



TriLine

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Collaboration in Affordable Housing



(L to R) Roger Aceves, Mayor of Goleta, Thomas Miller, Surf Development Co. Board Member, Michael Bennett, City of Goleta Council Member, Dr. Omar Noorzad, TCRC Executive Director, Janet Wolf, Second District County Supervisor, and Fred Lamont, Housing Authority Executive Director

Community leaders and partners in an affordable housing project in Goleta came together on March 10th, 2009 to officially “break ground” for the construction of an affordable housing project.

The project, was initially envisioned by leadership of Tri-Counties Regional Center (TCRC) along with SURF Development Company, an affiliate of Housing Authority of Santa Barbara County (HASBC), Creative Housing Corporation and the Coalition for Housing Accessibility, Needs, Choices & Equality, Inc. (CHANCE).

The four partners developed plans for affordable housing at a time when TCRC was able to support projects with start-up funds through the Department of Developmental Services (DDS). HASBC has served as the general contractor and developer to plan for what is known as the Braddock House. George Braddock, President of Creative Housing Corporation, provided the plans and expertise in housing accommodation for persons with developmental disabilities. Shella DuMong, Executive Director of CHANCE, provided input into the project concept and enrolling partner agencies. The four bedroom home is expected to be completed summer of 2010.

“We are so pleased to see this project underway to benefit persons with developmental disabilities – we appreciate the support of the city of Goleta, the funding of TCRC and the expertise of Creative Housing Inc. and CHANCE to make this project a reality in the very near future.”

John Polansky, Director of Housing Development

Vision: Persons with developmental disabilities live fully and safely as active and independent members of their community.

Mission: TCRC provides person and family centered planning, services and supports for individuals with developmental disabilities to maximize opportunities and choices for living, working, learning and recreating in the community.



From the Executive Director

by Omar Noorzad, Ph.D.

The level of economic crisis facing the State of California this year is unprecedented.

The State is facing a \$24 billion shortfall that continues to get worse. However unwelcome, massive and sweeping reductions to state funded programs and services are occurring that include reductions to the developmental disabilities services system.

Because of the complexity of the changes being made, it is helpful to consider the impact in several phases. In addition to the phases of changes in financial support for our system, other factors of importance are the reductions in other programs that affect our system and the cash flow crisis facing the state.

PHASE 1: 3% CUT FOR REGIONAL CENTERS PURCHASE OF SERVICES AND OPERATIONS BUDGETS

Several major changes and reductions to Fiscal Year 2008-2009 and Fiscal Year 2009-2010 Budgets for the Developmental Disabilities Services System were passed by the Legislature and approved by the Governor on February 20, 2009.

The reductions consisted of a 3% cut to the regional center Purchase of Service (POS) budget effective for this Fiscal Year 2009-2010 and part of last Fiscal Year, 2008-2009. This 3% reduction to the regional center POS budget was implemented in the form of a payment reduction to regional center service providers. The payments exempt from this reduction were those to supported employment service providers, the SSP supplement for independent living,

and service providers paid a usual and customary rate for services.

Also, the regional center Operations (OPS) budget was permanently reduced by 3% effective last February.

THESE CHANGES WERE MADE TO MITIGATE THE IMPACT OF THE 3% REDUCTION TO THE REGIONAL CENTER OPS BUDGET

Suspension of the:

- 1:66 average caseload ratio for persons served not on the Home & Community Based Services (HCBS)
- 1:62 average caseload ratio for persons served who have not moved from a developmental center to the community since April 14, 1993
- reporting of prior year's fiscal expenditures to DDS for administrative services, contracted services and salary schedules
- reporting of annual caseload ratios to DDS
- requirement that regional centers have in-house expertise, or contract for the expertise, in criminal justice, special education, family support, housing, community integration, and quality assurance

PHASE 2: \$100 MILLION REDUCTION TO REGIONAL CENTER BUDGET

The Legislature approved a \$100 million reduction to the regional center budget, effective July 1, 2009. DDS was required to meet with stakeholders to gather ideas on where to make reductions. DDS held three well attended stakeholder meetings in Sacramento, Oakland, and Los Angeles to gather input from the community. TCRC area Leadership Project representatives and other

persons served, family members and service providers were well represented at the Los Angeles stakeholder meeting held on March 2, 2009. Using the input provided at these forums, DDS developed fifteen proposals, submitted to Legislature, intended to save the system \$100 million. The proposals are available on the TCRC website.

PHASE 3: IMPACT OF THE RESULTS OF THE MAY 2009 SPECIAL ELECTION

The next stage in the process was the Special Election held in May 2009. As a result of the defeat of several ballot measures, another approximately \$6 billion was added to the projected state budget deficit for FY 2009-2010. This in combination with a dramatic drop in projected state revenues due to the deteriorating economy has led to the growing deficit. Consequently, the Governor through his "May Revision" to the state budget proposed additional massive reductions to many state departments, programs and services including DDS and the Regional Centers.

PHASE 4: ADDITIONAL \$234 MILLION REDUCTION TO REGIONAL CENTER SYSTEM BUDGET

The Governor proposed an additional \$234 million reduction for DDS on top of the \$100 million reduced earlier in the year for a total reduction into next fiscal year of \$334 million. This does not include the 3% rate reduction that was passed on to most regional center service providers and the 3% reduction to the regional center OPS budget that went into effect on February 1, 2009. The additional proposed reduction in the May Revision does NOT include specifics or targeted reductions either in regional center POS or OPS budgets. Instead, the



Legislature once again asked DDS to use its stakeholder process to gather ideas and submit recommendations to the Legislature on where to make the additional \$234 million in reductions. DDS's recommendations are available on the TCRC website.

REDUCTIONS IN OTHER PROGRAMS IMPACTING DEVELOPMENTAL SERVICES

There are a number of proposed massive reductions in other health and human services programs such as In-Home Services and Supports (IHSS), Medi-Cal, optional benefits, Medi-Cal funded Adult Day Health Care programs, and Supplemental Security Income (State Supplementary Payment) to just name a few. Fortunately, approximately \$51 million is proposed to be added to the regional center POS budget to offset the reductions in these generic services, given the regional centers are considered a payer of last resort.

Get Active: System Advocacy in Changing Times

by Heather Wennergren, Media and Training Coordinator

The Tri-Counties Leadership Project, a program of the Alpha Resource Center of Santa Barbara, was formed in 2001 to support advocacy efforts and empower people with developmental disabilities and their families to create positive system change. As a parent of a person served by TCRC and Executive Director of CHANCE, Inc. (Coalition for Housing Accessibility, Needs, Choices & Equality) Shella DuMong coordinates the activities of Leadership Project.

The Leadership Project communicates accurate and timely information from a variety of sources to stakeholders who may be affected by pending changes in funding for services and supports. Issues around entitlement and civil rights and access to

STATE'S CASH FLOW CRISIS

In addition to the budget crisis, California is also facing a cash flow crisis. The State does not have enough cash to pay its bills, and consequently has resorted to issuing "registered warrants" or "IOUs" to many of its vendors including the regional centers. In response, TCRC has secured a line of credit enabling us to continue business as usual; to pay our bills -- including paying all service providers. Our line of credit has been approved for one month and will be reviewed on a month by month basis.

The Legislature is struggling to reach agreement in the face of equally difficult proposals for all state funded programs and services. We will continue to provide our community with updates. For the latest news that we anticipate may impact developmental services, refer to the Tri-Counties Regional Center (TCRC) website at www.tri-counties.org.

services such as In Home Supported Services (IHSS) are addressed by the project. Medical benefits through Medi-Cal and Supplemental Security Income (SSI) and State Supplementary Payment Program (SSP) are issues considered as well.

Through the advocacy work of the Leadership Project, such as individual testimony, the goal is to inform and educate legislators about possible unanticipated or harmful consequences of their votes in favor of (or in opposition to) proposed budgets or bills.

People who participate in Leadership Project activities self-design their advocacy statements around two core questions: 1) how will budget cuts, bills, or other proposals

*To view **Budget Crisis Updates** on the TCRC web site, visit www.tri-counties.org Follow the red link on the home page*

*See results of performance and compliance measures for our contract with the Department of Developmental Services (DDS) and reports on the desired outcomes for the strategic Focus Areas for the TCRC 2007-2009 Strategic and Performance Plan in the **Annual Report** on page 11.*

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Recurring Topics

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Get Active: System Advocacy in Changing Times

by Heather Wennergren, Media and Training Coordinator

affect their services and supports (how may their lives change?); and 2) how will our system (and other people) be impacted?

Members of the Leadership Project receive information in a variety of ways through meetings, written reports, and calls to action. The sources of such information include the California Disability Community Action Network (CDCAN), www.cdcan.us, (Executive Director, Marty Omoto); The Arc of California www.arccalifornia.org/; and the California Department of Developmental Services www.dds.ca.gov.

The Leadership Project has a core group of self-advocates familiar with the efforts of past years. Tracking California's ever challenging fiscal situation, staying informed about new bills introduced to the legislature, and developing strategies to create influential grass roots messages is demanding. According to Shella, "it is difficult to maintain the consistent and unwavering attention needed to make an impact, especially since our system has been under threat for many years on end now. Advocates and families experience fatigue from what has become a constant flow of information, change, and cuts." However, when the need arises,

members of this group are quick to respond and remain committed to the fight to protect civil, service and support rights.

The California fiscal crisis and budget issues are unprecedented and particularly severe. For self-advocates and parents and family alike, sometimes the role of system advocate is not by choice but by necessity. Protecting rights and critical services and supports for individuals who rely on the regional center system for basic health and safety never stray from the focus of the Leadership Project.

CDCAN's web site is rich with resources to help stakeholders remain informed of their civil rights, entitlement under the law, and how to participate and take action (www.cdcan.us).

To learn more about the Tri-Counties Leadership Project, volunteer your assistance, or learn about CHANCE, contact Shella DuMong at 805.966.0020 or go to www.ChanceHousing.org.

With changes on the horizon it is a critical time to let your voice be heard.

New Hope for Overcoming the Fragile X Syndrome

by Dr. James O'Hanlon, Psychopharmacologist

Fragile X syndrome (FXS) is caused by a mutation that silences the Fragile X Mental Retardation 1 gene (FMR1). The mutation abolishes the gene's production of the Fragile X Mental Retardation Protein (FMRP). That deficit disrupts signaling from one neuron to the next in a series as it occurs at discrete gaps called synapses. Signaling occurs as the first neuron releases a chemical transmitter that crosses the synapse to stimulate a cluster of specialized receptor proteins that either excite or inhibit the target neuron. FMRP normally molds the postsynaptic receptor site by regulating local protein synthesis. What happens in the absence of FMRP can be seen in a mouse model of FXS. These genetically engineered animals lack FMR1. They survive but fail to develop normal postsynaptic receptor sites for one particular transmitter; i.e., glutamate. As a probable result, the mice are hyperactive, anxious, aggressive, slow to learn and prone to seizures, just like humans with FXS.

This knowledge has inspired a theory explaining how mental retardation occurs in FXS and how it may be partially or entirely prevented with the timely administration of appropriate medication. The theory builds on the fact that the synaptic activity of glutamate can trigger long-lasting changes in its receptor configuration that serve as the basis of learning. Several types of glutamate receptors mediate these changes. When stimulated by glutamate, fast-acting receptors immediately excite the target neuron. Slow-acting receptors maintain excitation and activate a cascade of biologically active molecules to change the postsynaptic protein structure. FMRP normally regulates

protein synthesis initiated by the slow-acting receptors. In FXS, the essential controlling factor is missing and unchecked protein synthesis leads to deformed synapses. The clinical implication of this theory is straightforward: the absence of FMRP might be overcome by drugs (i.e., antagonists) that block slow-acting glutamate receptors and thereby dampen abnormal protein synthesis. The prediction has been repeatedly confirmed in mice lacking FMRP: all of their FSX-like symptoms were dramatically reduced by an antagonist, unfortunately one too toxic for use in humans.

The theory and its confirmation in the mouse model have engendered an intense effort to develop novel drugs with the desired pharmacological properties. Existing drugs have also been screened to determine if any of them qualify. Several do, including fenobam, which was developed as a tranquilizer in the 1980s and then abandoned after disappointing clinical trials. Research on fenobam in FXS has just begun at the M.I.N.D. Institute of the University of California, Davis. If fenobam fails, other drugs will be tested until one finally meets theoretical expectations. Of course it is possible that the theory is wrong but the steady accumulation of supportive evidence indicates otherwise. Experts at M.I.N.D. and elsewhere expect the evolution of specific pharmacotherapy for treating symptoms of FXS. If started early enough, they believe it will have a good chance of preventing the emergence of most symptoms, including mental retardation.

Dual Diagnosis: Down Syndrome and Autism

by Heather Wennergren, Media and Training Coordinator

Tyler was born to parents who were fully aware of his diagnosis of Down Syndrome. When Early Start intervention services were provided by TCRC, slow progress was noted, but it was not until many years later that Autism was also diagnosed.

In the early years, Tyler's parents focused on meeting basic health needs, which, for this little boy included open heart surgery as an infant and several subsequent surgeries to insert tubes to widen ear canals. His mother, Susan, reflects that they were so preoccupied with medical concerns that they did not notice any delay in social development.

As a toddler, characteristic signs of Autism began to surface such as a decline in verbal development, limited eye contact, and indifference to others. When Tyler was two, Susan advocated for a group environment, which made the lack of social interaction even more apparent. Susan knew that other children with Down Syndrome were usually quite social, but not Tyler, "Get him around kids and he would have no interest, he did not care."



Susan & Tyler

Soon after, disruptive behavior began to develop. Susan recalls the biting, pinching and dropping to the ground, "In the community, he would just stop and sit or lie on the ground." Susan quickly overcame her worry about others may think, and moved on to more practical concerns. "What was important to me is that he did not lick the ground," she reflected. She described Tyler as "tactile," adding that it was not uncommon for him to approach a person, play with their hair and then put it in his mouth. Tyler also exhibited stemming behavior, laying on the ground and kicking his feet. Susan resorted to allowing him to transition out of it naturally, interpreting it as "an energy inside him that needed to be expressed."

Seeking guidance around these behaviors, Susan turned to her Service Coordinator, Diana Ringer. Describing her experience with TCRC, she says "we usually had pretty good luck". She describes Diana as "incredible - - I feel like she really knows Tyler - - she really cares." Even with a few delays in receiving services, Susan and her husband are very appreciative for the services provided by the regional center.

In some areas, Tyler has made great strides. He loves the computer. He has great dexterity with the mouse and quickly learns to repeat a series of actions on the computer. Susan suggests the iTouch by Macintosh to other moms, "you can't change the

Susan works at Parents Helping Parents (PHP) Family Resource Center in San Luis Obispo and greatly enjoys helping people find the resources they need. Contact the PHP library at 805.543.3277.

settings," she laughs. One hopeful goal of his parents is for him to eventually communicate with his peers through a customized communication device. Tyler's father, Roger, is watching new technologies for the potential inclusion of small video clips to represent core thoughts. Tyler has always responded to images of himself or photos of real life over illustrations. For example, a photo of him taking a walk is more effective than an image on a PEC (Picture Exchange Communication) card.

Tyler's progress delights his family. The simple act of a purposeful hug is so rewarding for Susan. Over the past year, he learned how to give kisses. "Even though he has Autism, he is balanced out with Downs." Tyler still does not speak but Susan says "we know what every little look means, every sound." Tyler has a great relationship with a loving, younger sister, Ashley. She helps her parents take



Tyler & his sister Ashley

care of him; bathing, feeding - - even standing up to bullies to protect him as she does not appreciate other kids saying mean things to Tyler. In Susan's opinion, part of the blessing of Down Syndrome is that Tyler does not notice these social slights.



Tyler & Ashley at the beach

Through difficult times, Susan remains an optimist, "you must be positive, if you let that go, the child is going to feel it." Her love for Tyler and responsibility to help him is what keeps her going. Her advice to others is to continue seeking new information, services, technologies and relationships with other families with children who have similar diagnosis. She also stresses the importance of taking time for herself. Even grocery shopping can be relaxing without kids in tow. "Use your respite" she says with a grin. She and her husband use theirs for date nights and occasional walks on the beach.

calendar of events

SAN LUIS OBISPO COUNTY

PARENTS HELPING PARENTS - FAMILY RESOURCE CENTER
email: php@ucp-slo.org

San Luis Obispo Office **Atascadero Office**
800.456.4153 x3277 805.461.7415
805.543.3277

PARENTS HELPING PARENTS FAMILY RESOURCE CENTER
PHP serves families of children with special needs throughout San Luis Obispo County. Two lending libraries, which cover a wide variety of special needs topics, are equipped with toys, games and a place for children to play while their parents browse. PHP has a network of experienced staff and parents available for mentoring and support. A reliable source of current information, referrals, and training, PHP regularly e-mails a Calendar of Upcoming Events to interested families. Contact: 805.543.3277 or 805.461.7415 or php@ucp-slo.org

PHP SCHOLARSHIP PROGRAM:
Use your scholarship to cover the cost of registration for one of the Out of Town or Local trainings you see below! Attending a specialized conference or training can help further parenting skills, knowledge and confidence when raising a child with special needs. With prior approval, up to \$300 of conference registration fees may be reimbursed to a family of a child with a developmental disability who currently receives services from San Luis Obispo's Tri-Counties Regional Center. Call or email to request an application form. Contact: Parents Helping Parents, 543.3277 or php@ucp-slo.org

LOCAL EVENTS:
PARENTS OF CHILDREN WITH DOWN SYNDROME MEETING
Parents of young adults with Down Syndrome over 18 years of age. Planning meeting for future events. Thursday July 16, 2009, Contact Debra at PHP 461.7415

PHP CONSERVATORSHIP WORKSHOP
Coming in September 2009 call PHP if you are interested 543.3277

UCP COMMUNITY INTERACTION PROGRAM: TOURS FOR ADULTS
Camp Kelley Creek at Camp Arroyo Grande, Join us for fun in the sun with old and new friends. Campers will stay in rustic cabins with their counselors who will escort the group to special activities each day and evening.
June 28-July 4, 2009, Contact Bethanie 543.2039

UCP KIDS CLUB FOR 6-12 YEAR OLDS
UCP TEEN CLUB FOR 13-17 YEAR OLDS
Community recreation activities and socialization opportunities for kids and teens with special needs, including transportation and supervision.
Contact Tessa for more information 543.7102

UCP LEISURE CLUB LOCAL OUTINGS & ACTIVITIES FOR ADULTS
Saturday afternoon activities and outings for adults with special needs.
Contact Bethanie for more information 543.2039

ONGOING:
SAN LUIS OBISPO COUNTY SPECIAL OLYMPICS TRAINING
Including: Aquatics, Power Soccer (Motorized Wheelchair), Golf, Gymnastics, Bocce, & Track & Field. Contact: 544.6444

CENTRAL COAST AUTISM SPECTRUM CENTER SUPPORT GROUPS
See website for more information or contact ncautismsupportgroup@charter.net or contact@autismspectrumcenter.com

KINSHIP CENTER FAMILY TIES SUPPORT GROUPS
In Templeton and now in Arroyo Grande S.A.F.E. Offices. Contact: Marta or Adele 434.2126 or aprior@kinshipcenter.org

PARENT PARTICIPATION PROGRAM
A variety of parent participation and enrichment classes are offered throughout SLO County. For more information contact your local school district's adult education programs.

NORTH COUNTY AUTISM SUPPORT GROUP
Third Friday of the month, every other month. Contact Becky at 805.471.1354

OUT OF TOWN EVENTS:
37TH ANNUAL NATIONAL DOWN SYNDROME CONGRESS' CONVENTION
Friday, July 31 – Sunday, August 2, 2009. Sacramento, California
Contact: <http://www.ndscenter.org/news/events.php>

SANTA BARBARA COUNTY

ALPHA RESOURCE CENTER - FAMILY RESOURCE CENTER
email: info@alphasb.org / www.alphasb.org

Santa Maria Office **Santa Barbara Office**
805.347.2775 877.414.6227
805.683.2145

Alpha Resource Center offers a wide variety of services and supports to encompass the needs of individuals with disabilities of all ages and at all stages of life.

Children & Family Services ~ Family First assists parents of children with special needs to gain the knowledge and skills to enable their children to be all they can be. Parent-to-parent and family support, parent-professional collaboration, resource meetings and workshops, information & referral, transition, future planning, and much more!

Resource Libraries ~ offer over 2000 titles on developmental and other disabilities. Located at Tri-Counties Regional Center offices in Santa Maria and Santa Barbara. Mobile library services are available. Call for hours or specialized assistance.

Katie's FUNd™ ~ provides social and recreational opportunities for teens with developmental disabilities. Contact: Amy Buesker at 683-2145 x127 or abuesker@alphasb.org.

Alpha Adult Services ~ provides a broad spectrum of services for adults with developmental disabilities. Each participant assists in the development of individualized services tailored to achieve his or her personal goals. 805.964.3547

PARENT-TO-PARENT SUPPORT
Sponsored by Special Needs Network. Meets third Thursday of every month, 9:00 am at Coffee Diem, 505 S. McClelland Street in Santa Maria. Contact: Diana 805.937.8756.

CITY OF SANTA BARBARA PARKS & RECREATION DEPARTMENT
Check out what they have to offer. Contact: Adapted Programs 805.564.5421.

FAMILY FIRST AT ALPHA RESOURCE CONNECTIONS
A family resource center and parent network. Provides parent-to-parent and family support, parent-professional collaboration, parent and family workshops, and information and referral.
Contact: North County 805.347.2775/South County 805.683.2145.

SOMETHING FOR THE SIBLINGS
The Special Needs Network is a new club for the siblings of individuals with disabilities. The club will consist of several fun activities for the siblings and will also be a chance to get away and relax with others who also have siblings with disabilities. Contact: Laura King, 805.344.1403.

SANTA MARIA SPECIAL EDUCATION & SUPPORT INFORMATION
Kathy Rowley has started a Yahoo Group for parents of children with special needs who live in Santa Maria. To join go to <http://groups.yahoo.com/group/santamariassupport>.

AUTISM SOCIETY OF AMERICA - SANTA BARBARA CHAPTER (ASASB)
Contact: Marcia or Sandy at 805.560.3762 or info@asasb.org, www.asasb.org.

SANTA MARIA AUTISM SUPPORT GROUP
Has an online support group for parents of children diagnosed with autism. There is also a weekly playgroup that meets at a local park. Contact: 805.714.1187 or email begeasykr@yahoo.com.

LIMPOC AUTISM SUPPORT GROUP
A support group for parents and other caregivers of children diagnosed with autism. Contact: Polly Bleavins 805.347.2775 or email pollyb@alphasb.org.

P.O.S.E. PARENTS OF SPECIAL EDUCATION
Parent support group meets the third Wednesday of every month at 9:30 a.m. The group also fundraises to provide additional educational materials for special education programs in Santa Barbara. For meeting locations and fund raising events, contact Jennifer Griffin, 805.967.0371 (jenagrif@verizon.net) or Cathy Abarca, 805.448.6431 (cat736@aol.com).

TALK ABOUT CURING AUTISM (TACA)
Meets 3rd Saturday of the Month, 11:00 am - 1:00 pm at Ocean Hills Ministry Center "The Loft" 821 State Street, Santa Barbara, CA (above Sur La Table in Paseo Nuevo). This is a support group meeting for caretakers for those with special needs. Contact Kathleen_reish@tacanow.org, www.tacanow.org.

SBATA@YAHOOGROUPS.COM
Online group for parents of special needs children, email hosseini58@cox.net.

VENTURA COUNTY

RAINBOW CONNECTION - FAMILY RESOURCE CENTER
email: rainbow@tri-counties.org

Oxnard Office
800.332.3679
805.485.9643

Simi Valley Office
800.517.2524 x2325
805.823.2325

Rainbow Connection provides activities for children, and training and information for families. Here is a list of on-going support groups:

SPECIAL PARENTS VENTURA COUNTY NETWORKING GROUP - ONLINE
Special Parents is an online forum where parents of children with special needs can offer and receive support, referrals and information. This networking group provides families with a comfortable and convenient environment for exchanging ideas and resources on everything from medical visits to IEP's. Simply activate a free YAHOO user ID and Password account to log into this forum at <http://groups.yahoo.com/group/SpecialParentsVenturaCounty>.

SIBCLUB

First Friday of the month, 6:30 - 8:00 pm. Games, Fun, Activities, for 5 - 14 years old siblings of children with developmental disabilities in Oxnard.

CEREBRAL PALSY SUPPORT GROUP (ENGLISH & SPANISH)

Third Monday of the month, 9:30 - 11:00 am. Groups meet separately in English and Spanish. Join other parents to talk about issues related to raising children with cerebral palsy and share resources and information.

SPECIAL PARENTS NETWORK (ENGLISH)

Third Wednesday of the month, 7 - 8:30 pm, Oxnard. Third Thursday of the month, 9:30 - 11:00 am, Simi. Come and join us for a cup of coffee, learn about our resources and talk about issues related to raising children with special needs.

DOWN SYNDROME SUPPORT GROUP (ENGLISH & SPANISH)

Groups meet separately in English and Spanish. Last Thursday of the month, 7 - 8:30 pm, Oxnard. Families have open discussions about raising children with Down syndrome.

AUTISMO SUPPORT GROUP (SPANISH)

Third Thursday of the month, 7- 8:30 pm, Oxnard. Families have discussions on issues related to raising children with autism.

RAINBOW MOMS CONNECTING - OXNARD (SPANISH)

Third Friday of the month, Oxnard. Come and enjoy time with other mothers of children with special needs and have a relaxing time. For more information or to RSVP please call Rainbow.

TEDDY BEAR BRIGADE

Third Saturday of the month (except for summer) 1-3:00pm, Thousand Oaks
For children 3 -13 years old with special needs and their siblings. It includes stories, sensory themes, crafts and music. Visit www.bearsandcompany.com to register. Parents meet separately for social and networking time.

SANTA CLARA SUPPORT GROUP - Fillmore, Piru Area (SPANISH)

Third Monday of the month 5:30 - 7pm. Families meet to share the experiences they've had with their children with special needs and learn about resources.

SANTA PAULA SUPPORT GROUP (ENGLISH)

Families meet to share experiences they've had with their children with special needs and learn about resources. Meets 4th Monday of the month 5:30 - 7pm.

SANTA PAULA SUPPORT GROUP (SPANISH)

Families meet to share experiences they've had with their children with special needs and learn about resources. Meets 1st Monday of the month 5:30 - 7pm.

RAINBOW MOMS CONNECTING - VENTURA COUNTY (ENGLISH)

Meeting dates and times vary. Come and enjoy a night out with other mothers of children with special needs.

NICU SUPPORT GROUP (ENGLISH & SPANISH)

Third Wednesday of the month, 6:30 - 8:00pm, Oxnard
Groups meet separately in English & Spanish. Meet other families and share ideas of coping, photos, info, joy and triumphs. Pizza will be served! Families with babies in the NICU and NICU grads welcome.

VENTURA COUNTY

G-TUBE/J-TUBE/NG-TUBE NETWORKING (ENGLISH & SPANISH)

Third Thursday of the month, 6:30 - 8:00 Oxnard.

Does your child have a G-tube, J-tube, or NG-tube? Has it been suggested that your child get a tube? We look forward to sharing our stories of frustrations, fears, and successes (large and small).

BINGO NIGHT- OXNARD

Join us for Bingo the second Thursday of each month, 6 - 7:30pm. For Young Adult clients served by Regional Center. No Direct Care or Supervision provided.

OTHER COMMUNITY SUPPORT GROUPS:

MEETUP GROUP FOR FAMILIES WITH KIDS WITH ASPERGER'S

NEW GROUP, ages 5 - 12 years. RSVP at the link to the MeetUp site: <http://parents.meetup.com/636/>

BRANDON'S BUDDIES (ENGLISH)

First Saturday of the month, Calabasas. A free play date for children of all abilities. To RSVP call Dina Kaplan 818.222.8118 or brandonsbuddies@pacbell.net.

AUTISM SPECTRUM DISORDER (ASD) PARENT SUPPORT GROUP (ENGLISH)

**Meets September thru May, Not in the Summer. Second Wednesday of the month at Rainbow Connection, 7:00 - 9:00 pm, Oxnard. For more information contact Tera Marquez or Karen Bobo at asdparentsupportgroup@gmail.com.

SUPPORT GROUP FOR PARENTS OF KIDS WITH AUTISM

Last Monday of the month, 6:30 pm. We provide child care. The address is 2697 Lavery Ct., Suite 17 Newbury Park. Contact Leila Silva at 805.480.9039 or 805.341.3089.

SPECIAL PARENTS CAFE

Third Saturday of each month. Spanish speakers welcome, Silvia, 805.265-6111.

LET'S GO HIKING

First Saturday of the month, Bob Charney & his son Michael, who has Autism, invite other dads & their sons with developmental challenges to go hiking. If you're interested in participating, call Bob Charney at 818.735.7331 / 818.789.1586 x223

MOM'S NIGHT OUT THOUSAND OAKS (ENGLISH)

Third Tuesday of the month. For contact information call Rainbow.

DAD'S NIGHT OUT THOUSAND OAKS (ENGLISH)

Fourth Tuesday of the month. For contact information call Rainbow.

VENTURA COUNTY AUTISM SOCIETY (ENGLISH)

For more information call Ventura County Autism Society at 805.496.1632.

HAPPY FRIENDS CLUB

Alternate Tuesdays, 6:30 pm - 8:00 pm, Camarillo
Support group for adults & teens with mental/physical challenges. Speakers, games, arts & crafts, round table discussions, occasional community outings. Contact: Jean McGuire 805.816.2319 or email: bobbyjean2@mac.com.

DAY AT THE PARK

For persons who are physically challenged and persons with special needs, their families and friends. Sponsored by the City of Oxnard Recreation & Community Services every third Saturday of the month at 11:00am to 2:00pm at Oxnard Beach Park on Harbor Blvd.
For more info. Call Greg Barnes at 385-7990.

"IN HIS IMAGE" FRIENDS CLUB

For Adults 18 and older with cognitive impairments. Meets every 2nd & 4th Tuesday's of the month at Calvary Chapel's "Fellowship Hall" from 6:45pm to 8:30pm.
For info call Susan Hewer @ 985-4075 or email hewers@roadrunner.com

With each issue of the TriLine, we provide information on some of the resources available to families within the Tri-Counties area. Please call to confirm dates and times of events. Check with your service coordinator for information on other resources available to you in your area.

SAN LUIS OBISPO COUNTY

Atascadero

Hotel Park Business Center
6005 Capistrano, Suite E
Atascadero, CA 93422-7219
805.461.7402
FAX 805.461.9479

San Luis Obispo

3450 Broad Street, Suite 111
San Luis Obispo, CA 93401-7102
805.543.2833
800.456.4153
FAX 805.543.8725

SANTA BARBARA COUNTY

Santa Barbara

520 East Montecito Street
Santa Barbara, CA 93103-3278
805.962.7881
800.322.6994
FAX 805.884.7229

Santa Maria

1234 Fairway Dr.
Santa Maria, CA 93455
805.922.4640
800.266.9071
FAX 805.922.4350

VENTURA COUNTY

Oxnard

2401 East Gonzales Road
Suite 100
Oxnard, CA 93030-2119
805.485.3177
800.664.3177
FAX 805.988.9521

Simi Valley

1900 E. Los Angeles Ave.
Simi Valley, CA 93065
805.522.8030
800.517.2524
FAX 805.522.8142

TCRC staff news

The Spirit of Excellence award program acknowledges employees who demonstrate teamwork, good citizenship, service to the people we serve, morale building, quest for quality, above and beyond dedication to their work. Employees are nominated by their colleagues and quarterly winners are also selected by a panel of their peers. Nominees receive a recognition certificate and \$20 gift certificate. Quarterly winners receive temporary possession of the stone Dolphin Award and an opportunity to be chosen as one of the eight annual winners. Two annual winners receive the stone Dolphin Award and \$300.

SPIRIT OF EXCELLENCE AWARDS

3rd Quarter 2008

DEE RITTENHOUSE

Service Coordinator II, Atascadero

MABLE JARAMILLO

Service Coordinator II, San Luis Obispo

KAREN WISSIG

Service Coordinator II, Santa Barbara

DOMINIC NAMNATH

Chief Information Officer

ZEKE VARGAS

Service Coordinator II, Oxnard

FREDDIE GARCIA

Service Coordinator II, Oxnard

RUTH LIMA

Service Coordinator, Simi Valley

SPIRIT OF EXCELLENCE AWARDS

4th Quarter 2008

PAM CRABAUGH

Manager, Services and Supports,
Atascadero

DIANA RINGER

Service Coordinator I, San Luis Obispo

JENNIFER WARD

Service Coordinator I, Santa Maria

DENNIS MORAN

Service Coordinator II, Santa Barbara

JEFF BARKHORN

Manager, Facilities and Purchasing

MERCIE SOTELO

Temp Support Staff S&S, Oxnard

JOSEPH BUCHROEDER

Self-Advocacy Specialist, Oxnard

EILEEN LEE

Service Coordinator II, Simi Valley



New Hires

Kristen Christian, Secretary III
Ana Velasquez, Service Coordinator II



Jannette Zamudio, Service Coordinator I
Vivianna Riggs, Service Coordinator II



Sara Sanchez, Service Coordinator II
David Shon, Specialized Resource Analyst
Susanne Ciufu, Recruitment Coordinator
Anne Voorhies, Resource Developer



Erin Primero, Receptionist
Rebecca Gillogly, Service Coordinator II
Negar Shakibai, Service Coordinator II
Heather Agrusa, Service Coordinator II

Promotions

UVENCE GARCIA

from SC II to Manager of S & S

RICHARD SANCHEZ

from SC I to SC II

LILIA REYES

from SC II to SC II with Masters

JASON TREVINO

from Resource Developer to Coordinator Resource Development

DONDRA SHEPHARD

from SC II to Resource Developer

KAREN HARRIS

from Secretary III to SC I

VINCE FIGUEROA

from SC II to QA with Masters

JOHN RYAN

from SC II to Manager of S & S

HEATHER WENNERGREN

Media Coordinator to Media & Training Coordinator

Call for Volunteers for the TCADD Board

Potential members have business management, public relations, education or other business or non-profit experience. Family members of persons served by TCRC are encouraged to apply. Make a rewarding contribution to TCADD and help improve the quality of life for persons with developmental disabilities. Please contact Nancy Kavin at nkavin@mwdh2o.com for more information, or visit our web site: <http://www.Tri-Counties.org/tcrc4/about-tcrc/tcadd/membership/>

Tri-Counties Regional Center Headquarters

520 E. Montecito Street
Santa Barbara, CA 93103
805.962.7661 Tel
800.322.6994 Toll-Free
www.tri-counties.org

Tri-Counties Association for the Developmentally Disabled Inc. (TCADD) Board of Directors

Stan Deakin
President

Sandra Aldana
Vice President

Nancy Kavim
Secretary

Robyn Adkins
Justine Blevins
Bob Cobbs
Charles Devlin
Cathy Farrar
Mani Gaur
Julie Kahn
Donna Moore
Shanti Nadiminti
Kathleen Redmond
Kathy Reed

Board Meetings

in Santa Barbara

Sept 11th6:00 pm
Oct 3rd..... 10:00 am
(San Luis Obispo)
Nov 6th.....10:00 am

Town Hall Meetings Scheduled for 2009

Sept 16th Oxnard
Oct 21st..... Atascadero



Greetings from the President

By Stan Deakin, TCADD Board President

TCADD's Board of Directors supports the Tri-Counties Regional Center (TCRC) executive team's work and

focus on priorities during California's unprecedented fiscal crisis. We are informed weekly and often daily by Omar Noorzad PhD, Executive Director on State and Regional Center System developments. Based on reports required by authorities and others requested by the Board, we remain assured that TCRC operates not only in compliance with regulations, but also with efficiency, effectiveness and excellence despite diminishing resources.

We are proud of TCRC's accomplishments. We appreciate that, in spite of challenging times and reduced fiscal resources, our Regional Center personnel remain dedicated to quality service for people served. Supporting a thoughtful and strategic focus and fulfilling operational obligations of DDS's Performance and Compliance Contract with TCRC have yielded worthwhile results. For example, TCRC's diligent support enabled launch of the Tri-Counties

Community Housing Corporation (TCCHC), a 2008 goal of TCRC's 2007-2009 Strategic and Performance Plan. Other aspects of our organization's performance appear in the 2008 Annual Report, included with this TriLine issue. The goals accomplished demonstrate commitment to all seven Focus Areas of the three-year Plan, and most importantly, to the well being of persons served by TCRC.

TCADD's Board also supports TCRC's advocacy efforts. From championing person centered planning to working on the Leadership Project (article, page 3), TCRC people work with passion to create and sustain services and supports for a quality life of persons served.

Thank you for all advocacy work in which you participate. We especially appreciate your assistance to maintain a direct voice with our legislators, informing and educating about the impact of their votes on the lives of persons with developmental disabilities. To view budget crisis updates and learn more about what you can do, visit the TCRC web site at www.tri-counties.org. Select "News" and "Hot Topics."

Announcing TCADD Board President for 2009 - 2010

We are pleased to announce that Robyn Adkins is the newly elected TCADD Board President for 2009-2010. As a parent of a person served and a business professional, Robyn brings knowledge of the regional center system as well as strategic and operational expertise to this role.

Robyn owns and operates a consulting and publishing firm, providing services to medical and dental offices and owners. Her background as a human resource professional and her talents as an entrepreneur will serve her well, as she leads the work of TCADD Board and its governance of TCRC. Robyn's term begins July 1, 2009.

Tri-Counties Regional Center 2008 Annual Report

Letter from the President

Dear Friends of TCRC:

The enclosed 2008 Annual Report highlights performance results of our Tri-Counties Regional Center, including compliance results expected per TCRC's contract with the Department of Developmental Services (DDS), our State's voice of persons served. The highlights include results from our annual Services and Support Survey and work done among Focus Areas of TCRC's 2007-2009 Strategic and Performance Plan.

While our TCRC organization works to provide quality services and supports to persons with developmental disabilities, strategic Focus Areas provide special guidance for the TCADD Board and TCRC Staff. They remind us to focus on special opportunities that make a difference in fulfilling our Vision for people served—living fully and safely as active and independent members of their community.

Your efforts as a dedicated stakeholder also contributed to worthwhile results achieved during 2008 through Tri-Counties Regional Center. We appreciate our partnership with you.



11 **Who Does TCRC Serve?**

The demographics of the persons served by TCRC demonstrate the trends in the growth of the population and its profile according to where people live, the range of ages, their ethnicity and the reason that they are served.

12 **How Did TCRC Perform?**

Here is an opportunity to see results for 2008 compared to 2007 as well as the state average and DDS standards. TCRC excels.

13 **Expenditures 2007-08**

The Purchase of Services and Operations budgets for fiscal year 2007/2008 will inform about the dollars spent for different types of services and the comparison with Operations funding.

14 **Results of Services and Supports Survey**

The results for the 2008 Services and Supports Satisfaction survey are reflecting the impact of person centered thinking practices, as well as the effects of now ten years of monitoring satisfaction.

15 **Focus Areas in Action 2007-2009**

Results for 2008 of the 2007-2009 Strategic and Performance Plan demonstrate that strategic opportunities benefit persons served. Read about results for the development of services for persons with autism, development of a non-profit housing corporation and the work of advocacy as examples of what has been accomplished.

16 **Board of Directors and Leadership**

See the 2008 Roster of the TCADD Board ~ Leadership of TCRC is also shown.



Who does TCRC serve?

Trends in Demographics

Place of Residence

In 2008, 98% of children served by TCRC lived at home; seventy six percent (76%) of adults receiving services resided in a home-like setting. Seventy four percent (74%) of persons served lived with a parent or guardian.

Age

In 2008, eighteen percent (18%) of the population served were infants to three (3) years of age, as in 2007. Forty two percent (42%) of the population were children and transition age youth, six (6) years of age to twenty one (21) years. Persons, twenty two (22) years of age and older, including seniors, represented forty percent (40%) of the population.

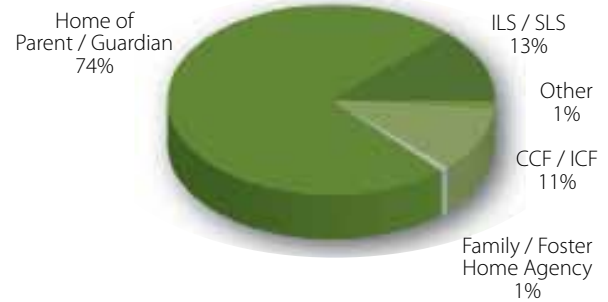
Ethnicity

Trends in ethnicity were consistent with 2007. Over thirty percent (30%) of the population represented individuals with Latino heritage and /or bilingual English / Spanish or monolingual in Spanish.

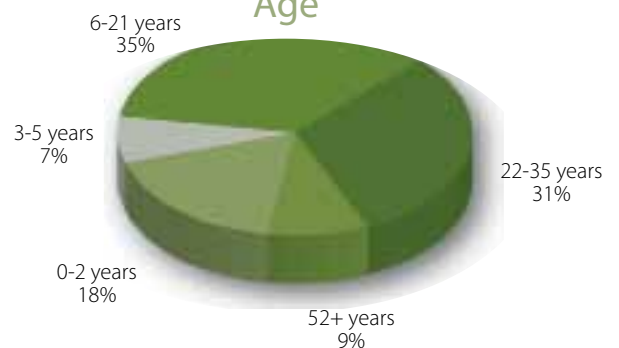
Primary Diagnoses

The prevalence of autism increased by 2% in the population served in 2008 over 2007. Other diagnostic categories did not change, with the exception of a 1% increase in Mild/Moderate Mental Retardation, as a percentage of the total population served.

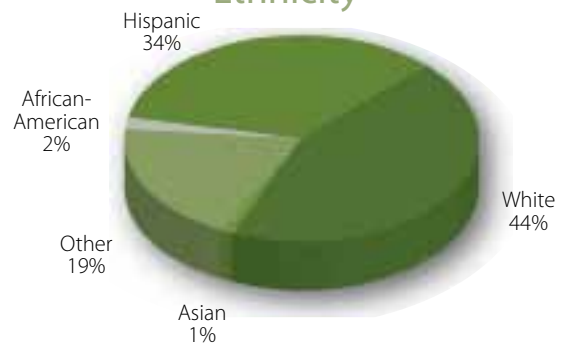
Residence



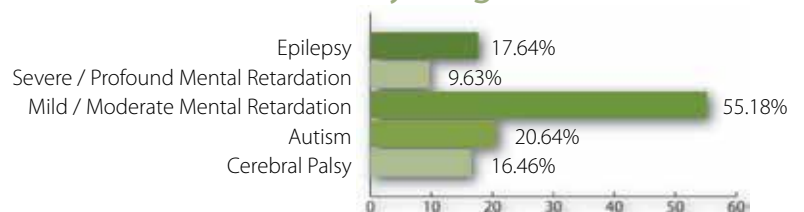
Age



Ethnicity



Primary Diagnosis



How well did we perform?

Results of Performance and Compliance Contract with the Department of Developmental Services (DDS) in 2008

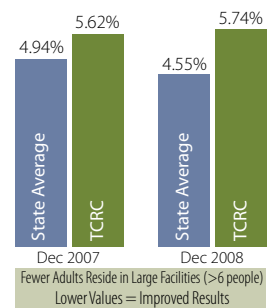
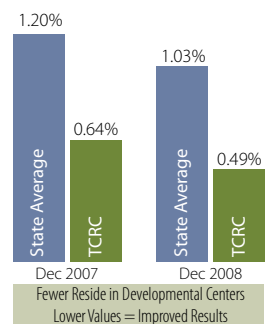
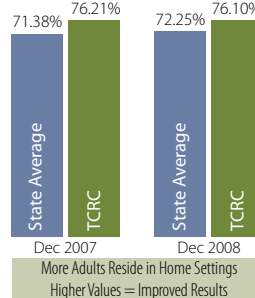
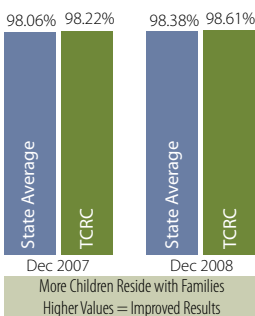
TCRC is measured according to meeting DDS compliance standards for fiscal audits, achieving Purchase of Service (POS) budget projections, accomplishing time lines to track information about persons served, communicating with newly referred families of children and adults and meeting time frames to complete Individual Program Plans (IPP) and Individualized Family Service Plans (IFSP). Performance standards are also required for actions (for example) such as moving persons from Developmental Centers to the community and maintaining home-like settings for adults.

Please see the charts below that show performance according to the five areas in which DDS encourages continuous improvement by each regional center. The charts include the comparison of TCRC's performance to other regional centers and to performance in previous year (2007) as well.

The blue bars in the charts indicate how other regional centers according to a state wide average performed at the end of 2007 and 2008. The green bars indicate TCRC's performance for both years.

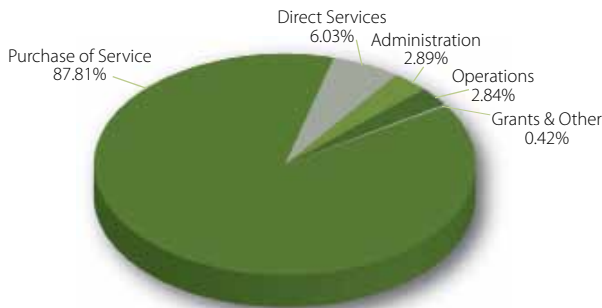
TCRC is especially proud of results for:

- meeting requirements of compliance standards
- Ensuring that adults live in home like settings
- Moving individuals to the community from the Developmental Centers
- Children living at home with their families
- Ensuring that when children must live in a facility, there are six beds or less

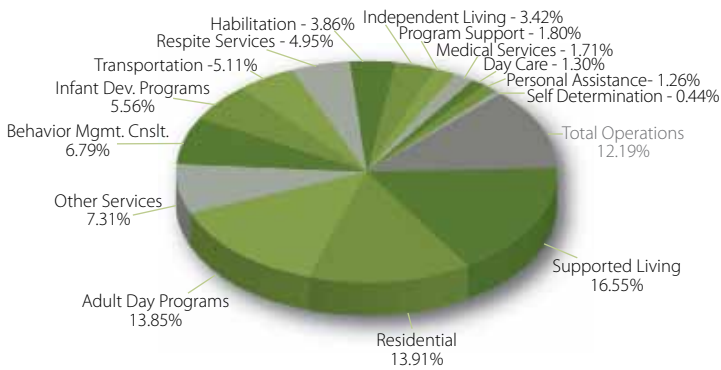


Expenditures 2007-08

Tri-Counties Regional Center Expenditures Fiscal Year 2007-08



Tri-Counties Regional Center Purchased Services* Fiscal Year 2007-08



*Expenses do not include total Operations

Budget Category	Expenditures Through February	Percent of Total Expenditures
Direct Services	\$11,551,493	6.03%
Administrative Services	5,539,375	2.89%
Operations	5,431,173	2.84%
Grants & Other	812,000	0.42%
Total Operations	23,334,041	12.19%
Purchased Services		
Supported Living	\$31,672,083	16.55%
Residential	26,618,919	13.91%
Adult Day Programs	26,502,494	13.85%
Other Services	13,994,675	7.31%
Behavior Management Consultant	12,988,757	6.79%
Infant Development Programs	10,651,025	5.56%
Transportation	9,776,184	5.11%
Respite Services	9,484,217	4.95%
Habilitation	7,379,579	3.86%
Independent Living	6,553,044	3.42%
Program Support	3,451,264	1.80%
Medical Services	3,271,402	1.71%
Day Care	2,492,441	1.30%
Personal Assistance	2,402,306	1.26%
Self Determination	842,985	0.44%
Total Services Purchased	\$168,081,374	87.81%
Total Regional Center Expenditures	\$191,415,415	100.00%

Did TCRC meet DDS standards?

Read below to see how well TCRC did in meeting DDS compliance standards:

Areas Measured	Last Period	Current Period
Passes independent audit	Yes	Yes
Passes DDS audit	Yes	Met
Audits vendors as required	Met	Yes
Didn't overspend operations budget	Yes	Yes
Participates in the federal waiver	Yes	Yes
CDERS ** are updated as required	NA	NA
Intake/Assessment timelines for consumers age 3 or older met	98.53%	100%
IPP (Individualized Program Plan) requirements met	98.10%	99.41%
IFSP (Individualized Family Service Plan) requirements met	97.28%	84.90%



Results of Services & Supports Survey

The Services and Supports Satisfaction Survey in 2008

TCRC has participated in the quality improvement process of satisfaction survey administration over the last ten years, demonstrating commitment to tracking the satisfaction of persons served. Each year, managers learn of the results and lead their teams according to areas of excellence and need for improvements.

Results for this year demonstrate that responses for all thirty eight (38) questions included in the original baseline questions in 2002 showed an increased score; twenty two (22) of these results were statistically significant. The current standardized survey has been administered annually for six years.

As in previous years, Kinetic Flow Corporation collected qualitative (recorded verbal responses to questions) and quantitative (recorded a number that described a level of satisfaction) responses from individuals and families served. The number of households contacted and surveyed, 1093, represented a statistically valid sample of the population served by TCRC. This means that the responses obtained can be considered to be representative opinions of the entire population. The respondents were persons with developmental disabilities (22%), parents (73.3%), siblings (1.1%), other family members (2.2%) and others (1.5%).

The typical survey respondent was the parent of a male child under the age of 13 years old living in the family's home with an ethnicity of White and English as the family's primary language. Over 63% of the individuals were under age 23 years old, consistent with study demographics. The remaining individuals were 23-49 years of age (29.7%) and 50+ years (8.3%).

The demographic mix reflected the ethnicity profile of TCRC's population with 45% White, 32% Hispanic/Latino, 4.9% of other races (Filipino, Chinese, Korean, Native American, other Asian), 1.5% African American and 16% of unknown ethnicity. A majority of persons responding live with a parent or relative (76.8%). Persons living independently and with supports comprised 13.4% of the respondents; 2.3% live in group homes.

Over the last several years of administration of the survey, results have been evaluated according to areas considered to be key in determining satisfaction. In 2007, these areas were:

- Considering cultural needs and preferences
- Convenient timing and location of the Individual Program Plan (IPP) meetings
- The plan meeting the needs of the person served

In 2008, the key areas included:

- Choice of services
- The plan meeting the needs of the persons served
- Advocacy from the service coordinator for services
- Information about services funded by the regional center

In response to a question, added this year, about how persons view their relationship with the regional center, individuals and families responded that they look to the regional center to provide choices, good planning, information and advice. Forty six percent (46%) of respondents described their relationship with the agency as a partnership.

Overall results in 2008 indicate that progress is perceived with responsive service coordinators and plans reflecting choice and information.



Strategic & Performance Plan Activities for 2008 in Seven Focus Areas

1. **Family Services**

Family Resource Centers along with TCRC Early Start staff planned person centered training for parents about the regional center system and the resources of public schools. Early Start managers worked with a statewide Early Start team for implementation of person centered practices. Results of the survey administered to families of children with autism were considered in the development of services and supports.

2. **Healthcare**

Training was conducted for parents to determine the best way to access private insurance benefits; a resource list of Medi-Cal providers was developed by the Rainbow Family Resource Center in Ventura County. Seven (7) presentations were delivered by TCRC staff to a total of 131 healthcare professionals about the special medical needs of persons with developmental disabilities.

3. **Training**

Sixty-nine (69) events reached 1,750 staff, TCADD Board members, service providers and individuals served. An additional 4,534 persons participated in 123 community outreach events. Three (3) mentor candidates and one trainer were certified by The Learning Community, and eight are working towards certification.

4. **Housing**

The TCRC Five Year Housing Plan, with a target of 500 housing units over the next five years, was developed with input by the TCRC Housing Committee and the TCADD Housing Task Force.

5.1 **Employment**

The TCRC Employment Task Force formed and sponsored events between employment service providers and service coordinators. Transportation employment needs were addressed through providing information to Transportation Commissions. Communications among regional center, public school and job developer agency staff occurred through regular conference call meetings.

5.2 **Life Activities**

The six pilot programs developed by the Alternatives to Traditional Day Services (ATDS) Committee and partner providers were evaluated by for fiscal efficacy and impact on the quality of the lives of persons served.

6. **Autism**

The Autism survey was developed and reviewed by stakeholders before administration in November 2007. Services for persons with autism were reviewed for evidenced-based approaches by TCRC's clinical team.

7. **Advocacy**

Peer Advocate Specialists surveyed day programs about persons served knowledge of self and legislative opportunities. Staff partnered with the TCADD Government and Community Relations Committee to honor Assemblymember Sam Blakeslee for his efforts to develop the Warren Mattingly Signature Stamp Act. Four legislator visits were also conducted.

The End of Year 2008 Report is available at [http://www.tri-counties.org/about-tcrc/strategic-performance/documents/SPP-2008-EOY-030209-V.5-TCADD Review.pdf](http://www.tri-counties.org/about-tcrc/strategic-performance/documents/SPP-2008-EOY-030209-V.5-TCADD%20Review.pdf). Desired outcomes for each Focus Area are documented according to achievement of each annual target as well as a description of all strategic actions taken.

Board of Directors & Leadership



Stan Deakin
President,
Chair, Exec Committee



Sandra Aldana,
Vice President, Chair,
Administration Committee



Robyn Adkins
Co-Chair, Government
& Community Relations
Committee



Justine Blevins
Chair, Services & Supports
Committee



Bob Cobbs



Charles Devlin
Co-Chair, Vendor Advisory
Committee



Cathy Farrar
Chair, People Advisory
Committee



Mani Gaur



Julie Kahn
Co-Chair, Government
& Community Relations
Committee



Nancy Kavin
Secretary
Chair, Board Development Committee



Donna Moore



Shanti Nadiminti



Kathleen Redmond
Chair, Alternatives to Day
Programs



Kathy Reed
Chair, Audit Committee



TCRC Leadership Team

TCRC Executive Team

Omar Noorzad, Ph.D.
Executive Director

Lorna Owens, MBA
Chief Financial Officer

Michael Nagel, SPHR
Director of Human Resources

Patricia Forgey, MA, MBA
Director of Community &
Organizational Development

Frank Bush, MSW, LCSW
Director of Services & Supports

Dominic Namnath
Chief Information Officer