

NEW HORIZONS

STRATEGIC PLAN – FISCAL YEAR 2021 REVISION STAKEHOLDERS EDITION





“The journey is never ending. There’s always going to be growth, improvement, adversity; you just have to take it all in and do what’s right, continue to grow, continue to live in the moment.” – Antonio Brown

Mission Statement

New Horizons empowers people of all abilities to reach their full potential.

Vision Statement

Together, we're building an inclusive world that celebrates strengths, respects abilities, and embraces diversity.

Tagline

Bold Futures. Unlimited Possibilities

CORE VALUES:

Quality of Life

We believe that persons with special needs should be able to lead healthy, safe, meaningful, and productive lives; exercise self-determination over their lives; fully participate in, be accepted by, and give back to the community in which they live.

A Culture of Caring

We are committed to providing a culture of caring in which the clients we serve, families, staff, and volunteers feel valued and respected; their voices are heard; their opinions matter; and they are held in the highest regard.

Learning and Accomplishment

We promote continuous learning and the pursuit of one's potential, personal responsibility, and results-based accomplishments.

Partnership

We embrace partnerships with clients, families, staff, volunteers, business relationships, and community resources. Through these partnerships, we strive to enhance our ability to serve our clients and to provide value to our partners. Our services are based on client choice and preferences; teamwork among everyone; and partnerships with community resources.

The Pursuit of Excellence

In everything we do, we are committed to the pursuit of excellence and devotion to the highest standards of professionalism, ethics, and integrity.

Accountability

We hold ourselves accountable to those we serve, our partners, and to the community. As good stewards of the resources over which we have responsibility, we give the highest priority to managing these resources in a manner that sustains our mission and fosters the highest level of trust from all of our partners.

A Brighter Future

We strive to create a brighter future for all by advocating inclusion and greater opportunities for individuals with special needs, serving as a community education resource, and providing value to the community.

Background

New Horizons is a nonprofit organization committed to serving individuals with intellectual and other disabilities and creating an environment to fulfill their dreams and aspirations.

New Horizons was originally opened in 1954 by a group of concerned parents of children with Downs Syndrome. Since then, NH has evolved into a proactive service provider with a broad offering of services and support for over 1,100 individuals annually who live or work in the San Fernando Valley area. NH has a wide variety of programs and services, including a variety of day programs, a full-service training and employment division, and a variety of residential and community living services options.

New Horizons (NH) and other programs like ours are experiencing significant changes in the disability industry, with a strong emphasis now on inclusive, community-based and person-centered services. At the same time cost pressures from minimum wage increases, governmental budget limitations and unfunded mandates cause significant financial strain on the industry as a whole.

With the pandemic, we have had to face further significant challenges including how COVID will affect our ability to provide services to our clients, funding uncertainties, and other significant challenges, the New Horizons' Board and staff are prepared to not only persevere, but to thrive. Overcoming challenges is a part of what our clients do on a daily basis, and as their partners on this journey, we too shall overcome so that we may continue to provide supports and opportunities for individuals with special needs.

The decisions that we make now set the course for a bright and sustainable future for the individuals that we serve and for the NH agency overall. While, as of this writing, there are still many unknowns, we will continue to be proactive to ensure that we have safe operations for our staff and clients, and to find innovative ways of operating during this unusual time in our history. We are confident that our examination of current programs as well as of new initiatives and opportunities will promote strong solutions that serve our members, our constituents, and our community both effectively and efficiently.

INDUSTRY STRUCTURE

The disability industry within the state of California operates a statewide network of 21 Regional Centers. Service providers, such as New Horizons, become vendored regional center service providers with one or more Regional Centers (the primary hub of service coordination, helping individuals with disabilities develop, purchase, and manage a plan of services needed). The service provider is then an approved entity to provide specified services, with the majority having no cost to that individual.



Funding for services is provided to the service provider from their Regional Center, which in turn receives its directives and funding from the State Department of Developmental Services (DDS). New Horizons' primary center is North Los Angeles County Regional Center (NLACRC) which serves over 26,000 clients in its catchment area which includes the San Fernando, Santa Clarita, and Antelope Valleys.

STATE OF THE ENVIRONMENT

The key driver of long-term industry change has been Legislation and the resulting evolution of regulations and guidelines for service providers. The Home and Community Based Services (HCBS) Final Rule is the comprehensive set of regulations and includes a Person-Centered Plan (PCP) process. In California, all HCBS services for employment options, day programs, residential and non-residential settings (including licensed homes), and other independent living options, must meet the requirements to keep receiving federal funds. Full compliance with HCBS statewide transition plan must be met by March 2023.

The HCBS rules are intended to ensure that people with disabilities: 1) have full access to participate in the community; 2) have the opportunity to work and can earn the same wages as other community members, and; 3) have their preferences honored and their rights protected.

Person-Centered Plan (PCP) guidelines state that the process must: 1) be fully directed by the individual (which may include others of their choice); 2) provide information and support for this process; 3) integrate their preferences; 4) consider the cultural environment, and; 5) provide a process to address concerns and formulate updates to their plan.

With less than two years until the Final Rule deadline, our Strategic Plan for 2021 continues the planning necessary to reach that milestone. This includes determining how and where we provide services, the need for ongoing staff training, developing supporting infrastructure, and, in general, promoting a nimble organization that can continually adapt in order to meet the needs of our clients, funders and other significant stakeholders.

Of course, the other key consideration is to continue to be hyper-vigilant about health and safety considerations for both our clients and staff. As we write and approve this document, the pandemic is still in full swing, with no clear date for a vaccine or a return to 'normal' services. This has greatly altered our service delivery model, including for the first time in our history, not having clients on our campus, limiting visitors to essential personnel at the group homes, and providing a majority of our programs and services remotely.

Landscape for the New Horizons Strategic Plan

New Horizons provides support and services for our members with the understanding that the duration of the state of emergency continues to be unpredictable, and our work environment can move in and out of phases. Our community-based programs, day programs, and residential programs are providing individualized and ratio services under various funding codes, and parts of our service delivery look different as we implement virtual options and more flexibility into scheduling and activities. Blended supports and services provided are driven by the PCP process and have been reinvented to comply with DDS directives which outline COVID-19 restrictions and the re-entry framework for Los Angeles County.

New Horizons is adapting to COVID-19 workplace disruptions and changes which have caused a noteworthy shift in the emphasis of inclusive, community-based services. Our highest priority is to follow the guidance of our Federal and State officials and health agencies pertaining to infection control, prevention, and safety. The industry is impacted by cost pressures, modified funding policies, reconfigured transportation options, and increased restrictions for in-person major events and center-based program participation.

As a well-established organization that has met many challenges during the last 66 years, NH continues to carry out its activities with agility and confidence. Within a framework of resilience, innovative thinking, and deep commitment, our leadership team and staff implement strong solutions ensuring careful attention to financial stability and sustainability and a steadfast focus on providing high-quality support and services to our clients and community of stakeholders.

Finally, you will note in this document that we refer to our participants as both clients and members. While we are still in transition from the former term to the latter, both terms will be used as we revise our documents and policies. After much discussion, we chose to move to the “member” verbiage to signify that the individuals that we serve are not just passive participants, but active, vital *members* of the New Horizons organization.

Core Assumptions

New Horizons will position itself to be a preeminent provider of services to a broad spectrum of individuals with disabilities in Southern California. To do this, all existing and new programs, services and related infrastructures will be evaluated and maintained using the following key attributes: New Horizons will:

- Follow protocols from our COVID-19 Protection Plan Measures designed for fast employment with end-to-end components that provide location readiness, self-serve health and safety tools, and case management tools aligned with facility-related best practices.
- Ensure that every area of service is striving to be best in class with well-trained employees providing exceptional services.
- Review all programs and services to ensure that each department operates with financial integrity, thus ensuring the long-term viability of the agency.
- Demonstrate that our programs are effective, valued by our constituents and other key stakeholders.
- Align all programs and services with the needs of our clients to ensure that we have a full range of desirable options for our consumers.
- Provide sophisticated and timely data and outcomes measurements.

FY21 STRATEGIC PLAN OBJECTIVES

BOARD AND STAFF DEVELOPMENT				
Drivers	Actions/Ideas	Timeline	Responsibility	Notes
1. Continue the redevelopment of the Friends of New Horizons and Emeritus Committees begun in FY20	Engagement and retention with this key group of stakeholders is important. Continual relationship building is a priority including increased community outreach, involvement in events, and expanded interconnectivity with various mission values to support deepened grant appeal for funding opportunities. Strengthening and encouraging consistent participation is key, possibly including a limit to the number of absences per year for particular leadership groups which would deem voluntary resignation.	7/1/20 through 6/30/21	CEO, Board Chair, Governance Committee, Sr. VP of Development	
	Emeritus Committee to meet on a quarterly basis, with ownership of one or more major projects.	12/30/20	Emeritus, CEO, Board Chair	
	Discuss the Friends of New Horizon Committee with the Executive Committee	12/30/20	Executive Committee and CEO	
2. Evaluate all staffing needs and requirements to ensure strong resourcing and leadership throughout the organization	Driven both by the COVID-19 climate and our strategic changes, program services have been modified to what may develop into new and permanent hybrid service delivery systems. Define reskilling solutions from end user perspectives which are directly connected to PCP, and align skill discussions with demand and supply. Give attention to updates about future changes based on COVID-19 and organizational restructuring considerations.	12/31/20	CEO, HR, Program Directors	

3. NH will provide training to assist staff with meeting all noted requirements, changing protocols and the need for a wide base of knowledge so that they may work in multiple departments as appropriate	Training will take place on a monthly basis, and in addition to the standard items, a focus on safety, technology and working with special populations will be introduced.	All Year; There will be a minimum of 12 trainings per year, with other specialized training added as needed/warranted	HR, C-Suite Staff	
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Development, Marketing and Communication

Drivers	Actions/Ideas	Timeline	Responsibility	Notes
1. Volunteers bring new ideas, new energy and additional resources to our programs and services	<p>Increase volunteer base by 20% despite negative impacts of COVID-19 in this fiscal year and increase the number of projects that relate directly to client services by 15%. Additionally, create new and innovative ways to recognize our volunteers.</p> <p>Other key projects include campus beautification, family participation (virtually) and deepening volunteer relationships so that they may become donors as well.</p>	Reports on progress will be generated on 1/1/21 and 6/30/21.	Volunteer Manager, Development Dept., Advancement Committee	
2. With the pandemic, all of NH's development events must be reexamined to check for viability, functionality, and profitability.	<p>All three events have been revisited but will still exist in this fiscal year.</p> <p>The NH Gala will take place in April 2021. Decision on whether to make it a virtual event must be made by spring.</p> <p>The NH Golf Tournament is currently scheduled for June of 2021. This appears to continue to be a viable event in spite of COVID.</p>	<p>3/1/21</p> <p>6/20/21</p>	Advancement Committee, Development Dept., CEO	

<p>2. Continued</p>	<p>The NH Walk may be postponed to July 2021. We will update the SP as needed.</p> <p>All planning is TBD (as safety guidelines permit).</p>	<p>7/21</p>		
<p>3. While NH has three successful community (fundraising) events, none of them are vehicles to bring in additional volunteers and supporters to the organization</p>	<p>Develop a new, innovative event that will have an appeal to individuals beyond just our mission. Expand donor base by 15% and the overall effect of fundraising.</p> <p>Plan one new event for the 2020-2021 Fiscal Year (depending on how the Pandemic plays out)</p>	<p>6/30/21</p>	<p>Development Dept., Advancement Committee, CEO</p>	
<p>4. Communication is essential as the agency evolves, responds to health and safety needs, and connects with the community. NH must continue to find innovative ways of involving, ingratiating and reciprocating with our staff, Board and community partners.</p>	<p>Three Town Hall meetings are to be scheduled (virtual or in person depending on the safety guidelines).</p> <p>Quarterly newsletters to be scheduled and in place.</p> <p>Monthly “special” announcements to go out via the internet as warranted.</p>	<p>Oct 2020, December 2020 and January 2021</p> <p>July 2020</p> <p>November 2020</p> <p>Jan. 2021</p> <p>April 2021</p> <p>As needed.</p>	<p>HR Communication Manager, Sr. Director of Development & Communications, CEO</p>	

Infrastructure and Sustainability

Drivers	Actions/Ideas	Timeline	Responsibility	Notes
<p>1. Comprehensive Reporting System needed</p>	<p>Complete the implementation of a comprehensive reporting system to include accounting, planning and budgeting, scheduling as well as both quantitative and qualitative client outcomes information. This coordinated system will address the scalability of reporting issues and ensure updated, accurate, accessible budget and revenue information while adding sophistication to planning and scheduling processes of client information.</p> <p>This will include implementation of the Sage accounting system, a new/improved data management system, and other platforms as needed.</p> <p>Information gathered, especially related to client outcomes, will be gathered and used to drive future programs and services.</p> <p>Implement the new system</p>	<p>12/31/20</p> <p>6/30/21</p> <p>6/30/21</p>	<p>CEO, EVP, CFO, Director of Business Operations and the NH Leadership Team</p>	
<p>2. COVID-19 Financial Impacts</p>	<p>Analyze COVID-19 financial impacts, resolve PPP loan forgiveness and quantify net impacts. Develop POV on sources/uses of the net impact. Coordinate results with Development/Programs to agree on any modifications to budgets and/or funding strategies according to new projections and operational needs/priorities for sustainability.</p>	<p>12/31/20</p>	<p>CEO, EVP, CFO, Director of Business Operations, Program Directors, Finance Committee</p>	

3. Standard Reporting Package	Develop and implement a standard reporting package to support staff and board reporting and decision making. Providing standardized reporting packages will ensure cross-the-board knowledge and talking points as we encourage and engage in increased community outreach activities and communication. Attract new stakeholders as a valued component of sustainability.	12/31/20	CEO, EVP, Sr. Director of Development & Communications	
4. Explore opportunities to lease out portions of the NH campus.	Review opportunities to use the campus to bring in additional revenue to the agency and build partnerships outside our “normal” contacts.	All Year	NH Property Manager, Director of Business Ops, CEO	
5. Review all contracts, billing and partnerships to ensure that we are maximizing billing and efficiencies.	Review all contracts, including DOR, NLACRC, consultants, and vendors.	3/31/21	Finance Team, Program Team, EVP	
6. Overtime and staffing shortages affect both the bottom line and staff morale, and must be contained.	<p>Research and purchase scheduling software. This was originally identified last FY and funded by the Ahmanson Foundation, but funds were reallocated to meet IT needs for staff and clients due to COVID.</p> <p>Given other changes, we will re-research additional software options to ensure it’s a good match with our new systems, and seek a new grant to fund it.</p>	<p>Software identified by 12/31/20.</p> <p>Purchased and Implemented by 3/31/21</p>	Strategic Planning Committee, CEO, NH Leadership Team	

New Initiatives

Drivers	Actions/Ideas	Timeline	Responsibility	Notes
<p>1. Restart GoGrocery program, and design and implement the GG nationwide training program.</p>	<p>Hire new NH employee to run the day to day operation, and a manager to oversee all aspects of the GG program, solidify funding with DOR and NLACRC, and place 16 clients in the grocery field.</p> <p>Ensure that all materials are ready for the national launch of the GG program, including training guides for participants and leaders, welcome/intro videos, develop “seats” for participants, and track outcomes and user satisfaction from external partners.</p>	<p>10/31/20</p> <p>6/30/21</p> <p>3/31/21</p>	<p>CEO, EVP, Special Initiatives Director</p>	<p>Full curriculum, videos and welcome packet developed as of 10/31/20. Need to develop market materials and sync with CIF.</p>
<p>2. Roll-out Custodial Training Program</p>	<p>Develop a full curriculum, including SOW, timeline, and funding stream for this social enterprise. Phase II is to move cleaning beyond the campus site to ensure that skills learned are well-rounded and industry specific.</p>	<p>3/31/21</p>	<p>CEO, New Director, EVP</p>	
<p>3. Youth Navigation Program</p>	<p>Continue the roll-out of the new Youth Navigation Program under the auspices of the Windsong Grant. Develop program curriculum, speak with school counselors and get input. Identify, coordinate, and manage participants’ needs. Build components to guide services toward person driven goals.</p> <p>Build internal connectivity and flow of information and client connectivity within the NH agency.</p> <p>Seek additional funding for year two of the program.</p>	<p>7/1/20</p> <p>12/31/20</p> <p>4/1/21</p>	<p>Youth Navigation staff, CEO, EVP</p>	

4. Implementation of the CIF Tool	Fully implement the CIF initiative to support the evaluation of life skills and the development of comprehensive personal goals.		CIF Specialist, Program staff, CEO, EVP	
5. Evaluation of Merger Opportunities	<p>Become fully prepared to evaluate and resource merger opportunities.</p> <ol style="list-style-type: none"> 1. Explore existing M&A opportunity, including a presentation to the NH BOD. 2. Develop template to use for other potential merger opportunities. 	<p>7/31/20</p> <p>6/30/21</p>	CEO, M&A Committee, Exec. Committee, Other Stakeholders	
6. Develop a Member Intake Center	New Horizons needs a Member Intake Center to highlight all of the programs that are off site, build camaraderie with potential participants and their families, and stress the member choice for services.	1/1/21	CEO, EVP, Facilities, Development Dept.	
7. CARF - May 2021 (approx. date)	<p>Designate a Leader, Team set up, design month by month POA, fulfill timeline and action steps from each department, align materials, unify the look of the forms and reports, review and ensure that departments understand the details and expectations of each section of their required documentation.</p> <p>Develop internal team for oversight of the CARF process and outcomes by department. Goal is to have all CARF materials completed well before the review</p> <p>Set for a three (3) year certification with five or fewer recommendations.</p>	<p>10/1/20</p> <p>3/1/21</p> <p>6/30/21</p>	Special Initiatives Director	

Optimizing Program and Service Options

Drivers	Actions/Ideas	Timeline	Responsibility	Notes
1. Evaluation of Day Services	Continue to evaluate, and when necessary, restructure Day Services based on both COVID-19 and funding framework considerations. Strive to define and provide new best-practice levels of support to be considered the best in California and beyond. This may require additional infrastructure.	12/31/20	EVP, Program Staff, Director of Business Operations.	
2. Supported Employment and growth	Continue to focus on Supported Employment and growth of the number of clients working, with a target to eventually double the number of clients served in Employment Services. Maximize our various training programs to support work readiness and an increased focus on careers versus jobs.	POA developed and in place by 1/1/20. Double program size by 2024	CEO, Employment Services	
3. Housing Strategy	Develop a more comprehensive housing strategy which includes: 1) Moving clients into Reseda Ranch, 2) Completing re-licensure and refurbishment of existing group homes to have them filled again by year-end, and 3) Developing a POA to provide additional client housing options that are safe, reliable and affordable. May include consideration of “transitional” housing throughout the NH housing continuum. Review short and long-term options for clients, including how to successfully transition clients as appropriate.	1/31/21 6/30/21	EVP, Program Staff, Director of Business Operations	
4. Many existing clients of the NH agency prefer existing services versus new options.	While there will need to be adaptation, when feasible, current services need to stay in place to ensure that our current client base’s needs are recognized and supported.	On-going	EVP, CEO NH Leadership Team, Program Committee	

5. Outcomes data to be evaluated and reported on a quarterly basis to help guide best practices moving forward	Data needs to drive programming and services. Once systems are in place (see Infrastructure), set up a regular meeting of key stakeholders to discuss intake, exit and other program data to drive services for the NH Leadership Team. This includes setting up a Quality Assurance Team as well.	Fully implemented by 1/31/21	All Program leads to participate, IT, Director of Business Operations, EVP	
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Real Estate and Facilities

Drivers	Actions/Ideas	Timeline	Responsibility	Notes
1. Campus Use	Make a definitive decision on the best use for the NH campus.	3/31/21	Real Estate Task Force, CEO, EVP, Facilities Team	
2. HUD Connection to Homes that Reach the 40 Landmark	Decide if we want to pay off our residential homes that will have reached their 40-year mark of operation.	6/30/21	Real Estate Task Force, EC, CEO, EVP	
3. The NH agency should be safe, welcoming and conveniently located to maximize space needs and create a healthy environment	Evaluate the NH campus for efficiency, usefulness, cleanliness, and overall use. Evaluate the needs and expectations of the next generation of clients and their families for our campus. Create a POA for the campus.	12/31/20	CEO	

<p>4. NH has extensive resources tied to our campus site which could be used to further our mission and the expansion of the NH agency. With a projected decrease in the number of clients on campus, determine our footprint needs both now and over the next 10+ years</p>	<p>Utilizing the TAP report, key stakeholders, and the Real Estate Task Force, make recommendations regarding the best use of our campus site. Explore other options in the community as an alternative to our existing set of buildings.</p>	<p>3/31/21</p>	<p>RETF, CEO, EVP, Facilities Team.</p>	
<p>5. 15859 Parthenia, one of our 12 group homes, is not the HUD family of residential sites, and as such, has not had the same support to maintain the facilities.</p>	<p>Once we have approval, make agreed upon changes to the site with minimal disruption to the residents of the site.</p>	<p>6/30/21</p>	<p>EVP, Director of Residential Services, Property Manager</p>	
<p>6. Clean up the Campus</p>	<p>Create a new POA for the site. The type and depth of the changes will depend on decisions made by the Real Estate Task Force, EC and BOD</p>	<p>6/30/21</p>	<p>RETF, EC, Board of Directors, CEO, EVP</p>	
<p>7. Reseda Ranch Project</p>	<p>In collaboration with the NH Emeritus Council, review options and funding for a “client and family retreat” center in the backyard of RR. Exploration should include a planting garden, family picnic area, water feature and quiet zone for clients, their families, case managers, and other NH stakeholders to use.</p>	<p>6/30/21</p>	<p>Emeritus Committee, Development Team, CEO</p>	

Appendix 1: Competitor Listing

The community of service providers perform essential services and New Horizons, along with many organizations, lead the way. The following is a non-exhaustive list of providers in our geographic area that provide similar services to New Horizons:

Organization	Email	Year of Incorporation	Annual Budget	# of People Served (Consumers) Per Year	# of Employees	Regions Served (e.g. Orange County, Los Angeles, etc.)
AbilityFirst Lori E. Gangemi, President/CEO	lgangemi@abilityfirst.org	1934	\$18,000,000	2,000	300	Los Angeles and Inland Counties with larger reach for camp
CLIMB, Inc. Bill Young, Chief Executive Officer	wdyoung@climb-inc.com	1977	\$7,900,000	195	153	Los Angeles County
Easterseals Southern California (ESSC) Beverly Mendez, Chief Operating Officer	Beverlyn.Mendez@essc.org	1988	\$49,221,618	1,643	885	Los Angeles, San Bernardino, Orange, Riverside, San Diego & Imperial Counties
Exceptional Children's Foundation (ECF) Scott D. Bowling, President/CEO	sbowling@ecf.net	1946	\$27,000,000	4,800	400	NLACRC, WRC, LRC, HRC, ELARC, SCLARC
Hope House, Inc. David A. Bernstein, Executive Director	dbernstein@hopehouse.org	1963	\$6,500,000	100	215	Los Angeles & Statewide
Jay Nolan Community Services Edward Amey, Executive Director	Eamey@jaynolan.org	1976	\$18,700,000	460	550	Los Angeles & Surrounding Counties & Santa Clara County
Lincoln Training Center (LTC) Caron Nunez, President	cnunez@lincolntc.org	1964	\$19,600,000	650	275	Los Angeles & Statewide
New Horizons John C. Brauer, President/CEO	JBrauer@newhorizons-sfv.org	1954	\$17,000,000	1,100	425	Los Angeles & Ventura Counties
PathPoint Henry (Harry) Bruell, President/CEO	Harry.Bruell@pathpoint.org	1964	\$28,000,000	2,900	500	Los Angeles, Kern, San Luis Obispo, Santa Barbara & Ventura Counties

Organization	Email	Year of Incorporation	Annual Budget	# of People Served (Consumers) Per Year	# of Employees	Regions Served (e.g. Orange County, Los Angeles, etc.)
The Arc Los Angeles & Orange Counties Donna Lindley, Chief Executive Officer	dlindley@thearclaoc.org	1956	\$4,151,700	212	67	Los Angeles & Orange Counties
Therapeutic Living Centers for the Blind (TLC) Bonnie Schlachte, Executive Director	bSchlachte@tlc4blind.org	1975	\$10,500,000	245	265	Los Angeles & Ventura Counties
Tierra del Sol Foundation Rebecca Lienhard, CEO	rlienhard@tierradelsol.org	1971	\$18,000,000	750	350	NLACRC, WRC, LRC, SGPRC, ELARC, PRC, IRC
United Cerebral Palsy of Los Angeles, Ventura and Santa Barbara Counties (UCPLA) Lori Anderson, President/CEO	landerson@ucpla.org	1944	\$45,000,000	1,100	900	Los Angeles, Ventura, Santa Barbara, Orange, San Luis Obispo & San Bernardino Counties
Valley Village Debra (Deb) Donovan, Executive Director	debra@vvc.org	1971	\$21,788,000	400	349	Los Angeles
Villa Esperanza Services Kelly White, Chief Executive Officer	KWhite@villaesperanzaservices.org	1961	\$15,200,000	750	330	Los Angeles & Ventura Counties

Los Angeles Coalition Totals:

\$315,061,318

17,755

6,189

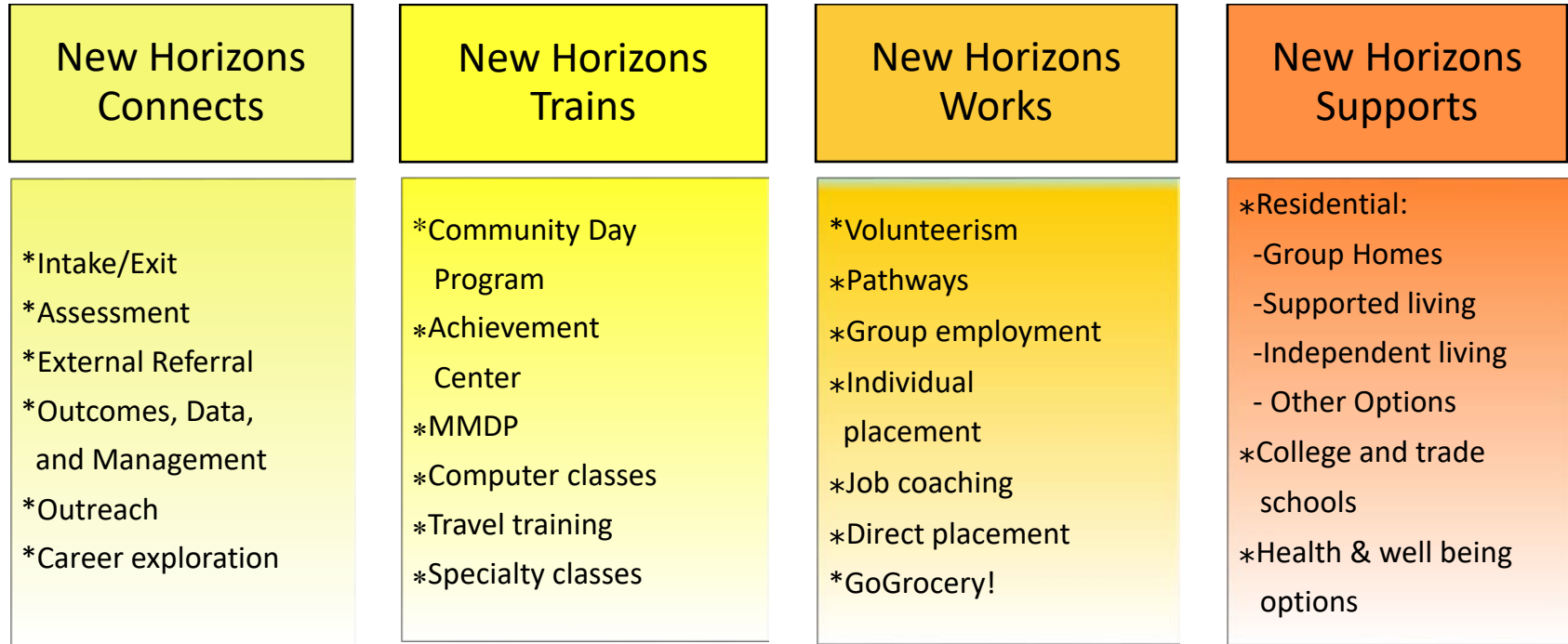
Appendix 2: Implemented COVID-19 Protection Plan Measures

Drivers	Actions/Ideas	Timeline	Responsibility	Notes
1. Facilities Maintenance	Parking lot hand washing stations and building restroom facilities are cleaned and sanitized on a frequent basis to maintain safe protocols. operational.	3/2020	Facilities Director, IT, Security, Custodial Services	
2. Physical Distancing	Limit the number of people at one time on campus, in buildings or any enclosed space to allow social distancing as prescribed by Local Public Health Dept. and what is allowable within the natural environment with a monitoring system that verifies the location and time of physical attendance. Modify conditions as social distancing limitations lessen from 6 feet to other distances. The exception is direct services protocol.	3/2020	IT & Security	
3. Environment	Have a designated isolation/wait room (<i>with tools for monitoring occupancy, health supplies and safety procedures</i>) for anyone who is sick and going home. Define and direct exclusive entrance and exit routes to limit unauthorized entry and to restrict crossing traffic flow at the campus. Designate areas for social distancing exchange.	3/2020	IT & Security	
4. PPE	NH management must use every resource to ensure that NH staff and members have the essential safety equipment that they need. Face masks and/or shields will be a requirement for all members, staff, vendors and guests of the agency at all times until the mandate has been lifted.	7/1/2020	HR	

5. Entrance to Campus	Everyone (staff and visitors) coming to the campus must have an appointment, wash their hands, be identified, and have their temperature taken by a non-contact thermometer at the security booth before entry.	7/1/2020	IT & Security	
6. Transportation Vehicles	Physical distancing guidelines must be used and the number of persons per vehicle should be based on current guidelines. This includes all riders, staff, and the driver. Everyone must use face coverings.	7/1/2020	IT & Security	
7. Protection Plan alignment with State and Local Health Department notices	HR, IT, and Security check the updates about COVID-19 daily/weekly and make appropriate adjustments in operations.	7/1/2020	HR, IT & Security	
8. Program specific items:	Ensure that all programs are meeting state and local guidelines for safety and well-being of our members and staff.	On-going	All Staff, NH BOD	

Appendix 3a: Horizons Organizational Structure (from FY20 Strategic Plan)

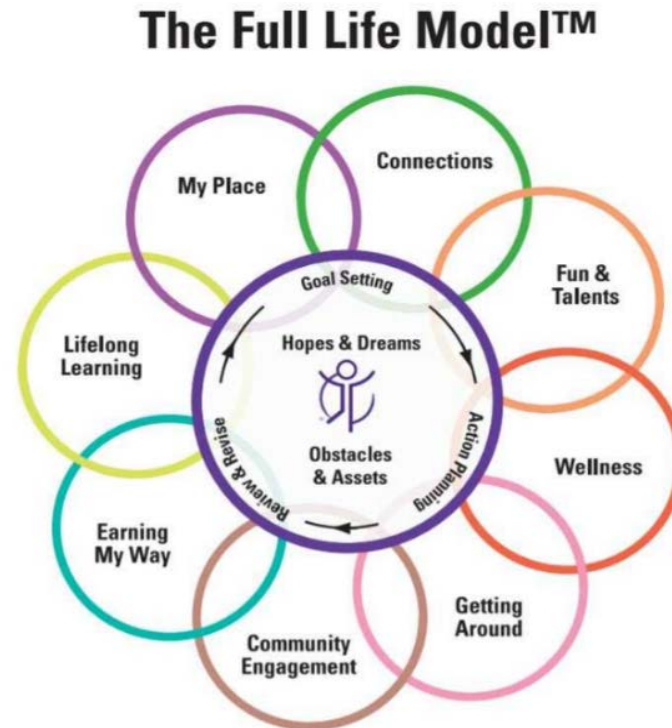
To meet these core assumptions, the NH organization will align our programs into four key divisions, as well as provide five areas to support the overall infrastructure:



Appendix 3b: The Four Pillars of Service at New Horizons

New Horizons Connects is the vehicle to connect our clients with valuable programs and services, and is divided into three main functions:

1. Intake and Assessment: Using a strength-based, wraparound approach, clients work with our team of experts to identify their strengths and desires, and a road map is created to help them achieve their goals. Using the Full Life Model (see chart below), NH identifies and tracks client skills and assets to help them reach their fullest level of independence and inclusion. The Full Life Model is a systematic, person-centered approach to understanding and developing the skills essential to each client's unique life goals.



2. Placements and Referrals: assisting clients focus on finding the right services to meet their needs, including:

- a. Connecting clients and their families with funding to cover the cost of services.
 - b. Connecting clients to the services that they need to meet their stated goals, including both NH programs, and external options such as college, trade school or other community opportunities.
 - c. Assisting clients and their families find safe and effective residential options.
 - d. Partnering with other nonprofits, businesses and government agencies, NH creates connections beyond our own services to best fulfill client needs, including working with other nonprofit agencies.
3. Tracking, Evaluation and Reporting: New Horizons will capture key data to help track client progress in their personal and professional goals, including:
- a. Demographic, diagnostic, health and residential information.
 - b. Using the Full Life Model, outcomes and data related to vocational, social, environmental and activities of daily living.
 - c. Measurable goals for each client tracked and reported. Results to be captured and reported to key stakeholders.
 - d. Client, family member, funder and other key stakeholders to be queried regarding their level of satisfaction with our services, with feedback incorporated into continuous improvement plans.
 - e. Beyond client success metrics, New Horizons will track how well each program performs financially and how it fits in with our vision of services and outcomes.

New Horizons Trains. Individualized programs and services designed to assist clients build and retain skills to live their fullest lives, including:

- Safety, health and wellness programs.
- Broad work-related volunteer training for industry specific jobs.
- Travel training.
- Social skill enhancement.
- Language arts - both written and spoken; including public speaking.
- Creative arts.

- Computer skills.
- Individualized classes to meet the needs and goals of our constituents.

New Horizons Works. Designed around the belief that work is an important option, NH Horizons provides a full array of programs designed to offer meaningful career opportunities, including: :

- New Horizons Career Academy, a program to help clients learn about careers in the community and to provide hands-on options to meet their vocational goals.
- Pathways, a paid training program designed to help individuals explore and develop specific skills for jobs in desired industries while getting paid.
- Social Enterprises, New Horizons owned and operated business designed to provide paid work experience for participants while providing a valuable service to the community.
- Job coaching and placement services, designed to assist employees to choose, get and keep jobs of their choice.
- Group placement opportunities whereby clients work in teams at local businesses and are paid minimum wage or greater.
- Individualized placement services in the community.
- Advancement services designed to assist clients move from entry level jobs to higher paid and skilled positions with existing or new employers.

New Horizons Supports.

- Beyond training and work, a client’s overarching personal well-being is the focus of this division. Where they live, their physical fitness, their entertainment choices, and their social lives are all within the scope of this division.
- NH works to identify, own and/or control other housing solutions for our clients. By having direct access and control, we can assure consistent and appropriate housing for those clients that want to live outside of the traditional family home.

- NH provides supports to help individuals and their families navigate key issues affecting their lives such as social security and other entitlement benefits, community resources, and transportation training and support.
- Physical fitness options, including gym memberships, group physical and social activities, affiliation with Special Olympics are all potential activities. Travel and entertainment options would also fall within the scope of this division.

The four core areas of services reference above are client-centric and focus on how to assist each individual in reaching his or her fullest potential while in our programs.

Appendix 4: New Horizons Org Chart

