

South Central Los Angeles Regional Center's 2020 POS Data Public Meeting Report

As per Welfare and Institutions (W&I) Code Section 4519.5(e)-(f), South Central Los Angeles Regional Center (SCLARC) is required to hold one or more public stakeholder meetings. Due to the pandemic, on March 18, 2020 the Department of Developmental Services (DDS) sent a directive waiving the initial timeframes. Therefore, regional centers were required to hold their public meeting(s) by August 31, 2020 and submit the annual report to the Department of Developmental Services (Department) by December 31, 2020.

On August 24, 2020 at 6:00 PM, South Central Los Angeles Regional Center held a virtual public meeting via the Go to Meeting platform.

Outreach and Communication

Announcement of the Purchase of Service (POS) Data Townhall public meeting was made via email, the SCLARC website and the Everbridge system utilizing a flyer in both English and Spanish (see attachment A). Announcements were made at other virtual public meetings and through SCLARC's Social Media platforms. Attendees shared that social media outlets, other public meetings and the SCLARC website were positive avenues to increase communication and knowledge of the Virtual POS Data Townhall public meeting.

Town Hall Meeting Overview

On August 24, 2020, SCLARC held the Virtual POS Data Townhall Public Meeting from 6:00 p.m. through 8:00 p.m. Since the meeting would be held virtually, SCLARC initially expected between 80 to 100 attendees. However, the August 24th meeting had approximately 160 unique attendees. The Virtual Meeting had two Go to Meeting Links - one for English speakers and the other for Spanish Speakers. The attendees who participated in the virtual meeting were comprised of SCLARC families and consumers, community stakeholders, and Regional Center staff.

Per the W&IC 4519.5. requirement, the meetings were conducted in a culturally and linguistically appropriate manner. The Spanish speaking Go to Meeting line was monitored by Spanish speaking SCLARC staff and professional Spanish speaking interpreters. The POS Disparity presentation and the supplemental guide were also available in both English and Spanish. As part of the presentation of SCLARC's Service Data, staff members presented detailed information on how SCLARC is addressing its service disparities (PowerPoint presentation attached).



As previously mentioned, SCLARC created a supplementary guide which explains the following:

- How to connect with the Regional Center
- An example of a POS Cost Statement and Cost Statement Letter
- Most Used Vendor Codes and Their Descriptions
- Regional Center List of Services by Age Groups
- Descriptions of:
 - Regional Center Services
 - How Eligibility is Determined
 - The Intake Process
 - Assessments
 - Identification Team
 - The Individualized Program Plan
- What is Person-Centered Planning
- The Fair Hearing Process
- SCLARC Meeting Dates
- Parent Advisory Groups Contact Information
- SCLARC Management Personnel Directory
- Keeping Connected with the Regional Center

Participants who wished to discuss additional concerns or their specific cases were provided certain options: 1) able to leave their names and contact information in the chat, 2) were able to contact SCLARC's 1 800 number (833) 725-2721 in the language of their choice, and/or 3) were able to send an email with their information to cmhelp@sclarc.org in the language of their choice.

Identified disparities:

Through analysis of Purchase of Service (POS) data, SCLARC identified areas that illustrate a disparity among different groups. Since 92% of the individuals, we serve are Hispanic or African American, the data tables reflect all other ethnicities under one category. The attached table (see attachment B) outlines the POS per capita by ethnicity for our



Hispanic, African American and all Other Ethnic Individuals. SCLARC found there are disparities among ethnic groups who reside at home of a parent or guardian (*Hispanic Individual Avg. Cost Per Capita \$5,947 / African American Individual Avg. Cost Per Capita \$8,756 / All Others Avg. Cost Per Capita \$5,507*). However, the disparity is much lower when comparing individuals who reside in an out of home environment regardless of their ethnicity (*Hispanic Individual Avg. Cost Per Capita \$92,957 / African American Individual Avg. Cost Per Capita \$91,562 / All Others Avg. Cost Per Capita \$106,073*). The data shows that the majority of those in an out of home placement are higher among the African American population. This difference is more than 50% when compared to Hispanic and All other Ethnicities.

Further analysis of the data for the No POS by Ethnicity shows that for the past three fiscal years Hispanic Individuals with open authorizations continues to increase and Hispanic Individuals with no POS continues to decrease (see attachment C).

SCLARC further analyzed open services provided in the home of the parent or guardian. The most common services for in home individuals we serve include but are not limited to Independent Living Skills, Respite, LVN Respite, Personal Assistance, and Day Services (see attachment D and E). When analyzing the data for these services, the analysis shows that while the POS authorizations are increasing, the non-utilization of these authorized services are increasing as well. When reviewing non-utilization of services, SCLARC identified some of the following reasons: the family's inability to identify a new worker and are not interested in an agency worker, families are not utilizing all of the hours authorized, families request to leave the POS open in case they need services later, vendors are unable to provide staffing (speak the language), and individual is not healthy and is unable to receive service.

Public Comment:

After the presentation, there was a public comment period during which participants voiced concerns, made comments, or asked questions. Individuals wishing to make public comments were asked to write their questions or comments in the chat box and staff would read the questions/comments aloud and some families who preferred could make a comment. The comments during the Go-To-Meeting are attached (see attachment F).



Recommendations and efforts to reduce disparities

The following are SCLARC's recommendations and plan to promote equity and reduce disparities. Attached you will find the PowerPoint presentation with detailed information of the following:

- 1. SCLARC continues to work towards building the skills and capacity of staff by holding monthly training sessions for Service Coordinators.
 - Technical and Soft Skills Training
 - Professionalism
 - Customer Service
 - New Changes to Regulations and Services
 - Information/Training Sessions from Generic Resources
- 2. SCLARC continues to focus on staff training and development that includes the following:
 - a. Person Centered Thinking Development
 - b. Regional Center Services & Generic Agencies
 - c. Protocol for Funding Services
 - d. Annual Cost Statement
 - e. Collateral Materials (List of Services)
 - f. Experienced Staff Shadowing newly hired Service Coordinators

SCLARC continues its recruitment efforts to hire new Service Coordinators to help reduce caseloads and improve service delivery. New staff receives twelve weeks of training and all Service Coordinators receive monthly training to improve customer service and assist with assessing and service delivery.

3. SCLARC opened an office in the City of South Gate: 12226 South Garfield Avenue South Gate, CA 90280. The opening of this office was in response to the community's request to have a local office within the southeast corridor of the catchment area and have the regional center's presence in their community. Prior to the pandemic, SCLARC's Main Office on Western Ave. opened two Saturdays per month by appointment only, for Intake



appointment and Parent Education. Unfortunately, we have not opened SCLARC's offices to the public since the Stay-at-Home order was enacted.

- 4. SCLARC continues to educate families by offering trainings in various areas such as Person-Centered Planning, New Parent Orientations, and referring to the McClaney Family Resource Center (FRC). Prior to the pandemic, the Family Resource Center offered parent educational opportunities monthly at both the Los Angeles and South Gate offices. The FRC also provided bimonthly bilingual parent education presentations in Lynwood, held resource fairs in Bell and South Gate, and utilized partnerships with local community centers and libraries to provide parent education in South Gate and Huntington Park. Presentations included Regional Center Services, the Individual Program Plan (IPP) process and a workshop regarding In Home Supported Services. The presentations and workshops are currently being held virtually.
- 5. SCLARC continues to train the vendor community to improve service delivery. The training sessions include but are not limited to Person Centered Training, Self Determination, Employment, Vendor expectation and Title 17 regulations. In addition, vendors receive clinical trainings and technical assistance is provided as needed.
- 6. SCLARC is in the process of initiating a virtual 2-hour Person Centered Thinking Trainings for families in English and Spanish. Due to the pandemic, the original schedule was delayed.
- 7. SCLARC will continue to fund the Disparity Specialist Position to assist regional center staff with following through with the individual's requests and improve POS funding. The Disparity Specialist staff provides hands on training to Service Coordinators, provides coaching to staff, collaborates with vendors to ensure service delivery, collaborates with our Parent Navigator Program and case management staff, monitors SCLARC's 1-800 number and case management email, and follows up with all parent issues or concerns identified in public meetings. For the past three years the Disparity specialist has concentrated on working with our Spanish Speaking families in resolving issues and assisting with the authorization of services. This can be verified in the POS Authorized vs. Paid chart (see attachment D). According to the chart, since 2017 authorizations for Personal Assistance increased by 374%, Independent Living Services increased by 131%, Respite Services increased by 108%, LVN Respite increased by 65% and Day Services increased by 29%. The increase in these authorizations is a testament to the changes SCLARC made to its policies, the decision to continue funding the position of the Disparity Specialist and responding to the community's feedback over the years. SCLARC's Disparity Specialist will concentrate on

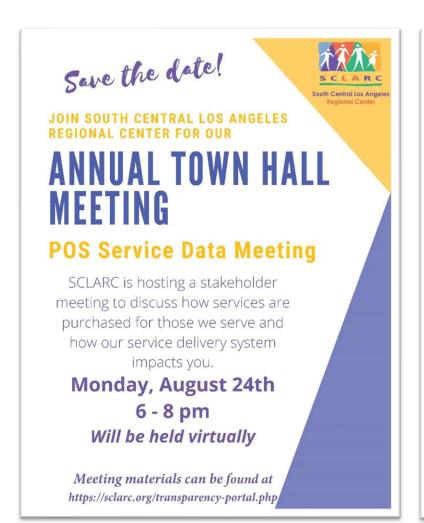


- community feedback and reviewing policies and procedures to reduce the non-utilization of authorized services among the Hispanic population.
- 8. SCLARC continues to offer English and Spanish virtual informational sessions for those who want to participate in the Self Determination Program (SDP) and orientations for current participants of the Self Determination Program (SDP).
- 9. SCLARC continues to operate and follow through with Disparity Funded Programs.
- 10. SCLARC is currently utilizing the Navigator program to assist families and consumers with challenges related to acquiring POS and generic resources. In addition, the Navigator program will continue to provide training to consumers and families regarding SCLARC's menu of services, the IPP, and generic services.
- 11. SCLARC launched two social media channels to stay connected with the individuals we serve to provide them with up-to-date information. SCLARC is scheduled to launch a new website for easier navigation regarding SCLARC's services and information and a Family Portal Application to allow for additional forms of direct communication with families. SCLARC continues to meet with our Parent Advisory Committee on a quarterly basis.
- 12. During this pandemic, although SCLARC buildings are closed to the public our staff are available Monday through Friday during normal business hours to assist the individuals we serve and their families. In addition, SCLARC initiated a 1-800 case management number and a dedicated case management email to assist families with direct communication to the regional center.

In summary, SCLARC believes it is moving in the right direction to reduce the disparity in our community. The decrease in the number of no POS and an increase in POS authorizations for services utilized by individuals who live at home with their families, are great indicators that we are progressing in decreasing disparity. SCLARC's decision to modify POS policies, fund the position of the Disparity Specialist and respond to the community's feedback over the years has made a difference with reducing disparity. SCLARC will continue its efforts to address the inequities in our service system by implementing the aforementioned plan and ensuring that the needs of our individuals' and their families are met.



Attachment A:



How to Join the Meeting

S C L A R C

We recommend to use a Laptop or Desktop PC, or a Mobile Device with the GoToMeeting app to join the meeting.

*You may also call in to only hear the meeting, but you won't be able to interact or ask questions via phone. If you join via phone call and have questions, please email them to sclarcinfo@gmail.com, or text to

323-388-5580. Please include your name, callback number (if you wish to be contacted), and question.

**You don't need to login or create an account to join, simply use the access code below

https://global.gotomeeting.com/join/687102253

You can also dial in using your phone. United States: +1 (571) 317-3122

Access Code: 687-102-253

New to GoToMeeting? Get the app now and be ready when your first meeting starts. On your mobile device go the App Store and search for GoToMeeting, or on your PC use this link: https://global.gotomeeting.com/install

Cómo unirse a la reunión

Para unirse a la junta se recomienda usar una computadora, o dispositivo móvil con la aplicación GoToMeeting instalada.

*También puede escuchar la junta solo por teléfono, pero no poorá interactuar o hacer preguntas por teléfono. Si desea usar el teléfono, favor de mandar sus preguntas por email a sclarcinfo@gmail.com, o vía texto a este número: 323-388-5580. Por favor incluya su nombre, número de teléfono (si desea que se le contacte), y su pregunta

**No necesita crear una cuenta para unirse a la junta, simplemente use el código de acceso de abajo.

https://global.gotomeeting.com/join/315493293

ó, puede unirse por teléfono. United States: +1 (408) 650-3123

Código de accesso: 315-493-293

Primera vez usando GoToMeeting? Descargue la aplicación hoy para estor listo cuando la junta comience. En su celular vaya al App Store y busque GoToMeeting, o en su computadora hoga click en este link: https://global.gotomeeting.com/install



Attachment B:

POS Per Capita Comparison by Ethnicity

	A	В				С				D			
1		Hispanic Individuals				African American Individuals				All Other Ethnic Individuals			
2	FY 2018-2019 Residence	Individual Count		Avg Cost Per Individual	Utilized	Individual Count		Avg Cost Per Individual U	Jtilized	Individual Count		Avg Cost Per Individual	
3	Out-of-State	2	\$19,976	\$9,988	89.7%	1	\$16,172	\$16,172	85.4%	1	\$2,004	\$2,004	39.0%
4	Home of Parent or Guardian	14,035	\$83,459,507	\$5,947	67.5%	3,131	\$27,415,169	\$8,756	66.7%	1,171	\$6,448,238	\$5,507	65.1%
5	Independent Living /Supported Living Developmental Center/State	279	\$7,568,474	\$27,127	71.4%	502	\$16,361,999	\$32,594	69.4%	64	\$1,970,896	\$30,795	79.4%
6	Hospital	5	\$101,960	\$20,392	45.1%	15	\$163,919	\$10,928	49.3%	2	\$5,046	\$2,523	25.2%
7	Correctional Institution	25	\$140,693	\$5,628	71.6%	36	\$329,032	\$9,140	52.8%	5	\$11,920	\$2,384	97.3%
8	Community Care Facility (CCF)	272	\$25,284,324	\$92,957	89.4%	547	\$50,084,646	\$91,562	87.6%	235	\$24,927,123	\$106,073	76.9%
9	ICF Facility & Continuous Nursing	45	\$940,405	\$20,898	63.7%	63	\$1,517,846	\$24,093	73.6%	61	\$1,685,157	\$27,626	76.3%
10	Skilled Nursing Facility (SNF)	21	\$478,324	\$22,777	66.7%	34	\$428,840	\$12,613	85.3%	27	\$148,849	\$5,513	65.3%
11	Foster Home, Children	471	\$1,517,735	\$3,222	64.9%	311	\$872,770	\$2,806	59.2%	177	\$380,653	\$2,151	61.0%
12	Family Home, Adults	14	\$628,910	\$44,922	92.8%	37	\$2,404,007	\$64,973	88.2%	7	\$486,558	\$69,508	90.0%
13	Psychiatric Treatment Facility	3	\$64,108	\$21,369	56.1%	2	\$33,813	\$16,906	98.7%	0	-	-	-
14	Rehabilitation Center	3	\$39,409	\$13,136	87.0%	6	\$33,395	\$5,566	52.9%	1	\$34,531	\$34,531	96.4%
15	Acute General Hospital	9	\$126,848	\$14,094	78.1%	15	\$874,596	\$58,306	88.6%	7	\$321,808	\$45,973	88.1%
16	Sub-Acute	1	\$78	\$78	100.0%	1	\$78	\$781	00.0%	1	\$2,099	\$2,099	100.0%
17	Community Treatment Facility	1	\$762	\$762	100.0%	4	\$553,542	\$138,385	91.3%	-	-	_	-
18	Hospice	2	\$798	\$399	100.0%	-	_	-	-	-	-	_	_
19	Transient/Homeless	2	\$159,601	\$79,801	82.3%	23	\$485,664	\$21,116	64.5%	2	\$4,564	\$2,282	18.9%
20	Other	13	\$271,240	\$20,865	81.2%	10	\$419,935	\$41,994	71.9%	11	\$115,062	\$10,460	98.1%
21	Totals	15,203	120,803,151	\$7,946	71.4%	4,738	101,995,422	\$21,527	76.9%	1,772	36,544,508	\$20,623	74.6%



Attachment C:

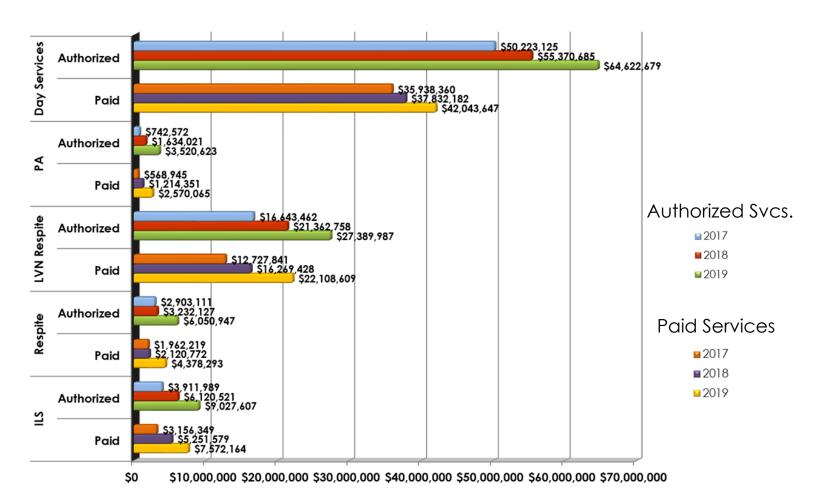
Individuals with No POS by Ethnicity

	Α		E	3		С				D				
1		FY 2018-2019				FY 2017-2018				FY 2016-2017				
2	Ethnicity	Individual w/POS		Individual w/No POS		Individual w/POS		Individual w/No POS	% no POS Svc.	Individual w/POS Svc.		Individual w/No POS Svcs.	POS	
3	American Indian or Alaska Native	10	83.33 %	2	16.67%	13	86.67%	2	13.33%	10	90.91%	1	9.09%	
4	Asian	158	86.34%	25	13.66%	134	85.90%	22	14.10%	125	86.21%	20	13.79%	
\vdash	Black/African American		88.56%		11.44%		86.19%		13.81%		83.95%	699	16.05%	
6	Hispanic	13,184	86.72%	2,019	13.28%	11,276	83.56%	2,218	16.44%	9,892	81.55%	2,238	18.45%	
7	Native Hawaiian or Other Pacific Islander	20	86.96%	3	13.04%	10	83.33%	2	16.67%	10	100.00%	0	0.00%	
8	Other Ethnicity or Race or Multi-Cultural	877	85.98%	143	14.02%	927	86.23%	148	13.77%	844	87.28%	123	12.72%	
9	White	497	93.07%	37	6.93%	491	90.93%	49	9.07%	481	91.10%	47	8.90%	
10		18,942			12.76%				15.48%				17.24%	



Attachment D:

POS Authorized Vs. Paid for FY 16/17, FY17/18, & FY18/19 by Service





Attachment E:

Comparing Authorized Services

	А		D			С		В			
1		Fisca	l Year 2019)	Fisco	al Year 201	8	Fiscal Year 2017			
2		POS Authorized	POS Paid	POS Not Used	POS Authorized	POS Paid	POS Not Used	POS Authorized	POS Paid	POS Not Used	
	Independent Living Skills	\$9,027,607	\$7,572,164	\$1,455,443	\$6,120,521	\$5,251,579	\$868,942	\$3,911,989	\$3,156,349	\$755,640	
4	Respite	\$6,050,947	\$4,378,293	\$1,672,654	\$3,232,127	\$2,120,772	\$1,111,355	\$2,903,111	\$1,962,219	\$940,892	
5	LVN Respite	\$27,389,987	\$22,108,609	\$5,281,378	\$21,362,758	\$16,269,428	\$5,093,330	\$16,643,462	\$12,727,841	\$3,915,621	
	Personal Assistance	\$3,520,623	\$2,570,065	\$950,558	\$1,634,021	\$1,214,351	\$419,670	\$742,572	\$568,945	\$173,627	
7	Day Services	\$14,806,840	\$10,945,084	\$3,861,756	\$14,827,785	\$11,223,129	\$3,604,656	\$15,160,350	\$11,645,534	\$3,514,816	
8			\$12,123,200			\$11,654,797			\$11,411,768	\$3,238,146	
9			\$18,975,363				\$10,693,314		\$12,881,058	\$7,531,802	
10	Sub Total		\$42,043,647		·		\$17,538,503		\$35,938,360	\$14,284,765	
11	Grand Total	\$110,611,844	\$78,672,778	\$31,939,066	\$87,720,111	\$62,688,312	\$25,031,799	\$74,424,259	\$54,353,714	\$20,070,545	



Attachment F:

6:56 PM

Me (SCLARC Staff)

Please keep your microphone/phone muted throughout the presentation, there will be time at the end for questions and comments. Thank you

7:08 PM

Mariyah Givens

It sounds like parents are not understanding the services being offered, is this a concern you have come across?

7:11 PM

Ted (SCLARC Staff)

Any individual that are not sure about a service, they can call or email me. Teodoro Bilbao, Chief of Case Management Services. 213-744-7001 or teodorob@sclarc.org

7:20 PM

Me (SCLARC Staff)

If you have any questions you may type them here at any time.

7:23 PM

Mariyah Givens

Great, thanks!

7:24 PM

Xiomara Lopez

A lot of parents are not understanding the services that are being offered because the services are not being offered to everyone with the same requirements and that can be very confusing.



7:24 PM

Mariyah Givens

Will we be provided with the slides from this town hall meeting?

7:25 PM

Maura (SCLARC Staff)

Slides and supplemental materials are available on our website: https://sclarc.org/transparency-portal.php

7:26 PM

Mariyah Givens

Thank you!

7:26 PM

Gretchen Kendall

when funding is approved and then not used, what happens to the funding thereafter? Is it placed back into a funding pool for that year or carried onto the next year

7:27 PM

Curtis Jenkins

POS statement delivery, are they available for download or via mail

7:27 PM

Maura (SCLARC Staff)

English slides: https://sclarc.org/wp-content/uploads/2020/08/2020-Disparity-Town-Hall-Presentation-English-FINAL.pdf

7:28 PM

Maura (SCLARC Staff)

Presentacion en espanol / Spanish Slides: https://sclarc.org/wp-content/uploads/2020/08/2020-Disparity-Town-Hall-Presentation-

Spanish.pdf



7:28 PM

Maura(SCLARC Staff)

English Supplemental materials: https://sclarc.org/wp-content/uploads/2020/08/SCLARC-2020-Disparity-Townhall-Supplemental-Material.pdf

7:29 PM

Maura(SCLARC Staff)

información complementaria en español: https://sclarc.org/wp-content/uploads/2020/08/SCLARC-2020-Disparity-Material-Supplement-Spanish.pdf

7:29 PM

Mariyah Givens

Is there a directory of SCs and their managers, departments, and contact information available to the public or by request?

7:29 PM

Gretchen Kendall

Am I correct in understanding that the slides we saw this evening will later be mailed to us?

7:30 PM

Gretchen Kendall

Thank you Maura

7:30 PM

Sarai to Organizer(s) (SCLARC Staff)

We have one Spanish question

Reply in private

7:32 PM

To Sarai(SCLARC Staff)



anymore spanish questions?

7:32 PM

Margueritte Hillman

I was informed of this meeting today. I tuned in over an hour late. Will there be another Disparity Meeting scheduled?

7:32 PM

Mariyah Givens

Can you discuss Special Incident Reports and if/when parents and vendors should complete them. And the process

7:32 PM

Sarai to me (SCLARC Staff)

no

Reply in private

7:34 PM

To Sarai (SCLARC Staff)

anymore?

7:35 PM

Kimberly Arrington White(SCLARC Staff)

eFax number is 213-402-2906 they are received via fax

7:35 PM

Margueritte Hillman

I did not get any of those numbers as I didn't have an opportunity to write the information down

7:35 PM

Sarai to me(SCLARC Staff)

nope



Reply in private

7:36 PM

Mariyah Givens

What is considered a "special incident"? Is there a document that defines this or can you speak to it

7:36 PM

Sarai to me (SCLARC Staff)

1 more

Reply in private

7:36 PM

Kimberly Arrington White(SCLARC Staff)

Any unusual incident especially abuse or matters of health and safety

7:37 PM

To Maura (SCLARC Staff)

can you post the info again please

7:37 PM

Mariyah Givens



7:37 PM

Sarai to Organizer(s) (SCLARC Staff)

one more question

Reply in private

7:37 PM

To Sarai (SCLARC Staff)



ok

7:37 PM

Maura (SCLARC Staff)

All slides and supplemental materials are available on our website: https://sclarc.org/transparency-portal.php

7:37 PM

Ted (SCLARC Staff)

Please note that Title 22 is specific on SIR reporting.

7:38 PM

Maura (SCLARC Staff)

English slides: https://sclarc.org/wp-content/uploads/2020/08/2020-Disparity-Town-Hall-Presentation-English-FINAL.pdf
English Supplemental materials: <a href="https://sclarc.org/wp-content/uploads/2020/08/SCLARC-2020-Disparity-Townhall-Supplemental-uploads/2020/08/SCLARC-2020/08/SCLARC-2020/08/SCLARC-2020/08/SCLARC-2020/08/SCLARC-2020/08/SCLARC-2020/08/SCLARC-2020/08/

Material.pdf

7:39 PM

Maura (SCLARC Staff)

Presentacion en espanol / Spanish Slides: https://sclarc.org/wp-content/uploads/2020/08/2020-Disparity-Town-Hall-Presentation-Spanish.pdf información complementaria en español: https://sclarc.org/wp-content/uploads/2020/08/SCLARC-2020-Disparity-Material-Supplement-Spanish.pdf

7:39 PM

Sarai to me (SCLARC Staff)

2 more

Reply in private

7:39 PM

To Sarai (SCLARC Staff)

ok calling now



7:39 PM

Kimberly Arrington White (SCLARC Staff)

https://www.sclarc.org/pptx/Special%20Incident%20Reporting%20Requirements.pptx

7:41 PM

Pamela Colvin-Lee (SCLARC Staff)

Classes are provided in 6 week sessions. morning, evening in spanish and english

7:41 PM

To Sarai (SCLARC Staff)

any more?

7:41 PM

Sarai to me (SCLARC Staff)

1 more

Reply in private

7:42 PM

Pamela Colvin-Lee (SCLARC Staff)

For a current schedule please contact your service Coordinator or Pamela Colvin-Lee at extension 8851.

7:45 PM

Pedro V Travieso

Who is the Disparity Specialist, by name?

7:45 PM

Odulia Juarez (SCLARC Staff)

Odulia Juarez is SCLARC's Disparity Specialist



7:46 PM

Margueritte Hillman

I haven't received any communications via email. I don't have Facebook connections with SCLARC. Someone called me this afternoon. It's often difficult to

7:46 PM
Margueritte Hillman
contact the service coordinator