

Parents and Friends Inc.

July 2020 Annual Outcomes Reports

Goals, Results, and Plans

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Coastal Support Services Outcome Results: January 2020 – June 2020

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	90%	78%	86%
Maximize Progress on ISP Goals	Percentage of consumer goals showing positive progress	All consumer goals	Biannual	ISP Files	CSS Manager	85%	87%	65%
Efficiency								
Maximize Consumer Services	Percentage of authorized support hours delivered	All consumers	Annual	Billing Forms	CSS Manager	90%	87%	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%	100%	98%
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%	79%
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%	85%	76%

Last updated on 7/15/2020

Effectiveness:

Establish Client ISP Goals

Goal: 95%

Outcome: 78%

Not Achieved

Out of 61 total clients, 48 had established goals between July 2019 and June 2020. Many ISPs have been delayed due to the COVID-19 Pandemic.

Action to be taken: ISPs will be conducted using alternate methods as needed. Clients will be able to use tablets, phones or computers to meet with their Circle of Support to develop Individualized Plans. Coastal Support Services will work to enable remote meetings through different web based platforms ensuring that Individual Service Plan meetings can take place remotely when necessary.

Maximize Progress on ISP Goals

Goal: 90%

Outcome: 87%

Not Achieved

Out of 140 total client goals between July 2019 and June 2020, 122 were either achieved or are in progress with steps toward achievement. 14 out of 140 total goals were not achieved or discontinued. Many clients have goals of traveling or going on trips but have been unable to do so during the COVID-19 Pandemic.

Action to be taken: Coastal Support Services is now using a web based program to track goals using tablets and cellular devices. This application will allow each employee providing direct support to monitor individual goals and focus on assisting clients achieve them. The application will also designate scoring methods, tools needed, and scoring frequency.

Efficiency:

Maximize Client Services

Goal: 90%

Outcome: 87%

Not Achieved

Coastal Support Services served 87% of total authorized hours. Coastal Support Services has received authorization to serve certain individuals with two to one staffing ratios. Many of these hours are left unserved due to staffing needs. Many clients who need minimal support are often authorized an abundance of hours which are not used.

Action to be taken:

Coastal Support Services will continue to seek qualified applicants for Direct Support Professional positions. Staffing will be focused on where greatest need is in the 24/7 homes. Management will also work with persons served and their Regional Center Service Coordinators to determine the appropriate number of hours of support needed per month so as to not overserve or underserve individuals.

Service Access:

Maximize Client Retention

Goal: 95%

Outcome: 100%

Achieved

The Job Connection Outcomes Results: July 2019 – June 2020

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	65%	57%	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%	100%	86%
3.Maximize Progress on IHSP Goals	% of new and/or continued participant goals achieved	Individual	Bi-annually	IHSPs and Case Files	TJC Manager	68%	78%	79%
Efficiency								
4.Make Progress in Regular Staff Training	Complete at least 4 assigned training courses per staff	TJC staff members	Bi-annually	CDS Reports & Training Rosters	TJC Manager	90%	63%	25%
5.Increase Employment Partners	Add at least 3 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%	82%	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%	90%	90%
8.Maximize authorized service	Percentage of all authorized services hours served for supported participants	% Job Coaching Hours Adjusted COVID-19	Monthly Monthly	Billing Forms Billing Forms	TJC Manager	95% N/A%	75% 85%	87% N/A%
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%	100%
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	91%	87%	95.2% 92%

8. Maximize Authorized Service Hours: all billable Job Coaching services:

a. % Job Coaching Goal 95% Outcome: 75% COVID-19 Outcome: 85%

TJC served 2816.05 out of 3760.50 total hours authorized for July 2019-June 2020. Many of the authorized hours were unmet due to participant vacations, sick time, and Participants' lay-offs due to COVID-19. The Job Connection has strived to meet all authorized hours to the best of our ability. However of the Participants who continued to work during COVID-19, TJC served 1072.15 out of 1258.60 total authorized hours for March-June 2020, with a total yearly percentage of 85%

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 participant availability.

SATISFACTION: July 2019 –June 2020

Increase participant satisfaction: % of participants who give a rating of 4 or more on scale of 1 to 5
Goal 90% Outcome: 95%

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: 87%

Although the Participants' satisfaction outcome goal was met, there was a low response rate. Due to management and staff changes and loss of participants because of COVID-19, the stakeholders' satisfaction survey response rates did not meet TJC department's goals.

Plan of Action: Throughout the year, TJC will be more active and engaging to our Participants, Family, Community, and Employment Partners. TJC will put in place active listening, responsiveness, and clarity practices to increase our relationships with our partners, thus receiving a higher and ultimately favorable survey response rates.

Places to Go Outcomes Results: July 2019 – June 2020

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%	92%	84%
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%
Efficiency								
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%	92%	90%
Service Access								
Maximize Participants participation	Percentage of Participants that participated in scheduled activities	All Participants	Bi-Annually	Billing/ authorizations	Places To Go Manager	95%	95%	93%
Satisfaction								
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%	90%	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%	95%	93%

The Community Connection Outcomes Results: July 2019 – June 2020

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%	100%	100%
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%	99%
Efficiency								
Maximize staff attendance	Percentage of days staff worked when scheduled	All employees	Bi-Annually	ADP/ schedules and	TCC Manager	95%	82%	91%
Maximize progress on employee goals	Percentage of employee goals achieved or making progress	All employee goals	Bi-Annually	log books / evaluations	TCC Manager	95%	96%	89%
Maximize client attendance	Percentage of days clients attend per days authorized	All TCC participants	Bi-Annually	billing forms/ schedule	TCC Manager	85%	86%	82%
Service Access								
Maximize Participants Retention	Percentage of participants who have and continue to receive services	All TCC participants	Bi-Annually	Billing Forms	TCC Manager	100%	92%	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%	57%	41%
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	95%	84%	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 stakeholders	Annually	Survey Results	TCC Manager	100%	100%	100%

Effectiveness:

Maximize Progress on ISP Goals

Goal: 100% **Outcome: 100%** Achieved

With 27 clients 49 Goals out of 49 Goals have been achieved. 1 of the client have not been added into this equation as they have not had sufficient time to work on their goals and one moved to Ukiah.

Maximize # of online training courses taken

Goal: 95 % **Outcome: 100 %** Achieved

With 30 Staff of a total of 826 classes online.

Efficiency:

Maximize Staff Attendance

Goal: 95% **Outcome: 82%** Not Achieved

We did not meet our goal due to the fact that the program was hit hard with various illnesses, vacations and different employment opportunities.

Action Plan: Provide more training on Universal Precautions, and for those that have a variety of barriers, offer one on one training. Praise staff using positive reinforcement for following protocols and procedures.

Maximize progress on employee goals

Goal: 95% **Outcome: 96%** Achieved

We have hired 4 new staff members some of whom have not yet had their 90 day evaluation, therefore, no goals have been set as of yet. They are not figured into the equation. Out of 53 goals, 51 goals have been achieved

Maximize client Attendance:

Goal: 85% **Outcome: 86%** Achieved

We have served clients 3,805 days out of a possible 4,406.5 days, which brings us to 86 %.

Client Retention

Goal: 100% **Outcome: 92%** Not Achieved

Within the last year, the Community Connection has had a total of 28 clients.

However, one client left the Program and went to Ukiah and the other one retired from Community Connection. Leaving a total of 26 clients.

Action Plan: One participant aged out and one participant relocated to be closer to their family. Looking ahead to the upcoming years, we realize we might have to adjust our goal knowing that we have some participants who, due to health or age, are thinking about retiring from the program.

Increase Community Employment, Vocational Training/ Discovery or Volunteering

Goal: 50% **Outcome: 57%** Achieved

16 participants out of 28 participants participated in employment, vocational training/discovery or volunteered this year.

Satisfaction

Maximize staff satisfaction

Goal 95%

Outcome: 84%

Not Achieved

The average response out of 17 surveys was 8.4.

Action Plan: From reviewing the surveys it seems that staff do not feel that the opportunities for career advancement are clear, scoring an average of 6.9. Job postings get lost on the wall, we will change the color of the paper that job postings are on and remind people at staff meetings. The other area of concern was that staff do not feel recognized as an individual according to their strengths and challenges, scoring an average of 7.5. We will make sure more trainings are provided in staff's first language and make sure more recognition is given during staff meetings. Example: making sure that the same name isn't drawn out of the Caught-cha box every time.

Maximize client participation in Surveys

Goal 95%.

Outcome: 96%

Achieved

26 out of 27 participants participated in completing the survey. Paperwork that was mailed due to COVID-19 has not been returned by 1 participant.

Maximize stakeholder satisfaction

Goal 100%

Outcome: 100%

Achieved

On a scale of 1-10, the average satisfaction rating received from stakeholders was 9.9.

L.I.F.E. on the Coast Outcomes Results: July 2019 – June 2020

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%	92%	68%
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%	84%	88%
Meet safety training/drill requirements	Percentage of client participation in safety training/drills	All people served	Bi-annually	Training Logs	LIFE Manager	95%	100%	33%
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%	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%	93%	NEW
						76%	67%	67.5%
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%	89%
Achieve Stakeholder Satisfaction	% of stakeholders who give a satisfaction rating of 4 or higher on a 1 to 5 scale	All LIFE stake-holders	Annually	Survey Results	LIFE Manager	100%	82.5%	100%
Maximize Staff Survey Participation	Percentage of completed surveys received	LIFE staff members	Annually	Survey Results	LIFE Manager	100%	100%	100%

Action Plan: Many participants are authorized more days than they choose to attend. We have started to discuss this at participants IPP meetings. Example: 1 participant is authorized 20 days a month but due to their work, volunteering and school schedule they only participate a couple of times a month.

Increase participants satisfaction

Goal 90%

Outcome: 100%

Of 23 survey participants, 23 rated their satisfaction as an average of 4 (on a scale of 1 to 5) or higher.

16 LIFE participants rated their satisfaction as a “**5**”, **6** participants rated their satisfaction a “**4**” and **1** rated their satisfaction a “**4.5**”

Increase stakeholders satisfaction

Goal 80%

Outcome: 82.5%

Achieved

Of 4 survey participants, 3 rated their satisfaction as an average of 8 (on a scale of 1 to 10) or higher. The average rate was 8.4.

Maximize Staff Survey Participation

Goal 100%

Outcome: 100%

Achieved

8 out of 8 staff participated in the surveys.

Parents and Friends, Inc. Outcome Goals: July 2020 – June 2021

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Coastal Support Services 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								
Establish Consumer ISP Goals	Percentage of consumers with up to date ISPs	All consumers	Biannual	ISP Files	CSS Manager	90%		78%
Maximize Progress on ISP Goals	Percentage of consumer goals showing positive progress	All consumer goals	Biannual	ISP Files	CSS Manager	85%		87%
Efficiency								
Maximize Consumer Services	Percentage of authorized support hours delivered	All consumers	Annual	Billing Forms	CSS Manager	90%		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%		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%
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	90%		85%

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%		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%		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%		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%		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%
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%		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%		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%		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%
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%		87%
	Percentage of staff who give a satisfaction rating.	Staff				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%		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%
Efficiency								
Maximize Staff Participation	Percentage of Staff that worked when scheduled	All Staff	Bi-Annually	ADP/Time Card Reports	Places to Go Manager	90%		New Goal
Maximize the # of trainings	Percentage Of Employees who have completed or made progress in 2 online or other 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%		92%
Service Access								
Maximize Participants participation	Percentage of Participants that participated in scheduled activities	All Participants	Bi-Annually	Billing/ authorizations	Places To Go Manager	95%		95%
Satisfaction								
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%		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%
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%		95%

The Community 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								
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%		100%
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%		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%		96%
Maximize client attendance	Percentage of days clients attend per days authorized	All TCC participants	Bi-Annually	billing forms/ schedule	TCC Manager	85%		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%		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%		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%		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%		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%

L.I.F.E. on the Coast 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								
Maximize ISP goal progress	Percentage of goals achieved or making positive progress.	All goals	Bi-annually	ISPs and Case Files	LIFE Manager	80%		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%		84%
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%		93%
						76%		67%
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%
Achieve Stakeholder Satisfaction	% of stakeholders who give a satisfaction rating of 4 or higher on a 1 to 10 scale	All LIFE stake-holders	Annually	Survey Results	LIFE Manager	100%		82.5%
Maximize Staff Survey Participation	Percentage of completed surveys received	LIFE staff members	Annually	Survey Results	LIFE Manager	100%		100%

Parents and Friends, Inc., Plans and Reports: July 2020

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Purpose

The purpose of this report is to describe measures that Parents and Friends took during 2019/2020 and will take during 2020/2021 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 Sixty Two employees. Twenty of Parents and Friends Employees are Client Employees. Parents and Friends provides services to One Hundred and Fifty One 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, and meeting spaces for Board, Managers, Safety Committee, and various other meetings.
- The Job Connection provides organizational employment services, job coaching to Supported Employers and Supported Employees through the Regional Center and Dept. Of Rehabilitation.
- Coastal Support Services is a supported living program providing support for individuals to live independently in their own homes.

Located at 308 E. Redwood Ave.:

- PFI Administrative Offices including PFI Fundraising and Technology Director, Coastal Support Services Program Manager, Medication Coordinator, Clinical Coordinator, ILS Coordinator, House Managers.

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.

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 chairperson 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.

2019/2020 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 2018-June 2019 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, Admin: 306 E. Redwood Ave./308 E. Redwood Ave./310 Redwood Ave., RCFE: 209 Azalea St., TCC#2, 365 Cypress.

Items Continuing for 2019/2020:

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 (07/2019-06/2020): 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 (07/2020-06/2021): 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 (07/2020-06/2021): 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.

- Thresholds at 521 E. Chestnut St. need modification to be wheelchair accessible.

Current Status: 2 thresholds upon entrance of the building that adjoin a newly build ADA compliant ramp need to be replaced to provide ease of access to the building.

Short Term Plan (07/2020-06/2021): Purchase custom thresholds to meet ADA requirements.

Long Term Plan: See short term plan.

- **Environmental Barriers**

None Identified

- **Attitudinal Barriers**

Potential Employer preconceived bias about developmental disabilities

CRITICAL ANALYSIS INFORMATION: THE JOB CONNECTION (7.2019-6.2020) Potential Employer preconceived bias about developmental disabilities

- **Current Status: Continuing item:**

25 Community Employment Partnerships were maintained during this year.

3 New Employment Partnerships were formed this year

4 Clients placed into 4 jobs this year.

28 Clients worked individually in the community in 35 jobs during this year

- Job Developer was involved with the Chamber of Commerce at mixers and attended a few business organization gatherings.

- Job Developer has introduced PFI as an organization with qualified candidates with a diverse range of talents and skills. During this past year, Job Developer has recorded interaction with 32 separate contacts, 34 new companies and 36 new employment opportunities in Fort Bragg and surrounding areas. Job Developer maintained a Job Openings Bulletin Board for all job candidates to peruse and to lead to some introductory contacts.

- The Job Developer and Job Connection increased the number of active employment partners by 3 this year. Efforts were challenged by having fewer client referrals, change of staff in TJC and Job Development, and of course, by business closures due to COVID-19 shutdowns for much of the first half of 2020.

- Job Developer and more recently, Job Connection manager, have 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 developed a new brochure that emphasizes the benefits and value of hiring from within our talented population of participants.

- The Job Connection has participated in the Competitive Integrative Employment Incentive Program through Redwood Coast Regional Center. During this year, we have been successful in assisting 9 individuals in maintaining Competitive Integrative Employment.

Short Term Plan (07/2020-06/2021): The Job Connection will continue to maintain strong relationships with current Employment Partners, as well as meeting with potential partners to develop new 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. The uncertainty of business climates and employment opportunities due to COVID-19 will affect our progress. Most of our participants work part-time, and with the business slow-down, many part-time workers are laid off so that full time workers can get close to their full-time hours. Customized Employment training in LIFE and COMMUNITY CONNECTIONS programs presents a different approach to integrated employment that could broaden employment opportunities for people with developmental disabilities. Customized employment strives to meet identified employer needs by matching with job candidate strengths instead of filling open job positions. We hope this individualized approach will maintain and create new “part-time” employment opportunities.

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, along with opening a new RCFE program. 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 (07/2020-06/2021): 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. Additional 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 (07/2020-06/2021) 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 Disability Communications Fund to increase our capacity for non-traditional communication by certifying three staff as adaptive technologists. Maintained all current fundraising events. Staff member continues to grow existing fundraising events, seeks grant

opportunities, as well as opportunities for development of additional fundraising and diversified income streams benefitting Parents and Friends, Inc.

Short Term Plan: (07/2020-06/2021) Developing a new program to have an additional dedicated full-time adaptive technologist on staff. 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 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: Technology and Development Manager, 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 Technology and Development Manager is a full time staff person specializing in Augmentative and Alternative Communication (AAC). This staff member has worked with staff to identify and address in 2019-20 the needs of multiple clients through various communication challenges and provided alternative communication access solutions through both high and low tech solutions, and has secured grant funding to educate staff and provide appropriate solutions. These solutions enhance client and staff participation, positive behaviors, and support appropriateness.

Short Term Plan: (07/2020-08/2021) IT Technician will be developed with AAC specialization, 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. Identify current state of documented communication challenges for each client.

Long Term Plan: Revise ISP process to include a section that specifically addresses communication barriers.

Person Responsible: IT Technician, Technology and Development Manager, 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 use who do not regularly use computers. 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. See the technology plan for more detail.

Short Term Plan (07/2019-06/2020): 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. 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 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 are in the process of being updated at all locations. Nextcloud was evaluated as a potential replacement for Dropbox, and it was deemed as having too many potential bugs with synchronization for PFI's uses. Now, 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 (07/2020-06/2021): Continue training staff in the use of the Google Docs suite of online document editing services. Investigate cost-effective and low-maintenance solutions for versioned backups of PFI data. Continue updating network devices at PFI locations for better 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 and 308 E. Redwood Ave. now offer guest access to wireless internet.

Short Term Plan (07/2020-06/2021): 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

Long Term Plan: See short term plan.

Person Responsible: IT Technician, Technology and Development Manager, 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 07/2019 PFI has five passenger vans, with three being wheel chair accessible. PFI is planning to purchase an additional passenger van that will be available for out of town trips leaving the existing vans available for day programs.

Short Term Plan (07/2020-06/2021): Continue to supplement public transportation with staff and company vehicles.

Long Term Plan: See short term

Person Responsible: Chief Executive Officer

July 2019- June 2020 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 27 documented Critical Incidents involving employees this year. Of 27 total incidents reported:

Incidents by Type:

- 4 (15%) resulted from Trips or Falls.
- 4 (15%) resulted from Cuts or Scrapes.
- 11 (37%) resulted from Strains.
- 8 (30%) resulted from minor Bumps and Bruises.

Incidents by Location:

- 1 (3%) happened at Administrative Offices.
- 8 (30%) happened at our Retail Location.
- 10 (37%) happened in Persons Served Homes.
- 8 (30%) happened in the Community.

Incidents by Severity:

- 12 (44%) required no First Aid.
- 7 (26%) required First Aid.
- 8 (30%) required Doctor's visits.

July 2019- June 2020 Causes/Trends:

- There were a lower number of Bump and Bruise type incidents this year (8) compared to last year (17). Staff are encouraged to observe and report both safe and unsafe conditions to raise safety awareness.
- There was an increase of strains resulting in injury and workman's comp claims, (11) this year, verses (6) last year. Injuries involving strains are a continuing issue. Training on proper lifting techniques is given on a semiannual basis.
- There were (4) trips and falls this year, down from (7) 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 (7/19):

- 4 incidents of the total 27 incidents reported (15%) 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.

[THIS PAGE IS PENDING]

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:

There were no allegations

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 2019-June 2020 Committee Members:

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

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 2020/2021:

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 2020.

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 starting to be populated.

Parents and Friends, Inc., Employee Retention Rate Analysis: July 2019 – June 2020

As of July 1, 2020, Parents & Friends, Inc. was employing 163 full-time and part-time employees not counting Vocational Services consumers and Job Connection consumers.

Between July 1, 2019 and June 30, 2020, net employment at PFI increased from 161 to 163 employees. During the fiscal year, 63 new employees were hired, of which 53 are still active employees. 61 employees left employment for a variety of reasons which are summarized below:

Misconduct/Poor Performance	Personal/ Voluntary Quit	Retirement	Abandoned Job	Total
20	35	2	4	61

The chart above shows that from 07/01/2019 to 06/30/2020, PFI experienced a 38% turnover rate.

Strategies for Maintaining or Lowering Turn-Over Rate.

1. Continue with employer paid insurances including medical, dental, vision and life. 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 annual barbeque or 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 interest.

Parents and Friends, Inc., Risk Management Controls System: July 2020 – June 2021

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	CEO	Semi-Annually	Semi-Annually

EXPOSURE	CONTROL MECHANISM	RESPONSIBILITY	SCHEDULE/REPORT	REVIEW DATE
	Maintain open communication with Consumers, Family/Guardian and the Community.	Board of Directors	Monthly	Monthly
	Maintain annual Stakeholder, Consumer and Employee Surveys	Program Managers/ Administration	Annually	Annually
	Parents & Friends Newsletter	Fundraising/Tech Director	Quarterly	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	Program Managers	Monthly	Monthly
	Maintain current insurance policies	CEO	Same as General Liability	August
	Maintain Safety Committee / OSHA Compliance	Safety Committee	Monthly	Monthly
	CARF Survey	Management Team / Board of Directors	On Going	On Going
	Multiple licensed administrators for licensed homes and day programs	Program Administrators	Annually	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

EXPOSURE	CONTROL MECHANISM	RESPONSIBILITY	SCHEDULE/REPORT	REVIEW DATE
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

July 2019

Revised Oct 31, 2019 to include additional info on future plans and new info on offsite backups.

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 are looking into adding fillable forms for employment applications, etc.
- System management – Parents and Friends has hired a full time IT Technician for all system management, system architecture design, security and maintenance. The IT Technician is 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 hotspot 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, with plans to expand guest network availability over time. PFI is exploring an arrangement with MCN as part of their high-speed wireless project, which would provide 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. Installing this system was a goal made in previous strategic plans in order to streamline incoming calls, be more consumer friendly and reduce expenses. Office lines and associated voicemail are provided by MCN, and cell phones for on-call and remote work crews through US Cellular. 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.

- 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, 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.
- 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 is looking into end-to-end encrypted communication software for our cell phones to enhance privacy and security.
- 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 machine has been leased for the 306 E. Redwood location, bringing it to feature parity with the larger leased Xerox that was relocated to 308 E. Redwood Ave in the last few years. • There are enough computers available for all essential daily tasks and also the occasional needs that arise. However, more computers would allow for 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 should be pursued.
- 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 obtained a grant to increase our capacity for non-traditional communications supports. Three employees, including the IT Technician, will become certified Adaptive Technologists. We will be ensuring that we 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 person-centered thinking training will help 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 year. Apart from the goals listed above, as we continue to move forward, it is our intention to develop a more 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.