 2024. A copy of the key points were included in the board packet and are included with these minutes, labeled as attachment 6.
- Ms. Mensch participated in the Tree Lighting ceremony held at the Capitol building. Christmas trees representing all 21 regional centers were displayed in the rotunda. It was gratifying to see representatives from all regional centers present. Tracey was able to meet and be photographed with the First Lady. It was a wonderful opportunity.

Consumer Advisory Committee Report:

Presenter: Tracey Mensch, President and CAC Chairperson

- The CAC Meeting was held on December 17, 2024.
- All members enjoyed fun activities at the beginning of the meeting.



- Ms. Mensch and Mr. Roman discussed ARCA's advocacy efforts through trainings, events, and support for regional centers.
- Ms. Mensch shared information about ARCA's involvement in housing for individuals.
- Future meeting topics were suggested by CAC Members.
- Information about the CAC meetings are available on the KRC Website and Social Media. We are investigating easier ways to access this information.
- Ms. Mensch is very excited about how the CAC meetings are starting out and she anticipates growth and more opportunities for this committee to make a positive impact.

The PowerPoint for this presentation is attached to these meeting minutes and labeled as attachment 9.

Executive Director's Report

Presenter: Enrique Roman, Executive Director

- **Budget:** The Budget Proposal has been published. The budget for the State of California is at \$322.2 Billion. The Governor has set aside \$19 Billion of these funds for state regional center operations and DDS. Of the \$19 Billion, approximately \$12 Billion will come from the State's General Fund and the remaining will come, primarily from the Federal government. Overall, it is an increase of \$3 Billion from last year's budget; however, funding at the Federal level is still uncertain. The new budget will start July 1, 2025. If funding does not come through from the Federal Budget, there will be a concerning deficit. We should know more soon and as information becomes available, the Board will be updated.
- **Public Records Act:** AB1147 was passed last year by the legislature and signed by the Governor. Regional Centers are now subject to the Public Records Act. The law takes effect on January 1, 2026; requested documentation cannot be requested until then, but requests can be retroactive. Physical and digital records can be requested from regional centers as well as vendors. KRC is working with DDS, ARCA, and our legal representatives to prepare to meet these new requirements. Certain documentation is still protected by HIPAA. KRC is investigating which documents are considered proprietary and which ones are not. KRC, along with other regional centers, is working on policies and procedures that will create a strong document retention and document destruction policy that keeps KRC in compliance with the Public Records Act. We will keep the Board of Directors apprised of developments and where we are in relation to our preparations.
- **Standardization of Processes:**
 - The IPP Plan has already come to fruition, although we are still working to finalize it.
 - The Intake Process is part of the standardization plan. It is more of a long-term goal, but it is in progress.
 - The Vendorization Process is being standardized. We hope to have a draft by June 2025 and have the process finalized and implemented by January 1, 2026.
 - The Family Assessment Tool – slated to be completed by June 2025. It is a tool that will assist clients, families, and service coordinators to determine the need for certain services, specifically, respite, day care, and personal assistance. This tool will help to



assess the need and determine the amount of resources needed. This is a “tool” that will help identify needs, but it is not the final word on what can be decided for a client.

- **Grass Roots Day:** Coordinated by ARCA, Grass Roots Day is an opportunity to visit with our legislators at the Capitol and put forth an agenda with certain, agreed-upon talking points that are a priority to the regional center system. The team going to Grass Roots has not been convened yet as we are still awaiting the selection of the talking points that have been decided upon. When the talking points are decided, we will be meeting with Tracey Mensch to discuss the members of the team that would be best suited to go to Sacramento. Grass Roots Day is scheduled for March 4, 2025.
- **Executive Team:** Kern Regional Center now has a fully-staffed Executive Team:
 - Director of Client Services, Omelia Trigueros
 - Chief Equity Officer, Michael Cummings
 - Director of Administration and Compliance, Tomas Cubias
 - Director of Community Services, Lynn Clark
 - Chief Financial Officer, Tom Wolfgram;
 - Manager of Human Resources, Karey Morris
- **POS Disparity Date Community Presentation:** Regional Centers are required to hold an annual community meeting to keep the public informed of purchase service data at the regional center. Kern Regional Center will have multiple meetings. This year, we will be presenting in Bishop, Delano, and Ridgecrest, and we will hold two meetings in Bakersfield – one in English and one in Spanish. When the meeting dates are confirmed, we will advise the Board.

Financial Reports

Presenter: Tom Wolfgram, CFO

- **POS Report for November 2024**

Total spent for month ending November 30, 2024: \$21,668,396

YTD: \$122,788,749

Summary: Mr. Wolfgram projects that \$4 Million has not billed yet, which will bring the total spent for November 2024 to approximately \$25,668,396. This shows that \$2.3 Million more was spent for services than at this time last year.

- **Operations Report for November 2024**

Total expenses for month ending November 30, 2024: \$2,891,963

YTD: \$14,265,020

Summary: Ten million dollars has been spent on salaries and benefits. If we continue at this spending rate, we will have \$2 Million left; however, as we fill needed vacant positions, this number will change. There has been \$3.3 Million spent in General Operations. If we continue spending at this rate, we will have \$300,000 left. Keep in mind that we cannot overspend. Although it is a good thing that we have money leftover at the end of the Fiscal Year, we have three years to spend the funds.

The Purchase of Services and Operations Reports for the month of November 2024 are attached to these minutes and are labeled as attachments 7 and 8.



Vendor Advisory Committee Report

Presenter: Tamerla Prince, VAC Representative

- **Summary:**

- The first meeting of the year took place today, January 28, 2025.
- Final numbers for the Vendor Advisory Luncheon held in November -- 305 reservations were made and 303 meals were served. A lot of KRC employees attended in the morning during their breaks.
- The 2025 VAC Committee was formed at today's meeting and Tamerla Prince will continue to serve as the Vendor Advisory Representative for the KRC Board of Directors.
- VAC will be planning, along with KRC, for the Spring Vendor Fair. More information to come.
- Jeffrey Popkin gave a report on HCBS grants. Bakersfield ARC will continue with the Community Practice meetings on Wednesdays from 10:00 AM – 12:00 PM. These meetings are published on Bakersfield ARC's online calendar.
 - Bakersfield ARC has contracted with the Relias Academy which is an online continuing education company. They have around 100 spots for vendors and their DSPs to attend under the grant. The code to use to log in to the courses can be found on their website.
 - Positive Purpose is in discussions to extend the grant used last year for the various trainings they did in technical assistance with program designs and community trainings. They are looking to provide more technical assistance during the rate changes to make sure everyone is in compliance.
- The Direct Support Professional Advisory annual meeting with KRC will take place on May 5 at 10:30 a.m. The event will be announced on Constant Contact.
- Virginia Gantong from Exceptional Family Center, and Cindy Cox from the local SDP Advisory Committee, volunteered to come present at the VAC meeting about the Community Navigator Program and the resources they offer. This is great as many do not know about this program.

Adjournment

- **Time of Adjournment:** 7:41 PM
- **Next Meeting:** February 25, 2025, 6:00 – 7:30 PM

Attachment 2



Kern Regional Center

Workplans

Presented: February 25, 2025

KRC Workplans

- ▶ The purpose of workplans are to organize the work that the Center engages in. Plans will also assist with measuring progress.
- ▶ For the most part, the workplans stem from the Center's Performance Contract activities, however some objectives are based on Center priorities.

Performance Contract:

DDS establishes contracts with regional centers that include, specific, measurable, performance objectives, which are reviewed by the public on an annual basis.

The annual performance contracts are designed to help consumers achieve quality of life, reach meaningful progress above current baselines, and develop services and supports to meet consumer's needs.

Workplans

- ▶ To begin with, the Center will have eight (8) distinct workplans in the following areas,
 - Administration: Service Coordination
 - Diverse Living Options
 - Early Start
 - Education
 - Client Employment
 - Appeal and Complaint Coordination
 - Self Advocacy
 - Service Coordination

Workplans

OBJECTIVES	PLANS/ACTIVITIES	TIMELINE	STAFF
1. Monitor activities related to achieving POS Equity PC# [redacted]	1.1 Conduct annual meetings to share POS Expenditure data. 1.2 By language, establish a baseline for annual per capita Purchase of Service expenditures (for primary languages chosen by 30 or more clients only).	March 2025 August 2025	Michael Cummings
PROGRESS: Q1:			

- Each workplan will have the same structure:
- Objectives,
 - Plans/Activities,
 - Timeline
 - Staff (responsible)
 - Status updates

Workplan: Administration - Service Coordination

- ▶ Workplan will address matters pertaining to administrative tasks pertaining to service coordination.
 - Service Coordination training (coordination of)
 - Disparity (POS Data, translations of IFSPs/IPPs, etc.)
 - Documentation Standards (planning of audits)

Workplan: Diverse Living Options

- ▶ Workplan will address matters pertaining community living options for our clients. The workplan will address some of the following areas,
 - Supporting the needs of our clients in large institutions (PDC, IMDs, large medical facilities, Out-of-State, etc.)
 - Working towards placement of clients in community placement.
 - If applicable, participate in legal proceedings for these clients
 - Minimizing admissions into large congregate settings
 - Increasing the number of clients residing in homelike settings
 - Resource Development

Workplan: Early Start

- ▶ Workplan will address matters pertaining Early Start services. The workplan will address some of the following areas,
 - Community awareness of Early Start services through training, education, and the dissemination of information.
 - Inclusion of our children into mainstream programs.
 - Promotion of interagency collaboration to improve the services of our young children.
 - Timely coordination of services for our Early Start families

Workplan: Education

- ▶ Workplan will address matters pertaining to access to their education program and be included with non-disabled peers. The workplan will address some of the following areas,
 - Establishment of interagency collaboration - KRC and local school districts
 - KRC participation in Individual Education Program (IEP) plan meetings
 - Training for service coordination staff

Workplan: Client Employment

- ▶ This particular workplan will address matters pertaining employment opportunities for our clients. The workplan will address some of the following areas,
 - Participation in Individual Transition Plan (ITP) meetings.
 - Trainings for our clients and families concerning employment
 - Sponsoring a training/employment fair
 - Increasing participation in Paid Internship Opportunities

Workplan: Appeals and Complaint Coordination

- ▶ Workplan will address matters pertaining service appeals and complaints. The workplan will address some of the following areas,
 - Timely notification to clients/families concerning accessing due process rights.
 - Tracking of Notice of Proposed Action letters issued, appeals, and resolution
 - Timely completion of complaint investigations
 - Tracking of complaints, type and resolution

Workplan: Self Advocacy

- ▶ Workplan will address matters pertaining client self advocacy/CAC. The workplan will address some of the following areas,
 - Continued development of Client Advisory Committee
 - Identification of focus area for the upcoming year
 - Maintaining communication with Board of Directors

Workplan: Service Coordination

- ▶ Workplan will address matters pertaining service coordination activities. The workplan will address some of the following areas,
 - Training
 - Maintaining documentation standards
 - Compliance with IPP requirements
 - Updating of Program and Services Manual

Thank You

Discussion/
Questions?

Attachment 3

KERN REGIONAL CENTER
PURCHASE OF SERVICE
FY 2024-2025
AS OF DECEMBER 31, 2024

PURCHASE OF SERVICES	07/31/24	08/31/24	09/30/24	10/31/24	11/30/24	12/31/24	2023-2024 Total
OUT-OF-HOME							
Community Care Facility	6,196,821	6,344,615	6,216,784	6,332,101	6,382,670	6,486,417	37,959,408
ICF/SNF Facility	239,601	248,076	233,445	228,010	197,156	7,937	1,154,225
TOTAL OUT OF HOME	6,436,422	6,592,691	6,450,229	6,560,111	6,579,826	6,494,354	39,113,633
DAY PROGRAMS							
Day Care	54,231	57,531	59,567	49,750	37,480	6,971	265,530
Day Training	4,274,876	4,544,730	4,254,364	4,908,255	4,325,040	4,556,877	26,864,142
Supported Employment	463,448	453,807	407,098	446,796	402,208	410,015	2,583,372
Work Activity Program	8,506	8,650	7,444	9,742	7,300	2,040	43,682
SUBTOTAL DAY PROGRAMS	4,801,061	5,064,718	4,728,473	5,414,543	4,772,028	4,975,903	29,756,726
OTHER SERVICES							
Non Medical Services Prof	1,076,839	1,156,237	1,139,023	1,132,632	1,158,692	1,023,532	6,686,955
Non Medical Services Prog	2,044,223	2,142,646	2,164,796	2,253,140	1,889,194	1,848,603	12,342,602
Home Care Services Prog	19,186	23,571	19,763	17,647	19,367	15,767	115,301
Transportation	516,598	511,504	475,122	636,717	543,063	540,945	3,223,949
Transportation Contracts	941,334	956,782	895,279	974,272	844,284	951,865	5,563,816
Prevention Services	792,137	777,274	742,832	807,339	686,358	678,168	4,484,108
Other Authorized Services	4,345,662	4,390,234	4,314,726	4,477,457	4,223,372	4,109,405	25,860,856
P & I Expense	10,403	10,580	10,580	10,341	9,810	10,518	62,232
Hospital Care							-
Medical Equipment	10,565	14,553	11,306	6,862	4,833	5,382	53,501
Medical Services Prof	269,235	262,483	245,059	243,493	237,411	229,080	1,486,761
Medical Services Prog	35,636	31,658	33,831	33,905	32,240	27,038	194,308
Respite Care - In Home	3,609,762	3,682,342	3,678,153	3,837,346	3,698,691	2,058,978	20,565,272
Respite Care - Out of Home	20,719	70,279	17,037	18,718	13,384	11,250	151,387
Camps	15,825	9,425	5,645	6,285	7,225	6,425	50,830
							-
TOTAL OTHER SERVICES	13,708,124	14,039,568	13,753,152	14,456,154	13,367,924	11,516,956	80,841,878
TOTAL PURCHASE OF SERVICES	24,945,607	25,696,977	24,931,854	26,430,808	24,719,778	22,987,213	149,712,237
COMMUNITY PLACEMENT PLAN							
Community Care Facility	98,699	98,699	76,946	80,238	83,065	98,691	536,338
ICF/SNF Facility							-
Day Training							-
Non-Medical Services	1,000						1,000
Non-Medical Services-Programs	6,211	4,848	4,848	9,204	6,120	4,984	36,215
Transportation							-
Other Authorized Services							-
Other Services							-
Medical Care - Prof							-
TOTAL COMMUNITY PLACEMENT PLAN	105,910	103,547	81,794	89,442	89,185	103,675	573,553
TOTAL PURCHASE OF SERVICE	25,051,517	25,800,524	25,013,648	26,520,250	24,808,963	23,090,888	150,285,790

Attachment 4

KERN REGIONAL CENTER
 OPERATIONS
 FY 2024/2025
 AS OF DECEMBER 31, 2024

	PROPOSED EXPENDITURES	PROPOSED YEAR TO DATE BUDGET	07/31/24	08/31/24	09/30/24	10/31/24	11/30/24	12/31/24	TOTAL	(OVER)/UNDER
OPERATIONS										
Salaries & Benefits	29,744,051	14,872,025	2,212,180	2,035,138	2,045,379	2,199,888	2,053,278	2,169,247	12,715,111	2,156,914
Operating Expenses	8,868,000	3,695,000	670,999	417,244	592,724	876,917	778,599	720,374	4,056,855	(361,855)
SUBTOTAL OPS	38,612,051	18,567,025	2,883,179	2,452,381	2,638,103	3,076,805	2,831,877	2,889,621	16,771,966	1,795,060
COMMUNITY PLACEMENT PLAN										
Salaries & Benefits	518,006	259,003		78,142	61,995	42,214	24,738	52,872	259,961	(958)
Operating Expenses	19,400	-			20,005	1,333	1,333	57,347	80,018	(80,018)
SUBTOTAL CPP	537,406	259,003	-	78,142	82,000	43,547	26,072	110,218	339,979	(80,976)
FOSTER GRANDPARENT PROGRAM										
Salaries & Benefits	95,402	47,701	7,586	5,641	7,401	7,527	7,220	7,543	42,918	4,783
Operating Expenses	183,401	-	6,803	11,633	12,342	13,376	13,671	10,330	68,154	(68,154)
SUBTOTAL FGP	278,803	47,701	14,389	17,274	19,743	20,903	20,891	17,872	111,072	(63,371)
SENIOR COMPANION PROGRAM										
Salaries & Benefits	71,970	35,985	5,722	4,255	5,583	5,640	5,447	5,690	32,338	3,647
Operating Expenses	137,594	-	6,734	5,650	6,234	6,771	7,677	5,364	38,430	(38,430)
SUBTOTAL SCP	209,564	35,985	12,457	9,906	11,817	12,411	13,124	11,054	70,768	(34,783)
TOTAL OPERATIONS	39,637,824	18,909,714	2,910,024	2,557,703	2,751,664	3,153,666	2,891,963	3,028,765	17,293,785	1,615,930