

Parents and Friends Inc.

July 2021 Annual Outcomes Reports

Goals, Results, and Plans

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Coastal Support Services Outcome Results: July 2020 – June 2021

Outcome Goals	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Previous Outcome
Effectiveness								
Establish Consumer ISP Goals	Percentage of consumers with up to date ISPs	All consumers	Biannual	ISP Files	CSS Manager	95%	87%	78%
Maximize Progress on ISP Goals	Percentage of consumer goals showing positive progress	All consumer goals	Biannual	ISP Files	CSS Manager	90%	82%	87%
Efficiency								
Maximize Consumer Services	Percentage of authorized support hours delivered	All consumers	Annual	Billing Forms	CSS Manager	90%	88%	87%
Service Access								
Maximize Consumer Retention	Percentage of consumers who have received services and are continuing to receive services	All referrals	Biannual	Case files	CSS Manager	95%	95%	100%
Satisfaction								
Increase Consumer Satisfaction	Percentage of consumers who give a satisfaction rating that averages 4 on a scale of 1 to 5	All consumers responding to survey	Annual	Survey results	CSS Manager	90%	90%	90%
Increase Stakeholder Satisfaction	Percentage of stakeholders who give a satisfaction rating that averages 4 on a scale of 1 to 5	All stakeholders responding to survey	Annual	Survey results	CSS Manager	85%	95%	85%
Increase Employee Satisfaction	Percentage of stakeholders who give a satisfaction rating that averages 4 on a scale of 1 to 5	All Employees responding to surveys	Annual	Survey Results	CSS Manager	85%	95%	-

Last updated on 08/17/2021

Effectiveness:

Establish Client ISP Goals

Goal: 95%

Outcome: 90%

Not Achieved

Out of 60 participants served in Coastal Support Services, 54 have established ISP Goals.

Action to be taken: RCFE Administrator, Supported Living Services Manager, and Independent Living Services Coordinator will continue to meet with Participants regularly for Individual Service Plan Meetings. Meetings can be held in person or remotely to establish participant goals, and updates to the Individual Service Plan. Coastal Support Services will work closely with Person Centered Services Coordinator and seek referral from Regional Center Service Coordinator to assist in developing these plans.

Maximize Progress on ISP Goals

Goal: 90%

Outcome: 82%

Not Achieved

Out of 130 established Participant Goals, 107 were achieved or progress has been made on those goals.

Action to be taken: COVID-19 restrictions have made many of the participant goals difficult to achieve this past year. Coastal Support Services will continue to assist participants in pursuing their goals especially now that there are less restrictions concerning travelling and community activities.

Efficiency:

Maximize Client Services

Goal: 90%

Outcome: 88%

Not Achieved

Out of 148,488.80 Hours authorized, Coastal Support Services provided 131,331.72 hours of support during the last year.

Action to be taken: A percentage of authorized hours were unable to be served due to staffing issues related to the COVID-19 pandemic. Independent Living Services Participants have been especially difficult to serve in person as many chose to stay home observing the Shelter in Place Order. COVID-19 Restrictions Coastal Support Services is continuing to seek qualified applicants for our team to meet all authorized hours and meet all participant needs. The department will continue to assess authorized hours versus hours served each month and request changes to authorizations depending on participant need.

Service Access:

Maximize Client Retention

Goal: 95%

Outcome: 95%

Achieved

Coastal Support Services provided support for 60 participants this year. Unfortunately, 3 of the participants are no longer with us. The Department has met

Satisfaction

Increase participants satisfaction

Last updated on 08/17/2021

Goal 90% **Outcome: 90%** Achieved

Out of 40 Participants that participated in the satisfaction survey, Coastal Support Services received an overall satisfaction rating of 90%.

Increase stakeholders satisfaction

Goal 85% **Outcome: 91%** Achieved

Out of 19 stakeholders surveyed, Coastal Support Services received an overall satisfaction rating of 91%

Increase Employee satisfaction

Goal 85% **Outcome: 95%** Achieved

Out of 35 Employees surveyed. Coastal Support Services received an overall satisfaction rating of 95%.

The Job Connection Outcomes Results: July 2020 – June 2021

Outcome Goals	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Previous Outcome
Effectiveness								
1.Maximize Placement	% of participants with Intake who are placed in jobs this year	Authorizations for Intake/Placement	Bi-annually	Case Files DOR Billing	TJC Manager	60%	40%	57%
2.Maximize Job Retention	% of participants placed who keep their jobs for 3+ months	Individually placed participants w/Retention	Bi-annually	Case Files DOR Billing	TJC Manager	80%	0%	100%
3.Maximize Progress on IHSP Goals	% of new and/or continued participant goals achieved	Individual	Bi-annually	IHSPs and Case Files	TJC Manager	70%	65%	78%
Efficiency								
4.Make Progress in Regular Staff Training	Complete at least 3 assigned training courses per staff	TJC staff members	Bi-annually	CDS Reports & Training Rosters	TJC Manager	75%	100%	63%
5.Increase Employment Partners	Add at least 2 new (100%) Community Employment Partner during this year	Job Development	Bi-Annually	Case Files	TJC Manager	100%	100%	100%
Service Access								
6.Maximize enrollment retention	% of New participants who begin services this year still enrolled or successfully completed services	All new participants referred	Annually	Case files and Billing	TJC Manager	77%	100%	82%
7.Maximize enrollment retention	Number of participants enrolled at the beginning of the year still enrolled or successfully completed	Total number of participants at begin of year compared to end of year	Annually	Case files and Billing	TJC Manager	90%	92%	90%
8.Maximize authorized service	Percentage of all authorized Job Coaching hours served for Supported participants	% Job Coaching Hours Adjusted COVID-19	Monthly	Billing Forms	TJC Manager	95% 90%	54%	75% 85%
Satisfaction								
9.Maintain Participant Satisfaction	Percentage of participants who give a satisfaction rating average of 4 or 5 (1 to 5)	All TJC participants	Annually	Survey Results	TJC Manager	90%	95%	95%
10.Maintain Stakeholder Satisfaction	Percentage of stakeholders who give a satisfaction rating average of 4 on a 1 to 5 scale	Stake-holders & family Employment partners	Annually	Survey Results	TJC Manager	90%	100%	87%

Percentage of total number of clients enrolled at beginning of the year who are still enrolled in the program or have successfully completed services at the end of the year.

Of 24 Clients enrolled July 2020-July 2021, 22 are still participating, or have successfully completed services. 1 Client has on the job support and no longer needed services and 1 ended services feeling that they were not ready for employment.

8. **Maximize Authorized Service Hours: all billable services:**

a. **% Job Coaching Goal 95% Outcome: 58%**

TJC served 1748.4 out of 3,036 total hours authorized for July 2020-July 2021. Many of the authorized hours were unmet due to client vacations, sick time, and layoffs due to the COVID 19 pandemic. The job Connection has strived to meet all authorized hours to the best of our ability.

b. **% PVSA, SA, WAT Goal 75% Outcome: 29%**

TJC served 143.5 hours out of 505 authorized for July 2020-July 2021. Unfortunately, the Job Connection was unable to meet many of the authorized DOR Service Hours mainly due to problems with client participation in the discovery phase of Job Development, vacations and health issues.

c. **% Program Total Goal 88% Outcome: 54%**

Percentage of authorized service hours performed: Job Coaching / PVSA, SA, WAT/ TOTAL.

TJC served 1891.9 out of 3541 total authorized hours for July 2020-July 2021.

Plan of Action to Maximize Authorized Hours July 2019-June 2020: The Job Connection Manager will calculate exact number of hours needed by individuals to request hours only as needed. Job Connection Manager and Staff will serve all possible hours each month considering client availability.

SATISFACTION: July 2020 –June 2021

Increase participant satisfaction: % of clients who give a rating of 4 or more on scale of 1 to 5

Goal 90% Outcome: 95%

Percentage of participants who gave a rating of 4 or more.

Of 20 Clients participating July 2020-June 2021, 19 gave a rating of 4 or more

Increase stakeholders' satisfaction: % of stakeholders who give a rating of 4 or more on scale of 1 to 5

Family/Community/ Employment Partners Goal 91% Outcome: 100%

Percentage of stakeholders who have returned surveys that gave a rating of 4 or more.

Of 3 stakeholders in July 2020-June 2021, 3 gave a rating of 4 or more.

Places to Go Outcomes Results: July 2020 – June 2021

Outcome Goals	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Previous Report's Outcome
Effectiveness								
Maximize Participant Goals	Percentage of active participant goals achieved or making positive progress	All Participants	Bi-Annually	ISP's/ Case Files	Places To Go Manager	85%	86%	92%
Establish Participants ISP's	Percentage of participants with up to date ISP's	All Participants	Bi-Annually	Case Files	Places To Go Manager	100%	100%	100%
Effectiveness								
Maximize the # of trainings taken	Percentage Of Employees who have completed or made progress in 3 online or other outside trainings	All Staff	Bi-Annually	ADP/College of Direct Support web	Places To Go Manager	100%	100%	100%
Maximize Participant Retention	Percentage of Participants who have received and continue to receive services	All Referrals	Bi-Annually	Case Files/ authorizations	Places To Go Manager	90%	89%	92%
Effectiveness								
Maximize Participants participation	Percentage of Participants that participated in scheduled activities	All Participants	Bi-Annually	Billing/ authorizations	Places To Go Manager	95%	64%	95%
Effectiveness								
Maximize Participant Satisfaction	% of Active Participants who give a satisfaction rating that averages 4 on a scale of 1 to 5	All clients responding to survey	Annually	ISP's	Places To Go Manager	90%	74%	90%
Maximize Staff Satisfaction	% of staff who gave a satisfaction rating that averages 8 on a scale of 1 to 10	All Staff Members	Annually	Survey Results	Places To Go Manager	90%	100%	100%
Maximize Stakeholders Satisfaction	% of Stakeholders that responded to survey who gave a satisfaction rating that averages 8 on a scale of 1 to 10	All Stakeholder Responding to survey	Annually	Survey Results	Places To Go Manager	90%	50%	95%

2021 Places To Go Outcome Results Detailed
July 2020-June 2021

Due to the COVID-19 virus, Places To Go's (PTG) last day of Traditional Service was March 14, 2020. PTG has been serving participants who have requested Alternative Services. There were 42 Places To Go participants. The breakdown is as follows: 25 alternatively, 2 traditionally, and 15 that have not wanted to participate in the program until community events are in full swing. The information below reflects Places To Go's utilization of Alternative Services in 2020-2021 as well as the temporary closure of the program's Traditional Services.

Effectiveness:

Maximize Participant Goals:

Percentage of active participants goals achieved or making positive progress

Goal: 85%

Outcome: 86%

Achieved

Places To Go has 25 alternatively-served participants. goals. However, due to COVID-19, no one has made progress on their traditional goals. However, out of the 25 people who receive Alternative Services all 25 have stayed safe, happy and healthy as well as tried new things weekly in their craft/activity bag, meeting their Alternative goal of staying happy, safe and healthy while trying new things meeting this outcome with 100%. So, 25 goals out of 29 goals have been met or progress has been made with an outcome of 86%.

Action Plan

Management will continue to work with participants on developing new goals that keep them safe, happy and healthy as well as reach out to people who only want to be served traditionally to make sure that this is still the case.

Establish Participants ISP's

Percentage of Participants with up to date ISP's

Goal: 100%

Outcome 100%

Achieved

All of the Participants of Places To Go have up to date annual and six month ISP's, for an outcome of 100%. This goal was achieved.

Action Plan:

Program management will continue to strive and have all ISP done in a timely manner, including reaching out to people who do not participate in the program but have authorizations and turning in their ISPs to the Redwood Coast Regional Center documenting the lack of participation.

Efficiency:

Maximize the # of Trainings Taken

Percentage of Employees who have completed or have made progress in 3 online or other outside trainings

Goal: 100%

Outcome: 100 %

Achieved

Places To Go staff have completed the required Parents and Friends training for this fiscal year as well as many outside training, including Customized Employment, Dave Hingsburger and different training on providing Alternative Services. This goal was achieved

Maximize Participant Retention:

Percentage of Participants who have received and continue to receive services

Goal: 90%

Outcome: 89%

Not Achieved

Places To Go started off this fiscal year with 47 participants. To date Places To Go has 42 Participants, for an outcome of 89%. Some of the people who were authorized for the program but have never utilized the program in the last few years or in some cases ever, discontinued our services.

Action Plan:

Management will continue to find different alternative activities that interest the program participants while helping them achieve their goals. Management will also stay on top of new COVID-19 regulations, re openings and traditional activities.

Service Access:

Maximize Participants Participation

Percentage of Participants that participated in scheduled activities

Goal: 95%

Outcome: 64%

Not Achieved

Due to COVID-19, Places To Go has been closed for Traditional Services this fiscal year and for all services for 3 months. When the program did open it was only for a brief period in 2020, Places To Go began offering Alternative services to its participants. Places To Go holds activities via zoom and delivers activity/craft bags weekly for people who choose to participate. However, 25 out of 42 participants have been participating in Alternative Services 2 participated in services traditionally, 27 people out of 42 people have participated in scheduled activities with an outcome of 64%

Action Plan

Management will continue to develop curriculum and fun Zoom activities for people to participate in as well as teach people how to use their devices, check and send emails and participate using Zoom. Also, some participants are starting to ask about traditional services and depending on the request we are starting to be able to assist them.

Satisfaction:

Maximize Participant Satisfaction

Percentage of Participants who give a satisfaction rating that averages a 4 on a scale of 1 to 5

Goal: 90%

Outcome: 74%

Achieved

14 out of 19 participants gave a satisfactory rating of 4 and above for an outcome of 74%.

Action Plan:

Management will continue to reach out to participants with choices of alternative activities, start making monthly phone calls to make sure participants know what is available to them and to discuss their hobbies and interests, encouraging the line of communication between the participants and program.

Maximize Staff satisfaction

Percentage of Staff who give a satisfaction rating that averages an 8 on a scale of 1 to 10

Goal: 90%

Outcome: 100%

Achieved

With four staff, the average satisfaction was 8.7

Maximize Stakeholders Satisfaction

Percentage of Stakeholders who responded to the survey giving a satisfaction rating that averages an 8 on a scale of 1 to 10

Goal: 90%

Outcome: 50%

Not Achieved

4 stakeholders responded 2 of whom gave a satisfaction rating averaging 8 or above on the scale giving the program an outcome of 50%

Action Plan:

Due to a lack of response to the survey the program will send out the survey at an earlier date.

The Community Connection Outcomes Results: July 2020 – June 2021

Outcome Goals	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Previous Outcome
Effectiveness								
Maximize Progress on ISP Goals	Percentage of participants goals achieved or making positive progress	All participants goals	Bi-annually	ISPs and Case Files	TCC Manager	100%	98%	100%
Maximize # of online training courses taken	Percentage of employees who have completed or have made progress in 1 online course	All TCC employees	Annually	online site or employee schedules	TCC manager	95%	100%	100%
Efficiency								
Maximize staff attendance	Percentage of days staff worked when scheduled	All employees	Bi-Annually	ADP/ schedules and	TCC Manager	90%	98%	82%
Maximize progress on employee goals	Percentage of employee goals achieved or making progress	All employee goals	Bi-Annually	log books / evaluations	TCC Manager	95%	88%	96%
Maximize client attendance	Percentage of days clients attend per days authorized	All TCC participants	Bi-Annually	billing forms/ schedule	TCC Manager	85%	89%	86%
Service Access								
Maximize Participants Retention	Percentage of participants who have and continue to receive services	All TCC participants	Bi-Annually	Billing Forms	TCC Manager	90%	100%	92%
Increase Community Employment, Vocational Training/Discovery or Volunteering	Percentage of active participants served that are employed in Community Employment, Vocational Training/Discovery or Volunteering	All TCC Participants	Bi-Annually	Schedules, log books and ISP's	TCC Manager	50%	64%	59%
Satisfaction								
Maximize staff satisfaction	Percentage of staff members who give a satisfaction rating average of 8 on a 1 to 10 scale	All TCC staff members	Annually	Survey Results	TCC Manager	90%	91%	93%
Maximize client participation in surveys	Percentage of clients who participate in the satisfaction survey	All TCC staff and participants	Annually	Survey Results	TCC Manager	95%	96%	100%
Maximize stakeholder satisfaction	Percentage of stakeholders who give a satisfaction rating average of 8 on a 1 to 10 scale	All TCC stake-holders	Annually	Survey Results	TCC Manager	100%	100%	100%

Goal: 50%

Outcome: 64%

Achieved

During the pandemic 7 out of the 11 participants worked on community employment, vocational training and Discovery the other 17 clients were alternative and wanted to stay home, safe, happy and healthy.

Satisfaction

Maximize staff satisfaction

Goal 90%

Outcome: 91%

Staff for community Connection 1 & 2 average rate is 8.1 that brings our satisfaction 91%

Maximize client participation in surveys

Goal 95%

Outcome: 96%

27 out of 28 participants participated in completing the survey. Paperwork that was mailed due to COVID-19 has not been returned by 1 participant all of whom rated the program a 3 or above.

Maximize stakeholder satisfaction

Goal 100%

Outcome: 100%

We have had 3 stakeholders return their survey giving the program the highest satisfaction.

L.I.F.E. on the Coast Outcomes Results: July 2020 – June 2021

Outcome Goals	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Previous Outcome
Effectiveness								
Maximize ISP goal progress	Percentage of goals achieved or making positive progress.	All goals	Bi-annually	ISPs and Case Files	LIFE Manager	80%	87%	92%
Increase community employment, Vocational training/discovery or volunteering	Percentage of active participants that are employed in community employment, vocational training/ discovery, or volunteering.	All people served	Bi-annually	Case Files	LIFE Manager	60%	91%	90%
Meet safety training/drill requirements	Percentage of client participation in safety training/drills	All people served	Bi-annually	Training Logs	LIFE Manager	95%	100%	100%
Efficiency								
Minimize waiting periods for services	Average days between referral and first day of services	All people referred	Bi-annually	Referrals and Billing	LIFE Manager	< 5 days (equals 100%)	100%	100%
Increase staff training	Percentage of staff who participate in both in CDS online training and department trainings.	LIFE full time staff members	Bi-annually	CDS Reports and Training Logs	LIFE Manager	100%	100%	100%
Maximize staff goal progress	Percentage of staff who have made progress on their goals	All goals	Bi-annually	Personnel Files	LIFE Manager	100%	100%	40%
Service Access								
Maximize Attendance: Scheduled vs Authorized	Percentage of <i>scheduled</i> days attended/ Percentage of <i>authorized</i> days attended.	All clients	Bi-annually	Billing and authorization	LIFE Manager	76%	68%	56%
						76%	26%	38%
Satisfaction								
Achieve Satisfaction of People Served	% of participants who give a satisfaction rating of 4 or higher on a 1 to 5 scale	All people served	Annually	Survey Results	LIFE Manager	90%	100%	N/A
Achieve Stakeholder Satisfaction	% of stakeholders who give a satisfaction rating of 8 or higher on a 1 to 10 scale	All LIFE stake-holders	Annually	Survey Results	LIFE Manager	100%	100%	N/A
Maximize Staff Survey Participation	Percentage of completed surveys received	LIFE staff members	Annually	Survey Results	LIFE Manager	100%	100%	N/A

Effectiveness

Maximize Progress on ISP goals

Goal: 80%

Outcome: 87%%

Achieved

Out of 30 program participants, 18 are service remotely, 12 traditional. 27 goals have been discontinued due to circumstances surrounding COVID-19. Out of the 12 whom we serve traditionally 20 goals made progress out of 25 goals. Out of the 18 whom we serve remotely they each have one goal, they want to stay safe, happy and healthy. In total there are 35 goals making progress out of 40.

Action Plan

We have met the outcome goal, during covid 60 % of our participants are being served remotely due to COVID-19. As we are heading in the direction of post COVID-19 we are looking at all possible outcomes. One is to fully open and have participants come to the program in the manner that they did prior to COVID-19. The other is to continue serving in the manner that we have and continue to serve the participants who want to come to the program and participate in a traditional manner, while still offering an alternative route where we can serve the participants and ensure they are gaining the most benefits from the program.

Increase community employment/full time enrollment:

Goal: 75%

Outcome: 91%

Achieved

6 out of 12 traditionally served participants have community involvement through volunteering. 9 out of the 12 work for Parents and Friends, either at the Paul Bunyan Thrift Store or with the Cleaning Crew, which we are considering vocational training. So, 11 out of 12 participants who are participating traditionally have community involvement through employment, discovery/vocational training or volunteering.

Action Plan

During COVID-19 we saw a huge decrease in community involvement from an employment point of view. Many of our participants chose to shelter in place during this difficult time. While this is true that does not mean we did not utilize every resource available to ensure the participants who were not sheltering in place continued to gain employment. As we are coming to an end to these challenging times we are increasing the number of participants who are involved in the community. We opened two new contracts for the work crew to clean churches and are exploring many different volunteer opportunities.

Meet safety training/drill requirements

Goal: 90%

Outcome: 100%

Achieved

8/8/ staff participated in all PFI required safety, departmental and College of Direct Support training. All LIFE staff are up to date in CPR, PCT and ProAct.

12/12 participants who are participating traditionally attended monthly safety training from June 2020 to July 2021. Alternatively served participants are participating in training courses remotely.

Action Plan

Staff has done an excellent job at continuing to utilize college for direct support training. We have been holding our monthly training meetings both remotely and traditionally. Our goal for the upcoming months is to reach as many participants as possible and ensure that everyone has the opportunity to gain knowledge from our training courses. We approached the training in a different way and had one of our work participants become CPR certified and plan to continue doing so.

Efficiency

Minimize waiting period for services:

Goal: <5 working days (equals 100%)

Outcome: 100%

Achieved

There are no clients on the waiting list at this time. We have had two new participants, contact was made within 5 days of receiving their Authorizations and services started on the scheduled date set up between the participants and program manager.

Action Plan

During the reporting months we had two new participants enroll in the LIFE program. These two new participants were enrolled in a timely manner and began participating shortly afterwards. We plan to continue this with any and all who wish to join the LIFE program.

Increase Staff Training:

Goal: 100%

Outcome: 100%

Achieved

8/8 Staff participated in both CDS online training and department training during this outcome period.

Action Plan

We plan to continue serving participants at the highest level of service and exceed expectations by continuing to stay 100% trained in every aspect possible.

Maximize progress on employee goals:

Goal: 100%

Outcome: 100%

Achieved

6/6 staff made progress on or achieved their assigned goals not including the two staff who are new and have not had their 90-day evaluation.

Action Plan

All staff have either completed their goals or made tremendous progress on them. During reviews this year we took extra care to ensure that the goals given to the staff were clear, concise and effective.

Service Access

Maximize attendance:

Goal: 76%

Outcome: Authorized 26%

Not Achieved

1666 days attended (includes hourly) out of 6396 days they were *Authorized* to attend the LIFE program.

Goal: 76%

Outcome: Scheduled 68%

Not Achieved

1666 days attended (includes hourly) out of 2445 they were scheduled. Due to COVID-19, people were hesitant to come into the program and/or changed their schedule multiple times or program closure. The numbers also reflect people being out for 14 days due to traveling more than 50 miles from their home and/or quarantining.

Action Plan:

During this reporting period we have 60% of our participants being served remotely in order to serve them while sheltering in place. participants who wished to be served traditionally. Our participation rate for our traditionally served clients has fallen below the goal. I attribute some of this due to quarantine periods due to exposure either second or first hand. We worked diligently to ensure that the remotely served participants gained as much as possible by utilizing the alternative service authorizations. Our goal over the next few months is to ensure our participation rate for traditional service delivery increases. This will happen by creating schedules for participants to be aware of their upcoming weeks which will keep them informed in hopes to

increase eagerness to participate in the program. We will be assessing authorization to ensure that we are within reason between the number of days authorized and the number of days scheduled.

Increase participants satisfaction

Goal 90%

Outcome: 100%

Of 30 survey participants, 30 rated their satisfaction as an average of 4.7 (on a scale of 1 to 5) or higher.

Action Plan

Our participants seem to be very satisfied with the level of service provided. We will continue in the direction that we have been going while adjusting in order to ensure that we continue to serve at the highest level possible.

Increase stakeholder's satisfaction

Goal 80%

Outcome: 100%

Of 4 survey participants, 4 rated their satisfaction as an average of 8 (on a scale of 1 to 10) or higher.

Action Plan

Our stakeholders are satisfied with the level of service provided.

Maximize Staff Survey Participation

Goal 100%

Outcome: 100%

Action Plan

Our staff seem to be very satisfied with management and the manner in which we conduct business. All staff turned in surveys with ratings far above the expectation.

Parents and Friends, Inc. Outcome Goals: July 2021 – June 2022

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Coastal Support Services Outcome Goals: July 2021 – June 2022

Outcome Goals	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Previous Outcome
Effectiveness								
Establish Consumer ISP Goals	Percentage of consumers with up to date ISPs	All consumers	Biannual	ISP Files	CSS Manager	95%	-	87%
Maximize Progress on ISP Goals	Percentage of consumer goals showing positive progress	All consumer goals	Biannual	ISP Files	CSS Manager	90%	-	82%
Efficiency								
Maximize Consumer Services	Percentage of authorized support hours delivered	All consumers	Annual	Billing Forms	CSS Manager	90%	-	88%
Service Access								
Maximize Consumer Retention	Percentage of consumers who have received services and are continuing to receive services	All referrals	Biannual	Case files	CSS Manager	95%	-	95%
Satisfaction								
Increase Consumer Satisfaction	Percentage of consumers who give a satisfaction rating that averages 4 on a scale of 1 to 5	All consumers responding to survey	Annual	Survey results	CSS Manager	90%	-	90%
Increase Stakeholder Satisfaction	Percentage of stakeholders who give a satisfaction rating that averages 4 on a scale of 1 to 5	All stakeholders responding to survey	Annual	Survey results	CSS Manager	85%	-	95%
Increase Employee Satisfaction	Percentage of stakeholders who give a satisfaction rating that averages 4 on a scale of 1 to 5	All Employees responding to surveys	Annual	Survey Results	CSS Manager	85%	-	95%

The Job Connection Outcome Goals: July 2020 – June 2021

Outcome Goals	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Previous Outcome
Effectiveness								
1.Maximize Placement	% of participants with Intake who are placed in jobs this year	Authorizations for Intake/Placement	Bi-annually	Case Files DOR Billing	TJC Manager	60%		40%
2.Maximize Job Retention	% of participants placed who keep their jobs for 3+ months	Individually placed participants w/Retention	Bi-annually	Case Files DOR Billing	TJC Manager	80%		0%
3.Maximize Progress on IHSP Goals	% of new and/or continued participant goals achieved	Individual	Bi-annually	IHSPs and Case Files	TJC Manager	70%		65%
Efficiency								
4.Make Progress in Regular Staff Training	Complete at least 3 assigned training courses per staff	TJC staff members	Bi-annually	CDS Reports & Training Rosters	TJC Manager	75%		100%
5.Increase Employment Partners	Add at least 2 new (100%) Community Employment Partner during this year	Job Development	Bi-Annually	Case Files	TJC Manager	100%		100%
Service Access								
6.Maximize enrollment retention	% of New participants who begin services this year still enrolled or successfully completed services	All new participants referred	Annually	Case files and Billing	TJC Manager	77%		100%
7.Maximize enrollment retention	Number of participants enrolled at the beginning of the year still enrolled or successfully completed	Total number of participants at begin of year compared to end of year	Annually	Case files and Billing	TJC Manager	90%		92%
8.Maximize authorized service	Percentage of all authorized Job Coaching hours served for Supported participants	% Job Coaching Hours Adjusted COVID-19	Monthly	Billing Forms	TJC Manager	95% 90%		54%
Satisfaction								
9.Maintain Participant Satisfaction	Percentage of participants who give a satisfaction rating average of 4 or 5 (1 to 5)	All TJC participants	Annually	Survey Results	TJC Manager	90%		95%
10.Maintain Stakeholder Satisfaction	Percentage of stakeholders who give a satisfaction rating average of 4 on a 1 to 5 scale	Stake-holders & family Employment partners	Annually	Survey Results	TJC Manager	90%		100%

Places To Go Outcome Goals: July 2020 – June 2021

Outcome Goals	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Previous Report's Outcome
Effectiveness								
Maximize Participant Goals	Percentage of active participant goals achieved or making positive progress	All Participants	Bi-Annually	ISP's/ Case Files	Places To Go Manager	85%		86%
Establish Participants ISP's	Percentage of participants with up to date ISP's	All Participants	Bi-Annually	Case Files	Places To Go Manager	100%		100%
Effectiveness								
Maximize the # of trainings taken	Percentage Of Employees who have completed or made progress in 3 online or other outside trainings	All Staff	Bi-Annually	ADP/College of Direct Support web	Places To Go Manager	100%		100%
Maximize Participant Retention	Percentage of Participants who have received and continue to receive services	All Referrals	Bi-Annually	Case Files/ authorizations	Places To Go Manager	90%		89%
Effectiveness								
Maximize Participants participation	Percentage of Participants that participated in scheduled activities	All Participants	Bi-Annually	Billing/ authorizations	Places To Go Manager	95%		64%
Effectiveness								
Maximize Participant Satisfaction	% of Active Participants who give a satisfaction rating that averages 4 on a scale of 1 to 5	All clients responding to survey	Annually	ISP's	Places To Go Manager	90%		74%
Maximize Staff Satisfaction	% of staff who gave a satisfaction rating that averages 8 on a scale of 1 to 10	All Staff Members	Annually	Survey Results	Places To Go Manager	90%		100%
Maximize Stakeholders Satisfaction	% of Stakeholders that responded to survey who gave a satisfaction rating that averages 8 on a scale of 1 to 10	All Stakeholder Responding to survey	Annually	Survey Results	Places To Go Manager	90%		50%

The Community Connection Outcome Goals: July 2021 – June 2022

Outcome Goals	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Previous Outcome
Effectiveness								
Maximize Progress on ISP Goals	Percentage of participants goals achieved or making positive progress	All participants goals	Bi-annually	ISPs and Case Files	TCC Manager	100%		98%
Maximize # of online training courses taken	Percentage of employees who have completed or have made progress in 1 online courses	All TCC employees	Annually	online site or employee schedules	TCC manager	95%		100%
Efficiency								
Maximize staff attendance	Percentage of days staff worked when scheduled	All employees	Bi-Annually	ADP/ schedules and	TCC Manager	90%		98%
Maximize progress on employee goals	Percentage of employee goals achieved or making progress	All employee goals	Bi-Annually	log books / evaluations	TCC Manager	95%		88%
Maximize client attendance	Percentage of days clients attend per days authorized	All TCC participants	Bi-Annually	billing forms/ schedule	TCC Manager	85%		89%
Service Access								
Maximize Participants Retention	Percentage of participants who have and continue to receive services	All TCC participants	Bi-Annually	Billing Forms	TCC Manager	90%		100%
Increase Community Employment, Vocational Training/Discovery or Volunteering	Percentage of active participants served that are employed in Community Employment, Vocational Training/Discovery or Volunteering	All TCC Participants	Bi-Annually	Schedules, log books and ISP's	TCC Manager	50%		64%
Satisfaction								
Maximize staff satisfaction	Percentage of staff members who give a satisfaction rating average of 8 on a 1 to 10 scale	All TCC staff members	Annually	Survey Results	TCC Manager	90%	N/A	91%
Maximize client participation in surveys	Percentage of clients who participate in the satisfaction survey	All TCC staff and participants	Annually	Survey Results	TCC Manager	95%	N/A	96%
Maximize stakeholder satisfaction	Percentage of stakeholders who give a satisfaction rating average of 8 on a 1 to 10 scale	All TCC stake-holders	Annually	Survey Results	TCC Manager	100%	N/A	100%

L.I.F.E. on the Coast Outcome Goals: July 2021 – June 2022

Outcome Goals	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Previous Outcome
Effectiveness								
Maximize ISP goal progress	Percentage of goals achieved or making positive progress.	All goals	Bi-annually	ISPs and Case Files	LIFE Manager	80%		87%
Increase community employment, Vocational training/discovery or volunteering	Percentage of active participants that are employed in community employment, vocational training/ discovery, or volunteering.	All people served	Bi-annually	Case Files	LIFE Manager	60%		91%
Meet safety training/drill requirements	Percentage of client participation in safety training/drills	All people served	Bi-annually	Training Logs	LIFE Manager	95%		100%
Efficiency								
Minimize waiting periods for services	Average days between referral and first day of services	All people referred	Bi-annually	Referrals and Billing	LIFE Manager	< 5 days (equals 100%)		100%
Increase staff training	Percentage of staff who participate in both in CDS online training and department trainings.	LIFE full time staff members	Bi-annually	CDS Reports and Training Logs	LIFE Manager	100%		100%
Maximize staff goal progress	Percentage of staff who have made progress on their goals	All goals	Bi-annually	Personnel Files	LIFE Manager	100%		100%
Service Access								
Maximize Attendance: Scheduled vs Authorized	Percentage of <i>scheduled</i> days attended/ Percentage of <i>authorized</i> days attended.	All clients	Bi-annually	Billing and authorization	LIFE Manager	76%		68%
						76%		26%
Satisfaction								
Achieve Satisfaction of People Served	% of participants who give a satisfaction rating of 4 or higher on a 1 to 5 scale	All people served	Annually	Survey Results	LIFE Manager	90%	N/A	100%
Achieve Stakeholder Satisfaction	% of stakeholders who give a satisfaction rating of 8 or higher on a 1 to 10 scale	All LIFE stake-holders	Annually	Survey Results	LIFE Manager	100%	N/A	100%
Maximize Staff Survey Participation	Percentage of completed surveys received	LIFE staff members	Annually	Survey Results	LIFE Manager	100%	N/A	100%

Parents and Friends, Inc., Plans and Reports: July 2021

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Parents and Friends, Inc.
Accessibility Plan
July 2020-June 2021

Purpose

The purpose of this report is to describe measures that Parents and Friends took during 2020/2021 and will take during 2021/2022 to identify, remove and prevent barriers to all individuals in accessing PFI's facilities and services, including staff, consumers, customers, and other members of the community, etc., as required by the ADA and in compliance with CARF Standards.

Aim

Desired Outcomes for integrating PFI'S Accessibility plan into our regular business practices.

- Services, policies, procedures and practices will meet the needs of more people.
- More people will have access to PFI's buildings and facilities.
- More people will have access to PFI's information resources.
- Staff will better meet the needs of employees, visitors and customers.
- PFI will better meet the needs of *all* people.

Organization's Profile

Parents & Friends, Inc. (PFI) a CARF accredited organization is the Mendocino Coast's public benefit corporation serving the needs of adults with developmental disabilities for over fifty years. PFI provides programs and services which extend to all aspects of an individual's life: recreational, employment, independent living and day to day activities. Parents and Friends employs a staff of One Hundred Fifty Nine employees. Eleven of Parents and Friends Employees are Client Employees. Parents and Friends provides services to One Hundred and Ten Clients. Parents and Friends' businesses support client centered programs and services:

Located at 521 E. Chestnut St.:

- The Community Connection is a state licensed day activity program offering services to individuals with severe disabilities.

Located at 350 S. Main St.:

- The Paul Bunyan Thrift Shop generates revenue by offering bargain prices on donated clothing and household items. The Paul Bunyan Thrift Shop provides an Individual and Group Supported employment site for people receiving services from The Job Connection.

Located at 306 E. Redwood Ave.:

- PFI Administrative offices including Bookkeeping, Chief Executive Officer, Chief Operations Officer and meeting spaces for Board, Managers, Safety Committee, and various other meetings.

- PFI Administrative Offices including PFI Fundraising and Technology Director

Located at 308 E. Redwood Ave.:

- Coastal Support Services Program Manager, Medication Coordinator, Clinical Coordinator, ILS Coordinator, House Managers.

Located at Located at 310 Redwood Ave.:

- L.I.F.E on the Coast is an individualized community-based program providing support to people in numerous aspects of their life including employment, supported living, and recreation. Prior to the Covid-19 pandemic, some client activities were located at 521 E. Chestnut Street.
- The Job Connection provides organizational employment services, job coaching to Supported Employers and Supported Employees through the Regional Center and Dept. Of Rehabilitation.
- Places to Go- this program is temporarily not staffed at this time due to Covid-19.

Located at 209 Azalea Circle:

- The Residential Care Facility for the Elderly (RCFE) is a four-bedroom home for the elderly of the developmentally disabled population, specializing in clients with Dementia and Alzheimer's.

Located at 365 Cypress St.:

- Community Connection has outgrown its Chestnut St. facility and has opened an additional facility on Cypress St. The Community Connection #2 is a state licensed day activity program offering services to individuals with severe disabilities.

Located at 350 Cypress St.:

- 350 Cypress St. has been unused since the relocation of the Parents and Friends Learning Garden. The site has been vacated and is soon to be demolished to begin construction on 3 houses that will be utilized as Residential Care Facilities for the Elderly.

How PFI Defines a Barrier

A "barrier" is anything that prevents a person with a disability from fully participating in all aspects of society because of his or her disability, including: physical, financial, behavioral, architectural, and informational or communications, attitudinal, technological, policy or a practice.

The Accessibility Committee was tasked with setting priorities and developing strategies to address barrier removal and prevention.

The Process Used to Form the Accessibility Plan

1. Establishment of a Safety and Accessibility Committee
2. On-going commitment to accessibility planning.
3. Reviewed recent successes in identifying, removing and preventing barriers within our organization.
4. Identified (list/categorize) barriers that will be addressed in the coming year.
5. Set priorities and developed strategies to address barrier removal and prevention.
6. Specified how and when progress is to be monitored.

7. Update, approve, endorse, submit, publish and communicate the plan.
8. Ongoing protocols for review and monitor the plan.

How the Safety and Accessibility Committee Functions

- A Chair Person for the Safety and Accessibility Committee is appointed responsible to organize bi-monthly committee meetings and coordinate all reports.
- The Safety and Accessibility Committee consists of a representative from each program of Parents and Friends, a consumer representative, and a Chairperson.
- Members appointed to the Safety and Accessibility committee assist the Chairperson in the development, review, implementation and evaluation of the accessibility plan. In continuing the on-going development of the Accessibility Plan, the Accessibility Committee will work to identify barriers, and plan for as well as implement their removal through bi-monthly committee meetings.

Barrier Identification Methodologies

- Consumers, Staff, Board of Directors, and Other Input

All input is noted and directed to the Safety and Accessibility Committee meeting for review bi-monthly. All employees are informed upon hire and annually of the Safety and Accessibility Committee and its functions. Employees are also made aware of how to report safety concerns, and safety topics are regularly discussed at all types of meetings.

- Safety Inspections

Regular quarterly bi-annual inspections completed by the Committee result in action items and plans of action towards removal of hazards and barriers.

- Manager's Meetings

The Administration office staff will be responsible for attending weekly Manager's Meetings, and communicating with the Chairperson any safety concerns brought to his/her attention by the Program Manager's and Chief Executive Officer.

- Safety and Accessibility Committee Meetings

Bi-Monthly Committee meetings attended by a client representative and a representative from each program address any current accessibility action items.

- ADA Checklist

It is completed annually by the safety committee representative and is used to generate new action items.

Review and Monitoring Process

The Safety and Accessibility Committee will meet bi-monthly to review progress. At each meeting, The Committee will remind staff, either through personal contact or by email, about their roles in implementing the plan. The Board of Directors will review the status of the Accessibility Plan annually at the Board of Director's Meeting.

Communication of the plan

Copies of this plan are available at all PFI sites.

2020/2021 Accessibility Report:

350 Cypress St. is no longer in use. The site is in the beginning stages of development for three Residential Care Facilities for the Elderly.

Following is a list of items that were identified in July 2020-June 2021 and carried over from previous reports and the current status of each:

Location Acronyms are: PBTS: Paul Bunyan Thrift Store, CSC: Cypress Street Center, TCC: The Community Connection: 521 Chestnut Street, Admin: 306 E. Redwood Ave. / 308 E. Redwood Ave. / 310 Redwood Ave., RCFE: 209 Azalea St., TCC#2, 365 Cypress Street.

Items Continuing for 2021/2022:

Architectural Barriers

- Thrift Store Checkout Counter Accessibility: A check-writing surface should be provided at a height of no more than 34 inches that a wheelchair can pull up to. The accessible checkout counter should be labeled with signage if both counters are not accessible. (ADA Checklist: 2.72-2.80)

Current Status: Continuing Item: Because both checkout counters are glass they can't be modified easily.

Short Term Plan (07/2021-06/2022): Seek a table or shelf that would meet ADA requirements for a check writing surface. Direct staff to provide assistance to people who need it until a solution can be put in place. OR Obtain a piece of counter top or treated particle board and mount it with hinges to the existing counter display with a stop for extending it to create a workable surface for writing.

Long Term Plan: When it becomes necessary to replace one of the counters, purchase one that meets ADA requirements.

Person Responsible: Thrift Store Manager

- Aisles and walkways in the Thrift Store should be 36 inches wide. Due to recent Covid-19 protocols, the Thrift store has undergone a major rearranging process.

Current Status: Continuing item: Because merchandise is always fluctuating and being rearranged, 36 inch clearance is not always maintained between all items, however major improvements have been made with the rearranging that has been completed.

Short Term Plan (07/2021-06/2022): Staff will continue to work to make sure that an accessible path is maintained to the extent possible.

Long Term Plan: See short term plan.

Person Responsible: Management and Staff at the Thrift Store.

- Clearance in front of light switches: all buildings.

Current Status: Continuing item: This is an ongoing item. In some spaces it is not possible to maintain clearance in front of light switches because of the shape and requirements of the space. Staff should be aware and make every attempt to maintain clearance in front of light switches in all buildings.

Short Term Plan (07/2021-06/2022): Staff will work to make sure that clearance is maintained in front of light switches.

Long Term Plan: See short term plan.

Person Responsible: Management and staff at all locations.

- **Environmental Barriers**

None Identified

- **Attitudinal Barriers**

Potential Employer preconceived bias about developmental disabilities

Current Status: Continuing item:

24 Community Employment Partnerships were maintained this year,

7 New Employment Partnerships were formed this year.

3 Clients were placed into 3 jobs this year.

Enrolled Clients: % of people enrolled in services at the beginning of the year still enrolled

Goal: 90%

Outcome: 92%

Percentage of total number of clients enrolled at beginning of the year who are still enrolled in the program or have successfully completed services at the end of the year.

Of 24 Clients enrolled July 2020-July 2021, 22 are still participating, or have successfully completed services. 1 Client has on the job support and no longer needed services and 1 ended services feeling that they were not ready for employment.

- Job Developer was involved with the Chamber of Commerce at mixers, Pop Up Business Fair, and an Employer training workshop held in Town Hall. The Job Connection and Job Developer participated in PFI fundraising and PR activities.

- Job Developer has identified 166 companies, 178 separate contacts and identified within the past year 193 employment opportunities in Fort Bragg and surrounding areas. Job Developer has introduced PFI as an organization with qualified candidates with unique skills.

- The Job Developer and Job Connection has increased number of employment partners by 7 this year. We are very excited to have these new relationships and look forward to new ones this coming year.

- Job Developer has continued to submit an introductory letter to many employers not yet acquainted with supported employment or our Community Employment Partnerships. In it we emphasize the wide range of skills and interests offered by our job candidates in all programs.

- The Job Connection has participated in the Competitive Integrative Employment Incentive Program through Redwood Coast Regional Center. We have been successful in assisting 10 individuals in gaining Competitive Integrative Employment.

Short Term Plan (07/2021-06/2022): The Job Connection will continue to maintain strong relationships with current Employment Partners as well as meeting with new businesses and developing relationships.

Long Term Plan: The Job Connection will continue to build new relationships with community businesses and strive to increase awareness of PFI's community integrated employment program and the diverse, but talented, pool of job candidates PFI represents.

Person Responsible: The Job Connection Manager, Job Developer, and PFI Staff.

- **Lack of Sensitivity by Community Members**

Current Status: Continuing item: This year we maintained and continued to grow all programs. With the Covid-19 restrictions, Places to Go has been temporarily suspended due to limited staff and to ensure the safety of both staff and participant during the Covid-19 pandemic. PFI continued the quarterly newsletter distribution, maintenance of our website, and Facebook. Staff participate in Chamber of Commerce, Various Committees, as well as fundraising and PR activities. We also have board members that reside on multiple community boards.

Short Term Plan (07/2021-06/2022): Maintain strong relationship with current supporters and stakeholders.

Long Term Plan: See short term

Person Responsible: Board of Directors, Chief Executive Officer.

- **Education/Training Level of PFI Staff**

Current Status: Continuing item: All employees begin employment with initial training videos, are enrolled in the College of Direct Support, and are current in First Aid and CPR as well as Pro-Act training and Person Centered Thinking Training. Covid-19 Certificate program and Sexual Harassment certificate, as well as additional universal precautions training will include, consultation with professionals who can provide specific information regarding client's needs, Diabetes management training, Dementia training, and others to be determined as needed.

Short Term Plan (07/2021-06/2022) Continue to train existing and new staff according to the existing training protocol.

Long Term Plan: See short term

Person Responsible: Program Managers

9. **Financial Barriers.**

Budget cuts: Potential future budget cuts may result in future cuts to funding.

Current Status: Continuing item: A grant was obtained from The Community Foundation of Mendocino County to increase our capacity for virtual communication by purchasing Zoom video platform licenses. Fundraising activities will continue. Chief Operating Officer continues to seek grant opportunities, as well as opportunities for development of additional fundraising and diversified income streams benefitting Parents and Friends, Inc.

Short Term Plan: (07/2021-06/2022) Continue to integrate the use of adaptive technologies in programs. Research alternate sources of income including fundraising and grants, work with specialized staff to maximize alternate sources of revenue not dependent on the state budget. Address client financial barriers through the IPP process, and use of Medicaid and other funding solutions on an individual and collective basis.

Long Term Plan: See short term plan.

Person Responsible: Chief Operating Officer, Chief Executive Officer, Board of Directors.

10. Communication Barriers.

Parents and Friends recognizes that both staff and clients may experience various personal barriers to communication be they visual, auditory, cognitive, behavioral, or mechanical. In some cases these barriers can be addressed with an appropriate solution. In some cases, a financial barrier may exist.

Current Status: The organization has four full time staff members who are certified in Augmentative and Alternative Communication (AAC). These staff members work with staff to identify and address in 2021-22 the needs of multiple clients through various communication challenges and provide alternative communication access solutions through both high- and low-tech solutions. A new program, Alternative Services, supports alternative methods to deliver person-centered services. These solutions enhance client and staff participation, positive behaviors, and support appropriateness.

Short Term Plan (07/2021-08/2022) IT Technician will support AAC implementation, and the demonstration library will continue to be developed with various environmental and communication aids, both high- and low-tech in nature. Continue to proactively identify communication barriers to communication at all levels of the organization and address communication challenges with appropriate solutions, and alternative funding to support these solutions when necessary as documented in the individual participant plan.

Long Term Plan: Continue to document in ISP process any specific communication barriers.

Person Responsible: IT Technician, Chief Operating Officer, Managers, Chief Executive Officer, Board of Directors.

11. Technological Barriers.

Limited access to equipment for staff:

Current Status: Continuing item: All of the staff who regularly use computers have computers that meet their needs. Training computers have been updated to Windows 10 Pro and are managed centrally by the full-time IT Technician, and remain suitable options for staff to utilize. The IT Technician continues to be available to provide application support for new or inexperienced users. All staff are provided with cell phones that have access to Wi-Fi at PFI locations. These devices have access to Google services, such as email, calendar, and tools to create/access documents and shared storage. All staff are provided with one-on-one, documented training in the use of their smartphone. PFI works to update computers and other devices as needed and acquire devices at a reasonable cost whenever possible. There are always new technologies available that could improve efficiency. The organization added a fleet of Cellular ‘Hot Spots’ to support remote access for staff, participants, and board members as needed. See the technology plan for more detail.

Short Term Plan (07/2021-06/2022): Keep current devices up to date with software updates. Continue to provide cell phones to all staff and seek devices at reasonable costs. Provide accommodations where necessary to provide access to technology, including cellular “Hot Spots.” IT Technician will continue to assess staff needs and remain available for application support in order to make sure that staff are accessing features available through existing software and make recommendations on upgrades as well as addressing other technological needs.

Long Term Plan: See short term plan.

Person Responsible: IT Technician, Admin Office, Chief Operating Officer, Chief Executive Officer, Board of Directors.

12. Ineffective data backup infrastructure.

Current Status: Continuing item: PFI's full-time IT Technician is responsible for all security, troubleshooting and software solutions. Computers are prevented from running unauthorized applications without administrator approval to minimize the risk of unwanted software, including ransomware that may affect PFI data. Routers and firmware updates are kept current at all locations. All PFI data storage has been transferred to Google Drive, with files segmented into shared drives according to purpose/department and needed levels of access, and staff are encouraged to use the Google Docs suite of applications for new documents in order to maximize availability of previous versions in the event of unintended changes.

Short Term Plan (07/2021-06/2022): Continue training staff in the use of the Google Docs suite of online document editing services. Continue to investigate cost-effective and low-maintenance solutions for versioned backups of PFI data. Continue updating network devices at PFI locations to maintain oversight and security.

Long Term Plan: See short term plan.

Person Responsible: IT Technician.

13. Limited access to technology for clients.

Current Status: Continuing item: Many clients could benefit from assistive technology and greater access to computers. There are some computers available for clients to use, and a technology demonstration library has been developed at Parents and Friends to model tablet, phone, and application solutions. We have acquired peripherals to assist low-vision users. Additionally, our licensed day program has purchased tablets for client use. Some clients have been able to purchase tablets and other devices to assist with their communication. Parents and Friends office locations 306, 308, and 310 E. Redwood Ave. offer guest access to wireless internet. Participants may receive a tablet device issued by the Redwood Coast Regional Center that is setup, maintained and user training is provided by Parents and Friends to facilitate program participation in meaningful ways relative to each individual participant plan. Cellular "Hot Spots" and/or assistance with enrolling in low cost internet service at home is provided for each participant as needed.

Short Term Plan (07/2021-06/2022): A full time staff person is responsible for assistive technology for clients. Continue to identify and address access challenges for clients, including financial. Seek to develop a multidisciplinary program with the Regional Center that will address visual, auditory, cognitive, behavioral, mechanical, and other barriers requiring low and high technology solutions in each program.

Long Term Plan: See short term plan.

Person Responsible: IT Technician, Chief Operating Officer, Chief Executive Officer, Board of Directors.

14. Transportation Barriers

Limited Public transportation: MTA only runs during business hours and on a limited route, Dial A Ride can be used as available but does not run on holidays.

Current Status: Continuing item: RCRC discontinued much of the funding for public transportation leaving only limited free bus passes for certain activities. PFI continues to hire staff who are capable of providing transportation support and to reimburse staff for mileage.

In addition, PFI has maintained previously owned vehicles, as of 07/2021 PFI has six passenger vans, with four being wheelchair accessible. A pickup truck is used in transporting trash or property from one location to another.

Short Term Plan (07/2021-06/2022): Continue to supplement public transportation with staff and company vehicles.

Long Term Plan: See short term

Person Responsible: Chief Executive Officer

Parents and Friends, Inc.
Critical Incident Analysis
July 2020 to June 2021

Parents and Friends Critical Incident Analysis

July 2020- June 2021 Incident Summary

Note: Due to HIPAA requirements, incidents involving persons served are confidential, are reported to the appropriate authority when necessary, and are not described herein as to prevent any link to those we serve. Parents and Friends Inc. has a person centered approach and philosophy. Persons served have the right to confidentiality and control over the release of specific information.

There were a total 21 documented Critical Incidents involving employees this year. Of 21 total incidents reported:

Incidents by Type:

- 5 (24 %) resulted from Trips or Falls.
- 4 (19 %) resulted from Cuts or Scrapes.
- 4 (19 %) resulted from Strains.
- 8 (38 %) resulted from minor Bumps and Bruises.

Incidents by Location:

- 2 (10%) happened at Administrative Offices.
- 5 (24%) happened at our Retail Location.
- 13 (62%) happened in Persons Served Homes.
- 1 (5 %) happened in the Community.

Incidents by Severity:

- 11 (52%) required no First Aid.
- 4 (19%) required First Aid.
- 6 (29%) required Doctor's visits.

July 2020- June 2021 Causes/Trends:

- There was an equal number of Bump and Bruise type incidents this year (8) compared to last year (8). Staff are encouraged to observe and report both safe and unsafe conditions to raise safety awareness.
- There was a lower number of strains resulting in injury and workman's comp claims, (4) this year, verses (11) last year. Injuries involving strains are a continuing issue. Training on proper lifting techniques is given on a semiannual basis.
- There were (5) trips and falls this year, increased from (4) last year. Safety Representatives have painted possible hazards to make uneven surfaces more visible to prevent trips and falls. Trip and Fall Prevention Training is provided to all staff on semiannual basis.

Actions for Improvement:

- Continue training all staff in First Aid and CPR including seizure procedures.
- Continue to provide Pro-Act training to staff in order to provide tools for dealing with violence and aggressive behaviors while maintaining safety for staff and persons served.
- Continue to provide annual training on avoiding Trip and Fall Accidents and good housekeeping. Continue biannual safety inspections, annual review of all safety postings and procedures, quarterly safety committee meetings, and regular training for all staff.

Results since last report (7/20):

- 5 incidents of the total 21 incidents reported (24 %) resulted from trip and fall accidents. Training to prevent trips and falls is given to staff on a semiannual basis.

Necessary Education and Training of Personnel:

- Continued Pro-Act Training for staff.
- Training for all staff in assisting people to walk and preventing Trip and Fall accidents.
- Continued CPR/First Aid training including Seizure procedures.

Prevention of Recurrence:

- Continue regular semiannual environmental inspections.
- Provide the above training to staff.

Internal and External Reporting Requirements

- Incidents involving persons served will be kept confidential and thus will not be reported publicly but only to necessary parties.
- All incidents resulting in First Aid, Medication Error, Violence or Aggressive behavior, Doctor or Emergency Room Visits, will be documented with an “In House Incident Report” form.
- All special incidents resulting in Doctor’s visits involving persons served will be documented with a SIR form.
- OSHA 300 forms will be completed and posted annually.
- All inspections (internal and external) will be followed by a written report.
- All trainings will be documented regarding who was in attendance and what subjects were covered.

Race	PFI	Mendocino	California
White alone	76.3%	72.52%	36.5%
Black or African American alone	3.4%	.91%	6.5%
American Indian and Alaska Native alone	0.8%	4.98%	1.6%
Asian alone	2.5%	2.18%	15.5%
Native Hawaiian and Other Pacific Islander alone	0.8%	.18%	.5%
Persons reporting two or more races	1.7%	14.15%	4%
Persons of Hispanic or Latino origin	14.4%	25.6%	35.4%
Age/Gender	PFI	Mendocino	California
Persons 65 years old and over	3.4%	23.1%	14.8%
Female persons	33.1%	50.4%	50.3%

The Mendocino County and California demographic data is from the US Census Bureau web site and based on 2019 Census data. PFI data was collected in August 2019.

PFI’s statistics on race and gender only generally fall within Mendocino County parameters in a few categories. This is primarily due to the American Indian population in Mendocino County being predominately inland, and there being many persons of mixed race in all categories but PFI is not specifically noting or reporting all mixed race people. Development disabilities tend to be more common in the male population and, while the PFI population base is growing in age, only four people have reached sixty-five years of age.

It is not believed that PFI should, or for that matter could, take any actions to change its demographic profile. All people who are served are referred to PFI by either the Regional Center or the Department of Rehabilitation. PFI does not solicit for its own referrals or offer services for hire on the open market. PFI demographics, therefore, actually reflect the Regional Centers and DOR’s referral demographics rather than its own generated demographics.

PFI has not reported financial demographics, such as household income, individual income and percentage above and below the poverty line because it does not have access to that information for a large part of the population it serves. To report and estimate based on best available information and innuendo would seem to be counterproductive. However, since most Clients served earn at or below minimum wage, this would seem to indicate that the population is generally low income, however household incomes may vary dramatically from Client to Client.

Parents & Friends, Inc. is committed to the observance of statutory and company regulations on lawful and responsible conduct by the company, its employees and its management. In order to ensure that the organization receives information about, and complies with all federal, state, and local laws and regulations a corporate compliance policy has been adopted, and a corporate compliance committee has been assembled. The Corporate Compliance Committee is chaired by a staff member who is also the Corporate Compliance Officer. Other members of the committee are PFI's Chief Executive Officer, a contracted third party with financial and policy compliance experience if possible, and the President of the Board of Directors.

Summary of Allegations, Investigations, Complaints:

1. Allegation filed with Board of Labor Relations alleging termination irregularities by PFI. Acknowledged irregularities were remedied. Follow-on allegations were dismissed by the Board of Labor Relations.
2. Allegation by an ex-employee of wrongful termination. Notification of the allegation sent to PFI by an internet law firm. PFI denied the allegation and proposed settlement and sent supporting documentation. Nothing further has been heard from the employee or law firm.

Policy and Procedure Recommendations:

The committee has reviewed all Policy and Procedure Manuals **within the past 12 months:**

Personnel Policy and Procedure Manual were last reviewed and approved in September 2019

Department Specific Policy and Procedure Manuals were last reviewed and approved in September 2019

Board of Directors Bylaws and Policy Manual were last reviewed and approved in October 2019

Program Manager's Policy and Procedure Manual were last reviewed and approved in September 2019

July 2020-June 2021 Committee Members:

Corporate Compliance Officer:	Daphne Haney, Accountant
Committee Member:	Rick Moon, Chief Executive Officer
Committee Member:	Mike Hall, Board President
Committee Member:	Laurel Ellen, Board Member

Parents and Friends, Inc., Cultural Competency and Diversity Plan: July 2021 – June 2022

Cultural competence includes attaining the knowledge, skills, and attitudes to enable leadership and staff to provide effective services for diverse populations. Maintenance and/or growth are more likely to occur where systems, services, and staff utilize knowledge and skills that are culturally competent and compatible with the backgrounds of those individuals being served, their families, and the community. Cultural competence acknowledges and incorporates these variables into the ongoing assessment process which culminates with the Individual Service Plan implemented. Parents and Friends Inc. is committed to demonstrating an awareness of, respect for, and attention to the diversity of the people with whom it interacts (persons served, personnel, families/caregivers, and other stakeholders). We demonstrate this commitment through our organizational structure, policies, services, and training.

The overall aim of this plan is to foster culturally competent staff and therefore quality services for individuals by:

- Recognizing and honoring diversity in all forms;
- Assessing cultural competency at all organizational levels;
- Offering immediate access to culturally appropriate services for those served
- Offering continuous, comprehensive cultural competency/diversity education and training for staff.

PFI's Cultural Competence and Diversity Plan:

- Consideration for the social, cultural, traditional, or religious activities that are important to the person served is referenced in the Individual Service Plan developed in each program that the person participates in. This plan is reviewed and updated annually to ensure that it is current.
- Persons served are assisted by their support staff with accessing the worship services of their choosing.
- Persons served are assisted by their support staff with participation in the holidays of their choosing, including visits to family to participate in traditional activities important to them.
- All personnel read, sign, and abide by the PFI Code of Ethics which references respect for cultural diversity.
- Demographic information of persons served is updated annually which includes information on race and gender.
- Parents & Friends complies with affirmative action requirements in our hiring practices as outlined in the Personnel Manual.
- Assurance that individuals served receive from all staff effective, understandable, and respectful services that are provided in a manner compatible with their cultural beliefs and practices and preferred method of communication.
- Providing to individuals served and their guardians both verbal and written rights information in a method they can easily understand.
- Making available easily understood materials and signage in a method that addresses the needs of the individuals served and/or other stakeholders.
- Ensuring that staff at all levels and across all disciplines receive ongoing education in culturally appropriate service implementation.
- Provide opportunities to take ESL classes for Spanish speakers and Conversational Spanish for English speakers.
- Maintaining current demographic and cultural data of the individuals served to accurately plan for services that respond to the cultural characteristics of each individual.
- Recognizing that staff diversity also needs to be honored and ensuring that equal employment opportunities are strictly adhered to in hiring, placement, and subsequent changes in employment status.

Status of PFI's goals for 2021/2022:

Goal: Provide Cultural Competence training to all employees

Action: Using the College of Direct Support, Cultural Competence Module, provide an opportunity for each employee to complete the training course.

Timeframe: All staff to complete the course by December 2022.

Status: One third of the employees have completed the course.

Goal: Maintain a current database of skills that staff possess including those who have completed training in Cultural Competence, and those who could serve as an interpreter including ASL.

Action:HR staff will develop and maintain a database, staff will be surveyed to gather information about current skills and training needed.

Timeframe: Survey of all employees to be completed by December 2020.

Status: The database has been created and is being populated.

Parents and Friends, Inc., Employee Retention Rate Analysis: July 2020 – June 2021

As of June 30, 2021, Parents & Friends, Inc. had 147 full-time and part-time employees not counting Vocational Services consumers and Job Connection consumers.

Between July 1, 2020 and June 30, 2021, net employment at PFI decreased from 163 to 147 employees. During the fiscal year, 52 new employees were hired, of which 39 are still active employees. 68 employees left employment for a variety of reasons which are summarized below:

Misconduct/Poor Performance	Personal/Voluntary Quit	Retirement	Abandoned Job	Total
9	30	6	23	68

The chart above shows that from 07/01/2020 to 06/30/2021, PFI experienced a 43.9% turnover rate. 45 of the voluntary quits were due to COVID-19, moving out of the area, retirement and medical reasons. That leaves an effective turnover we may have been able to influence of 23, or 14.8%.

Strategies for Maintaining or Lowering Turn-Over Rate.

1. Continue with employer paid insurances including medical, dental, vision and life. The expense is over 20% of gross payroll.
2. Keep current with annual reviews based on performance and current wage and salary surveys.
3. Continue the Employee of the Quarter program to recognize excellent performance, including a \$250 bonus.
4. Have an employee appreciation event as well as other unscheduled events when appropriate after COVID-19 crisis is over.
5. Continue the employee appreciation reception or Holiday food gift cards in November/December and have department Holiday parties in December if appropriate.
6. Maintain an open door and open communications policy.
7. Have CEO attend each department staff meeting at least quarterly.
8. Offer a 403(b)-retirement program to all eligible staff.
9. Promote discounts offered by ADP payroll service
10. Pay for English and Spanish classes for those employees who are interested.

Parents and Friends, Inc., Risk Management Controls System: July 2021 – June 2022

Goal: TO PROMOTE QUALITY SERVICES AND MANAGE RISK EFFECTIVELY. The Risk Management plan incorporates systems of checks and balances that clearly define accountability and monitor critical performance variables. Control systems are designed to minimize risks and prevent and detect illegal or unethical activity and or fraud, waste and abuse. Access to critical information is on a need to know basis.

EXPOSURE	CONTROL MECHANISM	RESPONSIBILITY	SCHEDULE/REPORT	REVIEW DATE
General Liability	General Liability insurance policy in effect. Annual review of policy w/ insurance broker prior to renewal	CEO	Philadelphia Indemnity Insurance, policy renews September 25	August
	Maintain Safety Committee / OSHA Compliance	Safety Committee	Monthly	Monthly
Professional Liability	Maintain current insurance policy. Annual review of policy with insurance broker prior to renewal.	CEO	Same as General Liability	August
Property Loss	Maintain current insurance policy. Annual review of policy with insurance broker prior to renewal.	CEO	Same as General Liability	August
Vehicle Loss	Maintain current insurance policy. Annual review of policy with insurance broker prior to renewal.	CEO	Same as General Liability	August
Business Loss / Interruption	Maintain appropriate accreditation for each of PFI's programs	CEO	Annually	Annually
	Maintain relationships with bank	CEO	Monthly	Monthly
	Maintain open communication with funding agencies	CEO & Program Managers	On Going	On Going
	Use existing assets	CEO	On Going	On Going

	Maintain Budget/ Cash Flow	CEO	Weekly	Weekly
EXPOSURE	CONTROL MECHANISM	RESPONSIBILITY	SCHEDULE/REPORT	REVIEW DATE
Loss of Reputation	Maintain PFI Website Maintain open communication with Consumers, Family/Guardian and the Community. Maintain annual Stakeholder, Consumer and Employee Surveys Parents & Friends Newsletter	CEO Board of Directors Program Managers/ Administration Fundraising/Tech Director	Semi-Annually Monthly Annually Quarterly	Semi-Annually Monthly Annually Quarterly
Liability to Employees	Maintain viable employment opportunities. Maintain workers compensation and general liability insurance	Board of Directors	Monthly	Monthly
Loss of Accreditation/ Licensing	Dept. of Habilitation / Dept. of Rehabilitation compliance Maintain current insurance policies Maintain Safety Committee / OSHA Compliance CARF Survey Multiple licensed administrators for licensed homes and day programs	Program Managers CEO Safety Committee Management Team / Board of Directors Program Administrators	Monthly Same as General Liability Monthly On Going Annually	Monthly August Monthly On Going Annually
Loss / Reduction or Interruption of Income	Match income with expenses; reacts quickly to changing financial situations	CEO	Monthly	Monthly
EXPOSURE	CONTROL MECHANISM	RESPONSIBILITY	SCHEDULE/REPORT	REVIEW DATE
continued: Loss / Reduction or	Contingency fund	Board of Directors / CEO	Monthly	Monthly

Interruption of Income	Weekly and monthly cash flow to match	CEO	Weekly/Monthly	Weekly/Monthly
Financial mis-management or malfeasance	Financial review & report to Board of Directors and Financial Sub-Committee	CEO	Monthly	Monthly
	Annual audit of financial by independent CPA reporting to the Board Of Directors	CPA	Annually	Annually
Inability to hire and maintain sufficient quantity of experienced employees	Employee Exemplary Performance Certificate	Program Manager / CEO	Quarterly	On Going
	Performance Review	CEO	Annually	Annually
	Employee Satisfaction Survey	CEO	Annually	Annually
	Fully Paid Medical, Dental, Vision	CEO / Board of Directors	Annually	Annually
	Open Door Management Policy	CEO / Board of Directors	Annually	Annually
	Formal Grievance Procedure	CEO / Board of Directors	Annually	Annually
Natural Disaster, Fire and Accident Prevention	Safety Plan	Safety Committee	Monthly	Monthly

Parents and Friends, Inc., Technology and Systems Report: July 2021 – June 2022

July 2021

It is the intention of Parents and Friends, Inc. to utilize technology whenever feasible and affordable to provide better accessibility to technology for consumers and employees and greater efficiencies in work processes, information and communications. The confidential nature of our business, together with solid business practices, calls for safeguards to be in place which will protect against the loss of information and restrict the ability to break into our system and take confidential information. There are also basic safeguards to protect against improper disclosures of confidential information to insiders. This plan will continue to be updated as new procedures and technologies become available.

- Web presence – Parents and Friends has a website maintained by a staff person. PFI will be completing a re-design of this website that focuses further on accessibility and security. We will implement alt-text on images to accommodate screen readers, and the website will be accessible securely via HTTPS to ensure Information integrity. We have added fillable forms for employment applications, etc.
- System management – Parents and Friends has 2 full time IT Technicians on staff for all system management, system architecture design, security and maintenance. The IT Technicians are available for all technology questions and assistance. PFI now utilizes Google's G Suite for Nonprofits, available to us at no charge, to fulfill most of our productivity and collaboration needs, minimizing the overhead that would be required for in-house hosting of services. PFI's agreement with Google allows us to utilize their core services while maintaining our privacy and confidentiality obligations.
- Internet Access – Every manager and appropriate employee who has the need has a computer system with access to the Internet. The Internet Service Provider is Mendocino Community Network (MCN), a non-profit local provider. Nearly all staff have a limited amount of cellular data on their smartphone, and can access the Internet at any PFI location over Wi-Fi. We also have a cellular-based Wi-Fi hotspots available in the event of an outage, and smartphones can be used as hotspots when needed. A secured wireless guest network is available at our administrative offices. PFI has an arrangement with MCN as part of their high-speed wireless project, which provides us with free Internet and phone system services - and higher Internet speeds - at our administrative offices and other designated locations, in exchange for accommodating networking equipment and antennas on our premises.
- Communication – PFI promotes effective and efficient communications through an MCN cloud-based digital phone service with extensions for department management and office staff, many of whom use desk phones linked to the service. Office lines and associated voicemail are provided by MCN, and cell phones for on-call and remote work crews through Verizon. All PFI staff have Google accounts for email and other core services. IT Technician manages group email distribution lists to facilitate mass communication with all staff, specific departments, or workgroups. A mass texting tool has also been implemented for use over the Verizon network.

- Collaboration and organization – Parents and Friends has adopted Google Drive and related services for file sharing and collaboration. Files are sorted into shared drives according to their purpose, with special attention paid to access levels in an effort to minimize unintended or unwanted changes to PFI data, in addition to unnecessary access.

Using the Google Docs suite, staff can work together on documents without fear of lost work or conflicted copies, and a full history of reversible edits is maintained. We have begun to use Google Calendar for reservations of rooms, vehicles, as well as to notify staff of upcoming events. Multiple calendars are used to allow for viewing of events by program or purpose, where applicable. Scheduling participants for trainings is being handled via shared, collaborative registration sheets.

- PFI has implemented ADP, a Time and Attendance System that tracks employee hours and client activities. Staff log in and out using phones, and managers are able to track current payroll and billing information automatically. ADP works with QuickBooks and allows for more efficient and auditable processing of payroll and billing. Parents and Friends continues to investigate online solutions for scheduling and timekeeping to further simplify the timekeeping process for staff and to reduce the administrative overhead associated with timecard corrections.
- PFI has implemented Therap, a dynamic, secure, web-based application to support planning, reporting, and positive outcomes for the individuals we serve. From healthcare activities to individual goal tracking, the tool has empowered each employee to improve communication, effectiveness and reduce errors. We will be migrating some client billing away from ADP toward Therap to separate payroll and billing activities where possible, especially where concurrent billable activities may occur.
- Security – All staff have email and file sharing access via Google's G Suite for Nonprofits. Staff smartphones are PIN-protected with sensitive information restricted from view until unlocked. These devices remain logged in to users' individual accounts, and IT Technician has centralized management over devices, including the ability to track, lock, or reset devices as necessary to protect PFI property and data. Two-step verification is used to enhance account security in the event that an unauthorized party learns a user's password. PFI computers are centrally-managed using a consistent VPN connection to PFI's IT server which also functions as a domain controller. System policies prevent untrusted software from running on Windows-based computers, and all computers utilize built-in firewall and antivirus technologies. Devices utilize full-disk encryption wherever possible. Routers and firewalls are managed by IT Technician, with plans to connect routers at all locations to the central VPN for ease of management and updates. The accounting system (QuickBooks Premier Non-Profit Edition) has user name and password protection at the program as well as computer level and security features which prevent any major reconfigurations or changes in users or security without approval of the system administrator. Program directors and most managers have been trained in the use of a secure password management system (LastPass). PFI has implemented the Signal app, an end-to-end encrypted communication software for our cell phones to enhance privacy and security; it is also available as a desktop application. PFI has implemented TLS to user email encryption for messages sent over Gmail to further safeguard information.
- Backup – All computers have Google Drive File Stream installed. Google Drive offers cloud storage and file synchronization and keeps files synchronized as they are modified. Staff are instructed to use Google Drive's shared drives feature to store all important documents. Google Drive tracks changes to files and allows users to find previously saved versions of documents for 30 days, or for unlimited time

with Google Docs. Our accounting information is backed up via QuickBooks to a mirrored drive and an external drive locally, as well as copied to a secondary computer and synced to Google Drive. Additionally, all shared drives are synchronized on a nightly basis to a local server whose contents are backed up, encrypted, to an offsite server.

- Disaster Recovery – PFI's email and other data are stored on Google's servers, and our data would be unaffected by failures varying in size from a single server to an entire datacenter. Also, because PFI replicates important data to Google Drive and generally does not rely on specialized locally-installed software for Windows devices, a failed Windows computer would not typically result in lost data. As additional protection against ransomware and other local threats, we plan to move toward greater utilization of web applications, such as the Google Docs suite, which features unlimited version history. As noted earlier, PFI has implemented offsite encrypted backup for its IT server.

- Equipment – All managers and appropriate employees who have the need have desktop or laptop computers with internet access, printers, and all other necessary accessories. A new Xerox copy machines has been leased for the 306, 308 and 310 E. Redwood locations. • There are enough computers available for all essential daily tasks and also the occasional needs that arise. Additional computers have provided more efficient operations at the Thrift Store, easier scheduling of online training, and client activities requiring computer and internet access. Any opportunities for donated or reduced-price computers is always pursued. PFI has added a fleet of Cellular Hot Spots to provide data access in times of power or internet outage, or where Wi-Fi is unavailable.

- Accessibility and Adaptive Technology – Nearly all of our computers use Microsoft Windows as their operating system. Windows includes applications and options that provide adaptive technology when and if needed. The accessibility options include:
 - Features for people who are deaf or hard of hearing.
 - Features for people who are blind or have impaired vision.
 - A text magnifier.
 - A navigator system.
 - Features for people with mobility impairment.
 - Features for using speech.
 - Setting up microphones and speakers.
 - Text to speech translation program.
 - Speech recognition to text program.

PFI has employees, including the IT Technician, who are certified Adaptive Technologists. This allows us to address communication challenges in all of our individual service plans. Adoption of smartphones and increased use of technology will allow us to further increase accessibility. PFI continues to offer textual modes of communication through phone messaging and now extended to email access for all employees. Staff are able to have our personnel policy manual and other documents read aloud to them using Android text-to-speech features. Staff smartphones include a synchronized directory of all PFI staff, and we are working to incorporate staff photos to further aid those who do not read. Visual schedules are used for clients where applicable.

A large format wireless keyboard is available for sight-impaired individuals to utilize in our day program. Increased use of projectors and speakers help to make information more accessible. Automatic door openers are available at our administrative offices.

PFI's new Person-Centered Services program and Person-centered thinking training helps to clarify the need for accommodations for staff and clients.

Should the features available with our computing devices not adequately address a specific accessibility issue with an individual consumer or employee, adaptive technologies are available through the Redwood Coast Regional Center and Department of Rehabilitation.

Parents and Friends' use and implementation of technology has rapidly progressed over the past 2 years. Apart from the goals listed above, as we continue to move forward, it is our intention to our extensive set of written procedures and documentation for new and existing practices, along with providing additional user training, lifecycle plans for hardware and software, and expanded device usage policies.