

**SUBMITTAL TO THE BOARD OF SUPERVISORS  
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA**



**ITEM: 3.68  
(ID # 25248)**

**MEETING DATE:**  
Tuesday, July 30, 2024

**FROM :** RUHS-PUBLIC HEALTH

**SUBJECT:** RIVERSIDE UNIVERSITY HEALTH SYSTEM-PUBLIC HEALTH: Ratify and Authorize the Purchasing Agent to Issue Purchase Orders to Lodestar Consulting to Provide Trauma Responsive Leadership & Facilitator Training Without Seeking Competitive Bids through June 30, 2028. All Districts. [Total aggregate amount of \$500,000 - 100% State].

**RECOMMENDED MOTION:** That the Board of Supervisors:

1. Ratify and Authorize the Purchasing Agent to issue Purchase Order Amendments to Lodestar Consulting for Trauma Responsive Leadership & Facilitator training without seeking competitive bids through June 30, 2028, in the additional aggregate amount not to exceed \$500,000.

**ACTION:**Policy

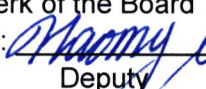
  
Kim Saruwatari, Director of Public Health 7/5/2024

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**MINUTES OF THE BOARD OF SUPERVISORS**

On motion of Supervisor Gutierrez, seconded by Supervisor Perez and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez and Gutierrez  
Nays: None  
Absent: None  
Date: July 30, 2024  
xc: RUHS-PH

Kimberly A. Rector  
Clerk of the Board  
By:   
Deputy

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<b>FINANCIAL DATA</b>	<b>Current Fiscal Year:</b>	<b>Next Fiscal Year:</b>	<b>Total Cost:</b>	<b>Ongoing Cost</b>
<b>COST</b>	\$100,000	\$100,000	\$500,000	\$0
<b>NET COUNTY COST</b>	\$0	\$0	\$0	\$0
<b>SOURCE OF FUNDS: 100% State</b>			<b>Budget Adjustment: No</b>	
			<b>For Fiscal Year: 23/24 – 27/28</b>	

**C.E.O. RECOMMENDATION:** approve

**BACKGROUND:**

**Summary**

Lodestar Consulting (Lodestar) has been providing Trauma-Responsive Leadership and Culture Development and Trauma-Responsive Facilitator Training and Certification to executive leadership and staff within Riverside University Health System – Public Health (RUHS-PH). Lodestar’s courses are designed to make new learning readily accessible, intentionally centered on and in service to the pedagogical needs of the group and individual participants. Lodestar’s trainings represent thousands of hours of research, content design, and delivery across multiple industries including healthcare, education, public health, government, law, and business. Lodestar is unique in its approach to trauma informed/trauma response training, combining leadership and line staff training tech and resources. This provides a focus on the goal of creating sustained environment change and trauma informed resilience practices. Lodestar’s programs develop and support the emergency of awareness, recognition, and trauma-responsive interactions, and:

- Deliberately build trainees’ capacity to create psychologically safe containers for the strong emotions that often surface while engaging in this work with others.
- Provide ongoing scaffolded support to ensure that trainees are confident in their knowledge and abilities.
- Create deeply experiential learning environments and invite participants to actively engage at every state.
- Weave unfamiliar concepts into already familiar or accessible knowledge, thus modeling trauma-responsive engagement while simultaneously guiding participants through the acquisition of new learning and skills.

In addition to Lodestar’s Trauma-Responsive Leadership and Culture Development and Trauma-Responsive Facilitator Training and Certification, RUHS-PH is interested in including Lodestar’s Restorative Team Coaching and Trauma Mitigators training for Executive Leadership. Restorative Team Coaching is a proprietary process, curated to ensure exceptional results for teams and individual leaders. It includes an outcomes-focus co-created by the team, and focuses on team dynamics, and recognizing strengths, challenges, and opportunities.

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**Impact on Residents and Businesses**

Strengthening the resilience and coping skills of RUHS-PH underscores the mission of the RUHS-PH to protect and promote the health of the Riverside County community, including the County's workers who are often also County residents and business owners or patrons. Staff retention and staff support enhances service delivery to the community and betters the experience of those interacting with RUHS-PH.

**Additional Fiscal Information**

The training will be paid through grant funding from the state; there is no impact to County General Funds. The additional cost will include Restorative Team Coaching and Trauma Mitigators training for Executive Leadership within RUHS-PH. The previously approved and anticipated amended cost breakdowns are as follows:

**Original Approved Fiscal Year Amounts:**

<b>Description:</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>	<b>Total</b>
One-time Costs:						
Lodestar BRAVE™ Trauma-Responsive Leadership & Culture Development Program 103 attendees @ 4,880/ea	\$502,640					<b>\$502,640</b>
All of Us: Building Trauma-Responsive Cultures 103 attendees for FY23/24 @ \$1,250/ea 34 attendees for FY24/25 – FY27/28 @ \$1,250/ea	\$128,750	\$42,500	\$42,500	\$42,500	\$42,500	<b>\$298,750</b>
<b>Total Costs</b>	<b>\$631,390</b>	<b>\$42,500</b>	<b>\$42,500</b>	<b>\$42,500</b>	<b>\$42,500</b>	<b>\$801,390</b>

**Amended Fiscal Year Amounts:**

<b>Description:</b>	<b>FY 23/24</b>	<b>FY 24/25</b>	<b>FY 25/26</b>	<b>FY 26/27</b>	<b>FY 27/28</b>	<b>Total</b>
Other Costs: Additional trainings/attendees to be added, not to exceed the additional amounts listed per fiscal year.	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	<b>\$500,000</b>
<b>Total Amended Aggregate Costs</b>	<b>\$731,390</b>	<b>\$142,500</b>	<b>\$142,500</b>	<b>\$142,500</b>	<b>\$142,500</b>	<b>\$1,301,390</b>

**Contract History and Price Reasonableness**

Lodestar has an existing relationship with the California Department of Public Health (CDPH). By partnering with the same company, RUHS-PH would have a consistent, standardized training format and shared language as we continue to transition from emergency response to

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post-pandemic operations. A common background would foster communication and enhance the capability of RUHS-PH to respond more effectively to future emergencies.

On August 29, 2023, Agenda Item 3.56 was approved by the Board of Supervisors, authorizing the Purchasing Agent to issue Purchase Orders to Lodestar to Provide Trauma Responsive Leadership & Facilitator Training without seeking competitive bids. RUHS-PH is interested in adding the additional Restorative Team Coaching and Trauma Mitigators training for Executive Leadership. Lodestar is offering a government discount of nearly 26% compared to their corporate rate. The discount is similar to the services that Lodestar provides to other local government agencies.

Riverside County Purchasing has reviewed the Single Source Justification (SSJ) amendment request.

**ATTACHMENTS:**

**ATTACHMENT A.** Quote from Lodestar Consulting for Restorative Team Coaching and Trauma Mitigators Training

**ATTACHMENT B.** Single Source Justification

  
Meghan Hahn, Director of Procurement

7/15/2024

  
Douglas Cordonez Jr.

7/22/2024

lodestarp.com



# LODESTAR

*Restorative Team Coaching*  
for Executive Leadership Teams

**Prepared For:**

Riverside County  
Department of Public Health

March 19, 2024





## Lodestar Restorative Team Coaching

**Prepared for:**

Riverside County Department of Public Health

**Submitted by:**

Kemia M. Sarraf, MD, MPH, RCC, TIPC

CEO & Director, Lodestar

[kemia@lodestarp.com](mailto:kemia@lodestarp.com)

(217) 691-4441

**Requested by:**

Misty Plumley, MPH

Program Chief

Immunizations and Emergency Response

Riverside County Department of Public Health

4065 County Circle Dr Riverside, CA 92503

[m.plumley@ruhealth.org](mailto:m.plumley@ruhealth.org)

**The Challenge:**

While leadership in public health has always been demanding, there is little question that the last four years has exposed even the most seasoned professionals to new levels of toxic stress, organizational disruption and trauma, and community-based harm and moral injury. And while the immediate impact of the toxic stress and traumas they experienced were often successfully compartmentalized and navigated in service to the emergency response and communities they served, the long-term impact on executive leaders cannot not be trivialized nor wished away.

The cumulative and compounding consequences of the last four years on executive leadership is increasingly manifesting as communication breakdown, demoralization, career dissatisfaction, and disconnection and may ultimately lead to profound burnout, attrition, and harm.

Now is the time to begin healing our healers – and the organizations they lead.

**The Opportunity:**

Lodestar Team Restoration Coaching is a very deliberately crafted, intentional experience that yields exceptional results through a phased approach that honors both the individual executive and their leadership teams.

Led by members of Lodestar's Senior Executive team – each with decades of professional experience, understanding and training in the neurobiological impact of toxic stress and trauma – our process moves



teams deliberately through toxic stress disruption, mitigation, restorative conversations, and ultimately into renewed collaboration and collective problem-solving. Deeply process *and* results oriented, we utilize validated team diagnostic assessments that allow teams to co-chart their path.

## Why Lodestar?

Lodestar's guiding principle is that *connection mitigates trauma*. It is meaningful, intentional connection with each other - and the conversion of those connections into healthy and sustainable team dynamics and salutogenic cultures - that allows leaders and teams navigate beyond the toxic stress of these times.

Lodestar's executive faculty lead every stage of the restorative team coaching process, creating environments that invite participants to actively engage with their learning and team process, weaving unfamiliar concepts into the already familiar in a manner that models trauma-responsive engagement. This simultaneously guides participants through the acquisition of skills while supporting the emergence of awareness, recognition, and trauma-responsive interactions.

A direct benefit to the Lodestar approach is that as executive leaders acquire and practice new disciplines in trauma-responsive engagement with each other, they simultaneously experience real-time stress and trauma mitigation. Both individuals *and* teams emerge with professional and personal insight and growth, and emerging skills in trauma-awareness and connection as immediately actionable strategies.

Our experiential learning methods engage each participant at multiple intersections, honoring their full, rich, lived histories. Lodestar faculty are experts in narrative facilitation strategies that model self-regulation, presencing, and trauma-responsive engagement. The result is professional development that is powerful, transformative, and lasting.

**Lodestar Restorative Team Coaching** is a proprietary process, carefully curated to ensure exceptional results for both teams and individual leaders.

- Lodestar always begins with the safety and growth of each participant at the fore.
- Team coaching includes an outcomes focus co-created by the team.
- Team coaching is about surfacing team dynamics, and recognizing strengths, challenges, and opportunities.
- Effective teams enjoy increased productivity, satisfaction, and growth of each of its team members,
- Effective teams contribute more efficiently to the advancement of the organization and yield better, more creative public health programs and outcomes.



- Effective teams both produce results and develop sustainability practices.
- Effective teams focus on both team dynamics and results and are intentional about creating culture and tending processes.
- Effective teams deliberately develop and cultivate psychological safety and trust.

**Riverside ELT with up to 8 participants:**

- Extensive planning, preparation, and consultation will be provided by members of Lodestar's executive team in advance of start date to ensure the program meets the needs and outcomes of Riverside ELT
- A Team Diagnostic Assessment will be provided, evaluated, and interpreted by Lodestar senior faculty and will include:
  - Assessment survey of each team member
  - Evaluation and interpretation of results by Lodestar senior faculty
  - Co-development of plan
  - Post program follow-up assessment
- Team Coaching will:
  - Be led by Dr. Michael Forlenza in partnership with Jennifer Pernfuss, JD with support additional Lodestar executive faculty and administrative staff.
  - Ten total sessions to be completed over no more than 7 months.
  - Initial ½ day, in-person session hosted in Riverside.
  - 8 live, online 90-minute sessions
  - Final ½ day, in-person wrap up session hosted in Riverside.
  - 5 x 1:1 executive coaching sessions for each of the 8 participants (virtual) to be completed in parallel with team coaching sessions over no more than 7 months.
  - Participants will be provided a list of Lodestar senior faculty coaches and the opportunity to schedule an initial discovery call. This allows each participant to select a coach with whom they feel the greatest resonance.





## Fee Schedule

Service	Corporate Rate	County Govt. Rate
<p><b>Restorative Team Coaching for up to 8 ELT participants.</b></p> <p><b>Lodestar provides:</b></p> <ul style="list-style-type: none"> <li>• Lodestar Director – Dr. Michael Forlenza</li> <li>• Lodestar Senior Faculty – Jennifer Pernfuss</li> <li>• Team Diagnostic Assessment               <ul style="list-style-type: none"> <li>○ Survey</li> <li>○ Evaluation</li> <li>○ Interpretation</li> <li>○ Planning</li> <li>○ Follow-up</li> </ul> </li> <li>• Ten total group sessions to be completed over no more than 7 months.               <ul style="list-style-type: none"> <li>○ Initial 3.5-hour, in-person session</li> <li>○ 8 x 90-minute live, online sessions</li> <li>○ Final 3.5-hour, in-person wrap up.</li> </ul> </li> <li>• 6 x 1:1 Lodestar TR coaching sessions for each (5) participant               <ul style="list-style-type: none"> <li>○ Virtual</li> <li>○ Completed in no more than 4 months.</li> <li>○ Can be completed with any Lodestar Senior Faculty coach.</li> </ul> </li> <li>• All travel expenses for Lodestar Faculty</li> <li>• Online support and platform for all virtual meetings</li> <li>• Admin support</li> </ul> <p><b>Riverside will provide:</b></p> <ul style="list-style-type: none"> <li>• Protected time for participants</li> <li>• Local coordinator</li> <li>• Group Coaching space while in-person.</li> </ul>	<p><b>\$79,950</b></p>	<p><b>\$59,750</b></p>
<p><b>Lodestar Consulting per 25 hours</b></p> <ul style="list-style-type: none"> <li>• optional and highly recommended. The prepurchase of a block of hours provides flexibility for the creation of additional, bespoke programming as needed.</li> </ul>	<p><b>\$21,250</b></p>	<p><b>\$15,000</b></p>





SSJ No.: 24-035

Amendment No.: 1

Date: Thursday, June 20, 2024

From: Kim Saruwatari, Public Health Director

To: Board of Supervisors

Via: Misty Plumley, Program Chief

Subject: Request for Trauma-Responsive Leadership and Facilitator Training

Supporting Documents: indicate which are included in the request from the list below.

- Supplier Quote       Supplier Sole Source Letter       Final draft agreement  
 Final draft Form 11       H-11 approved by RCIT/TSOC       Grant Agreement  
 Other: Previous approved Form 11 (i.e. CA Secretary of State Business Entity Information, Dept. of Justice Registration Conformation for non-profits, etc.)

1. Supplier Name: Lodestar Consulting & Executive Coaching, LLC Supplier ID: 260360

2. Reason or Justification for the Amendment: RUHS-PH is requesting to amend the SSJ to include the Restorative Team Coaching and Trauma Mitigators training for Executive Leadership. Restorative Team Coaching is a proprietary process, curated to ensure exceptional results for teams and individual leaders. It includes an outcomes focus co-created by the team, and focuses on team dynamics, and recognizing strengths, challenges, and opportunities. The cost for the additional training is \$74,750, which includes a government discounted rate of approximately 26%.

RUHS-PH will request approval from the Board of Supervisors to increase the SSJ amount by \$100,000 annually in order to allow for flexibility in adding additional training hours, as needed.

Original SSJ approved amount: \$631,390 year 1; \$42,500 years 2-5; \$801,390 total.  
Revised SSJ amount: \$731,390 year 1; \$142,500 years 2-5; \$1,301,390 total.

3. Please include the initial costs from the prior reviewed assigned SSJ in the table below:



**Riverside  
University  
HEALTH SYSTEM**  
Public Health

Description:	FY <u>23/24</u>	FY <u>24/25</u>	FY <u>25/26</u>	FY <u>26/27</u>	FY <u>27/28</u>	Total
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All of Us: Building Trauma-Responsive Cultures 103 attendees for FY23/24 @ \$1,250/ea 34 attendees for FY24/25 – FY27/28 @ \$1,250/ea	\$128,750	\$42,500	\$42,500	\$42,500	\$42,500	\$298,750
<b>Total Costs</b>	<b>\$631,390</b>	<b>\$42,500</b>	<b>\$42,500</b>	<b>\$42,500</b>	<b>\$42,500</b>	<b>\$801,390</b>

Note: Insert additional rows as needed

a. Amended goods and/or services costs must be identified below (if applicable):

Description:	FY <u>23/24</u>	FY <u>24/25</u>	FY <u>25/26</u>	FY <u>26/27</u>	FY <u>27/28</u>	Total
Other Costs: Additional trainings/attendees to be added, not to exceed the additional amounts listed per fiscal year.	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
<b>Total Aggregate Costs</b>	<b>\$731,390</b>	<b>\$142,500</b>	<b>\$142,500</b>	<b>\$142,500</b>	<b>\$142,500</b>	<b>\$1,301,390</b>

4. Period of Performance: 7/1/2023 – 6/30/2028

Ratify Start Date (if applicable): 6/15/2024

Initial Term Start Date: 7/1/2023 End Date: 6/30/2028

Number of renewal options (please provide those options: (i.e., one year with an option to renew four additional one-year periods): \_\_\_\_\_

Aggregate Term/ End Date: 6/30/2028



Public Health

5. Projected Board of Supervisor Date (if applicable): 7/9/2024

By signing below, I certify that all contractual and legal requirements to do business with the selected supplier have been fully vetted and approved.

<u>Rachelle Roman</u>	<u>Rachelle Roman</u>	<u>6/24/2024</u>
<b>Print Name</b>	<b>Department Head Signature</b> (Executive Level Designee)	<b>Date</b>



PCS Reviewed:

<u>Andres Ortiz</u>	<u>Andres Ortiz</u>	<u>6/25/2024</u>
<b>Print Name</b>	<b>Signature</b>	<b>Date</b>

Note: Once signed by the Department Head and PCS (signature lines above), the PCS will e-mail completed SSJ form with supporting documents to [psolesource@rivco.org](mailto:psolesource@rivco.org), and cc: Supervising PCS. Please reach out to your assigned PCS with any questions.



The section below is to be completed by the Purchasing Agent or designee.

Purchasing Department Review and Comments: \_\_\_\_\_

<u>Melissa Curtis</u>	<u>7/1/2024</u>	<u>24-035a</u>
<b>Purchasing Agent Signature</b>	<b>Date</b>	<b>Tracking Number</b> (Reference on Purchasing Documents)