

Kainos Home and Training Center



Strategic Plan

2023-2028

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INTRODUCTION

Strategic Plan Process and Development

Kainos believes it is critical to engage in both short- and long-term planning in order to:

- Maintain the quality of our programs
- Remain competitive and fiscally sound
- Continue to anticipate, understand and meet the needs of individuals served
- Adequately gather input from the stakeholders of Kainos on future direction for the organization.

To achieve these goals, Kainos undertakes an effort we call strategic planning. Input is gathered from many sources: consumers, families, staff, board members, donors, customers, and members of the local community. Significant attention is paid to the results in the reports from our Performance Measurement System. Surveys and interviews are utilized, but first-hand information is prioritized through planning sessions.

As issues are prioritized, specific goals and objectives are formulated. The board and management team determine the bulk of the Strategic Plan draft. Drafts of the document are reviewed by all stakeholder groups.

The following 2023-2028 Strategic Plan is the result of efforts to improve Kainos' performance by taking advantage of strengths and opportunities while addressing threats and weaknesses in the context of the competitive marketplace in which we operate. We accept input from all the major stakeholders in our organization. The following steps were crucial to this process and final document:

1. Specific efforts were made to assess the most current expectations of our clients, their families and other relevant community stakeholders through surveys, interviews and meetings.
2. A planning meeting was conducted to specifically address our organization's position in the community with respect to the competitive environment, our financial opportunities and threats and capabilities and our service areas changing needs through a SWOT Analysis with our management team and Board of Directors. The results were then presented and discussed at Kainos' Board Retreat on July 8, 2023.
3. The information received and discussed in the SWOT lead to a discussion around the key areas and goals for Kainos' new Strategic Plan at the above Kainos Board Retreat.

4. The information gathered from this Retreat developed the Strategic Plan Draft for 2023-2028 which was then shared with key stakeholders for review and feedback. This feedback was reviewed and changes were made to incorporate.
5. Efforts were made to maintain Kainos' consistent vision of its mission and philosophy in its provision of services in its development of the current Strategic Plan.
6. Lastly, the Final Strategic Plan has been shared with all stakeholders.

Agency Background

Kainos Home and Training Center was founded by Dorothy Philbrick in September 1974, to serve adults with intellectual and developmental disabilities in Southern San Mateo County and Northern Santa Clara County. Dorothy, dissatisfied with the options available to her son, Jim, saw a need in the community for organizations that offered quality training, as well as caring residential services.

Mission

Kainos' mission is to enable adults with intellectual and developmental disabilities to maximize his/her potential while becoming active, contributing integrated members of the community.

Philosophy and Vision of Kainos

The goal of our programs is to assist adults with developmental disabilities in maximizing their potential. To achieve this end, Kainos provides a variety of residential, day, employment, and support services that include:

Residential / Independent and Supported Living Services - Customized programming supporting individuals at home through the entire day/night, with a focus on daily living skills training (personal hygiene, household maintenance, health and safety, personal budgeting, meal planning and preparation, individual and group counseling), independent living services, communication skills, and a wide range of leisure activities.

Day - Customized programming to support individuals with their goals and interests through educational classes, employment discovery and recreational activities.

Employment- Kainos provides a wide variety of educational (pre-vocational) and vocational services (volunteer, internships, group placement and competitive direct hire) to support individuals looking for work.

These services form an integrated network of training opportunities through which Kainos seeks to meet the individual's goals. Kainos constantly seeks to provide innovative services to meet the emerging needs of those we serve.

Kainos believes that adults with intellectual and developmental disabilities can and should be active and contributing members of their community as voters, employees, taxpayers and neighbors. Through this involvement, individuals with disabilities can become increasingly more understood, appreciated and accepted within society and exercise agency, as each person authors the path of his/her own life.

To these ends, Kainos maintains the highest standards of quality for each program/service we offer. In order to maintain this quality, Kainos provides extensive and ongoing staff training. Additionally, we believe that the active involvement of our individuals served's families ensures that this degree of quality will be maintained.

Kainos is dedicated to providing a safe, secure and caring environment for those we serve, while empowering each person to live a dignified and quality life.

DEPARTMENTS / PROGRAMS

Residential Services

Kainos' residential service program provides unconditional support, teaching and care. Kainos staff teach a variety of skills that are individualized and are taught in a progressive and systematic manner. Our goal is to help people live independent and fulfilling lives. Each person defines what that looks like for them. Residents choose everything from the decor, food on the menus, and schedule in the home. Residents have a say in who moves in as well as who Kainos hires as Direct Support staff and which staff they work with.

Group Homes

We have three adult residential homes where residents have created a cozy and warm home environment with their peers. The three homes represent different levels of functional ability and self-sufficiency. For the residents of these homes, there is 24-hour staff supervision. Living skills training includes instruction in cooking, shopping, personal budgeting, hygiene, house cleaning, laundry, exercise, transportation and scheduling appointments. The homes are also excellent environments for gaining social skills through a wide variety of leisure and recreational activities.

Independent and Supported Living Program

Kainos' Independent and Supported Living Program have been established for Kainos clients who have demonstrated their ability to thrive in a more independent environment. Currently, 25 residents live independently, in five homes that Kainos has developed through purchase and long-term lease in Redwood City and Belmont. These residents receive daily to five day a week

visits from Kainos staff members who help fine-tune their skills and help with any problems that might arise.

Senior Care

Kainos has 2 senior care homes. Petes Place which is a licensed residential care facility for the Elderly and a supported living home called Redwood House. Both offer more intense supports to individuals with medical conditions or higher needs related to aging. At these homes residents have the opportunity to age in place. Petes Place has three hospice waivers for residents to receive end of life care. We have a wheelchair accessible van and residents still maintain as much independence as possible. Residents go out for lunch, parties, community events and classes and have rich and wonderful lives as they grow older.

Residential Services: Tailored Day Services and Community Integration Training

Residents who so desire can choose to have one on one programming during the day. Some of these services include Tailored Day Services (TDS) and Community Integration Training (CIT) and are run by residential managers and their staff. Residents create individualized plans that include: classes, volunteer jobs, recreational activities, and community outings. These are parallel to our offering at Kainos Vocational Programs, but when run from the homes they are often catering to older residents who have “retired” from KVS day programs and services and want something based out of the home.

Day Services

Day Services encompass our Community Connections and Tailored Day Service programs. Day Services are focused on embedding skill development and practice into daily experiences. By utilizing intentional activities and a variety of community partnerships, we support individuals in building routine, practicing self-advocacy and communication skills, as well as creative thinking and problem-solving to accomplish targeted goals.

Community Connections (CC)

Community Connections (CC) is a community-based integration program that is run in small groups (average 1:4 staff to client ratio) and targets skill-building in the domains of Health and Wellness, Pre-Vocational Training, Skills for Independence, and Recreation. Experiential learning through service to partners, participation in college classes, and the community is a cornerstone of CC programming.

Tailored Day Services (TDS)

Tailored Day is the most individualized service option offered. TDS is a 1:1 program where both the activities and schedule are determined by the individual served through a collaborative process with their staff and based on their personal goals and needs. Tailored Day is a great option for individuals who do not want a “traditional” day program and are looking for specialized support for a few hours per week.

Employment Services Program

Kainos offers a wide array of services through our Employment Services programs. From full job coaching support to tapered support, Internships to Integrated Employment, part-time to full-time, we support the success of individuals in their workplaces to help them lead more independent lives.

Competitive Integrated Employment (CIE)

Competitive Integrated Employment (CIE) is a 1:1 program supporting individuals working independently in their communities. These individuals are directly hired by neighborhood businesses and are supported in navigating their hiring, onboarding and training, as well as job-based procedural questions. Service hours taper down as an individual gets used to their tasks and natural supports are developed on-site.

Paid Internship Program (PIP)

The Paid Internship Program (PIP) provides unique opportunities for individuals to explore employment interests through competitive employment in the community for a limited amount of time. This provides an opportunity for individuals to learn on the job, while building relationships with their employers and earning a paycheck. This 1:1 program utilizes targeted job coaching to maximize learning and is excellent for resume development and narrowing down a field of interest for long-term employment.

Supported Employment

In Kainos’ job readiness program, Supported Employment, individuals learn the fundamentals of employment and utilizes mock-resume writing, interview techniques, and role-playing. Based on the client’s goals, they are given a battery of tests such as interest inventories and vocational skills aptitude tests, as well as on-the-job situational analysis.

The Supported Employment program is also vendorized to conduct External Situational Assessments to determine any pre-employment obstacles for our clients to obtain and retain competitive employment. We are also able to conduct

Personal Vocational Situational Assessments to work on strategies to deal with barriers to successful community employment for individuals to utilize tools to develop appropriate work behavior and strategies to develop acceptable social relations at work.

Once individuals' interests are assessed, the Supported Employment team matches a job to a client's skills and interests and provides one-on-one training to make the transition to employment smooth, and successful.

Landscaping

In the landscape program, mobile work crews provide landscape maintenance services to local businesses and residences. Both programs average a 1:4 staff to client ratio and, while Horticulture classes are designed as primarily educational, Landscaping groups earn wages for the contracts worked.

ORGANIZATIONAL RESOURCES

Board of Directors

Essential to Kainos leadership is an active and dedicated board composed of contributing citizens of the local community, staff representatives and families. Kainos' board has also been unparalleled in its dedication and longevity. The Board interacts regularly with the community, our clients and their families. As our community changes, new board members are actively recruited to help maintain accurate representation of our stakeholders and help to increase our standing in the community.

Staff

Kainos recognizes that as an organization, we would not be successful without the dedication, passion and high caliber of staff we have throughout Kainos. Kainos' wants to ensure that all staff feel respected, valued and appreciated at all times. In doing so, Kainos is committed to hiring the best staff possible and investing in each staff member through a competitive wage, bonuses (when possible) and most importantly in their growth and development. The best way to do this is through providing training (internal and external) opportunities and through performance evaluations. As another way to support our staff, Kainos has developed and implemented a Cultural Competency, Diversity and Inclusion Plan.

Salaries

For most positions the pay scale for Kainos staff is commensurate or higher than the salaries paid by other local agencies serving the intellectual and developmentally disabled. Kainos is looking into ways of increasing revenue so that we may increase staff salaries. In addition, Kainos provides excellent medical benefits, retirement

benefits, life insurance, long-term disability insurance, and partial dental benefits. The turnover rate for direct service staff has been good by our standards, exceptional by industry standards- approximately 12% over the last three years.

Kainos recognizes that the living wage in the Bay Area is increasing and housing remains a heavy obstacle for many non-profit employees. While Kainos offers a competitive hourly wage of \$22.50 an hour to direct staff and \$18.00 an hour for overnight staff. Kainos will work to increase the starting wage to \$25.00/hour by December 2028. Kainos will offer merit increases, whenever possible.

Hiring

Kainos is dedicated to casting a wider net to bring in the highest quality applicants possible. Currently, advertising for positions is done through Indeed, craigslist and word-of-mouth. Kainos is thankful to have a high retention rate and though we had a loss of staff through the pandemic, Kainos was able to fill the majority of open positions. Kainos offers a \$600 bonus to staff that refer new employees (payable at 50% at 3 months and 50% at six months). Kainos will conduct an interview workshop to aid the hiring process.

Promotions

Although opportunities for promotion are somewhat limited, Kainos will try to promote from within. To facilitate these promotions, all job openings will be internally posted before going outside the agency to advertise. We do expect to see continued transition of long-standing program managers and this opportunity to promote from within should be carefully considered.

Succession Planning

Kainos enjoys a low staff turnover and is especially grateful for its dedicated long-term management staff with an average tenure of over 13 years. Kainos has seen a transition of many long-standing management team members and has effectively managed that transition through its succession planning. Kainos faces further transitions with other members of the senior management team approaching retirement over the period of this plan. It is important for Kainos to continue to plan for a smooth transition of its management team positions so that new employees in management positions can benefit from the experience and knowledge that has been accrued by the long-standing employees. Ample time should be accorded to succession so that transitions are smooth, meaningful and effective.

Trainings / Staff Development

Kainos provides on-boarding trainings, new hire orientations, on-going trainings (i.e. CPR/First Aid, Sexual Harassment, etc.), Competency Based Trainings (i.e. Critical Incidents, Emergency Practices, Health and Safety, etc.) in house. In addition, Kainos

has a training budget for all external trainings identified and has paid for staff to receive certifications in specialized fields as well.

In additions, Kainos believes in supporting staff in development through on-going meetings with their managers, departmental/inter-departmental meetings, semi-annual and annual performance evaluations. Kainos has recently worked with a consultant to develop new Values and Competencies which are being implemented for staff to incorporate into their performance evaluations/annual goals.

Kainos' Values: P.A.C.K.

Person Centeredness: We demonstrate a holistic approach to our work through adaptability, responsiveness, and advocacy to support adults with intellectual and developmental disabilities to be the authors of their own lives. We carry this ideal into our service of one another and our community.

Authenticity: We cultivate a space where all contributions are encouraged, people are fully present and transparent, feel safe to be who they genuinely are, and represent the Kainos values.

Curiosity: We are lifelong learners continually growing, understanding, and developing through industry knowledge, collaboration, innovation, and exploration.

Kindness: We act with empathy, compassion, good intent, and positive energy in our interactions with clients, colleagues, and all who engage with Kainos.

Kainos' Competencies: E.G.O.T.

Excellence:

Efficiency - demonstrates time management and organizational skills in order to be effective and proactive while prioritizing the greatest needs for program, clients and agency.

Accountability – anticipates and completes tasks before being asked. Consistently manages own work-load, accomplishes assigned individual goals and objectives effectively, efficiently and according to expectations with little to no reminders. Owns and is transparent with one's own mistakes, communicates them and quickly works to find a resolution, cultivating a space for others to be able to grow and learn safely.

Proactive Communication – anticipating/looking ahead to ensure necessary information is communicated in the appropriate medium to all internal and external parties. This includes multi-directional communication to management, peers and direct reports (if applicable).

Attitude/Demeanor- consistently role models a positive outlook and approach to work, contributes to the positive atmosphere of programs and actively seeks to improve team and client experience. Actively develops kind and trusting relationships with clients, peers, and management.

Judgment - exhibiting appropriate judgment and behavior, keeping in mind the safety and interests of persons-served, peers, and the organization.

Initiative - demonstrates resourcefulness and an eagerness to fill gaps in and across programs, finding creative solutions to problems that improve service delivery and the client experience. Approaches supervisor with solutions to anticipated or observed challenges and is willing to work collaboratively to develop improved systems and practices.

Growth:

Education – seeks out and utilizes resources (i.e trainings, internal knowledge, etc.) to ensure understanding of job responsibilities, assignments and the needs of programs and clients. Willingness to grow and develop further through trainings, meetings and/or volunteering.

Openness – receptive to modeling, coaching and ongoing training. Utilizes feedback for better performance. Willingness to express one’s ideas in an authentic manner and adjust practices as necessary. Flexibility in stepping out of one’s comfort zone to utilize different methods/approaches to accommodate changing needs.

Personal Responsibility - identifying ways to improve quality of job, services and/or work place. Seeks support by proactively asking for and accepting help, clarity or assistance when needed.

Innovation – connects information from various sources, looking for alternative solutions and new ideas when traditional methods do not work in order to develop new or improved services/processes.

Industry Awareness - remains up to date with job-related laws, regulations, policies, procedures, trends and developments.

Ownership:

Completes Tasks – accomplishes assigned individual tasks and objectives timely, effectively, efficiently and according to expectations. Will work collaboratively with others on group assignments, ensuring all voices are represented. Will attend and complete all relevant trainings as assigned/identified and by the date required. Takes ownership, communicates challenges and requests support, if needed, before deadlines.

Expresses ideas - willing to share ideas and facts, verbally and in writing, in a clear and organized manner in a style, tone and level appropriate to the audience/situation. Actively engages in trainings and meetings.

Written Communication - writes in a manner that is clear, objective and is effective in providing or exchanging information with others. Language and tone is professional, appropriate, and representative of Kainos values. Seeks support if needed to meet this expectation.

Knowledge - attentive to client needs and changes, safety and location. Aware of legal and medical concerns that affect clients. Shares relevant information with the team as needed. Remains up to date with Kainos practices, policies, procedures, applicable regulations and developments.

Technology - has gained an understanding and is willing to actively engage in all of pertinent technology used throughout the agency (i.e. e-mail, software, social media). Completes all paperwork required electronically and checks/responds to e-mails effectively and in a timely manner.

Initiative - anticipates client/program needs and takes action to solve problems. Shows resourcefulness and foresight, looks for gaps to fill and makes decisions (within scope of job) to ensure necessary tasks are completed and the program operates smoothly.

Time management - is able to prioritize for oneself in order to be reliable at work (on-time and consistent); follows-through and completes all assignments in a timely manner; and ensures that all client/program needs are met.

Teamwork:

Positive Working Relationships -consistently develops and maintains cooperative, mutually beneficial relationships by working collaboratively with diverse groups and teams. Consistently role models a positive outlook and approach to work, exhibiting appropriate judgment and behavior.

Interpersonal Communication -ability to effectively communicate with clients, peers and supervisor on a consistent basis. Demonstrates active listening skills and is an active participant in conflict resolution.

Productive Communication -speaking directly to the person if a misunderstanding or issue arises in a constructive manner and refrains from gossip. Seeking out manager support when a solution can't be reached with the person/s you are having an issue with. Asks to support others when the bandwidth is available.

Seeks Support – proactively asks for and accepts help or assistance when needed. Understands when to communicate important information.

Team Support – willingness to help and engage others. We are "noticers" which means that we observe that someone on our team needs help and quickly volunteer to help without needing to be asked. We also accept that when our help is offered, we may hear that it is appreciated and also not needed at the time. Values others input and expertise and is willing to learn from others.

Reliability - works with transparency and honesty; can be counted on to act with good judgment and positive intent. Consistently is present and punctual when scheduled. Can be counted on to complete tasks and assignments.

Productivity - prioritizes completion of assigned tasks quickly and efficiently to a high standard. Consistently demonstrates productive and collaborative communication practices, including active listening, timely responses using multiple modalities, positivity in actions and speech, as well as preserving productive habits and refraining from gossip and discord.

KAINOS' COMMUNITY

Demographics of Service Area

The population of individuals with developmental disabilities in the San Mateo County region is experiencing two profound trends that will greatly impact Kainos as an organization. First, San Mateo County is at the center of the continual increase in the diagnoses for individuals with Autism Spectrum Disorder (ASD). The Regional Center continues to report that increase in new intakes were individuals with autism and related challenges. This means that in the future Kainos will likely be serving a greater percentage of individuals with autism as a primary diagnosis.

The second trend is the tremendous growth in the demographic segment of older adults with intellectual and developmental disabilities. This trend seen throughout the nation, state and county is particularly important at Kainos because our clients on average stay with us for long periods of time. All of our programs will be impacted by this demographic shift and much of our program development efforts will center on meeting the needs of existing clients as they age.

Organizations Relations with External Stakeholders

1. Consumers/Persons Served

We consider our consumers or persons served our most important stakeholders. Consumer satisfaction is extremely high in all of our services. Kainos solicits input for satisfaction and changes in programs, services and activities on both

individual levels for program planning and organizational levels for strategic planning and for outcome measurement purposes. Every level of the organization shares the philosophy that consumers are our primary and most important stakeholder.

2. Families

Kainos maintains an on-going reciprocal relationship with families of Kainos clients. Examples of programmatic efforts to this end include our Mentorship/Gala, Annual dinner and Family Support meetings. Our organization was founded by families and families are always represented on our Board. It is fair to say that families of consumers are infused in our DNA and will remain a critical stakeholder.

3. Community Non-profits

Kainos and its staff are very active in local community organizations ranging from the Redwood City Women's Club, Chamber of Commerce and the Commission on Disabilities and Redwood City Together. Kainos founded a round table of local community non-profits to better avoid duplication of services as well as enable organizations to share resources.

Kainos actively engages in governmental activities, is the recipient of community block grants and is politically aware with regards to the interests of its clients.

4. Funding Sources

The Golden Gate Regional Center has become an even more important stakeholder as funding for programs has shifted from the state Department of Rehabilitation to the Regional Center. At the same time, our relationship with the Regional Center has never been stronger, through meetings with the Board of Directors and Regional Center management to Kainos sitting on the Service Provider Advisory Committee, activities regularly occur that strengthen our relationship with the regional center.

5. Community at Large

Kainos is well respected in the general community and has done much outreach to local organizations, businesses and community leaders.

Regulatory Environment

Kainos is accountable to many regulatory entities, the most prominent of which are Community Care Licensing, Golden Gate Regional Center, Department of Rehabilitation and the Commission on Accreditation of Rehabilitation Facilities which sets best practice standards in our field. Kainos must adhere to the regulatory requirements that any other

business entity would include Fire Marshall, Department of Fair Employment and Housing, Department of Industrial Relations Division on Labor Standards Enforcement and many others. The regulatory burden on Kainos has been increasing. Kainos' experience has been positive having received the highest levels of certification from CARF and cited as exemplary in Regional Center Quality Assurance reviews.

Kainos faces significant threats to its viability on the regulatory front in that many would look at the congregate nature of our group homes Kainos faces significant threats to its viability on the regulatory front in that many would look at the congregate nature of our group homes and deem them as prima facie institutional. California funds Kainos with funds received from the Medicaid Waiver program, as such the changes to the Home and Community Based Services Waiver are significant. Kainos has worked closely with the Regional Center, the State Department of Developmental Services and other agencies to ensure compliance with the new HCBS regulations.

Legislative Environment

Kainos has very strong and positive ties with government at the local level and these positive ties continue though they diminish in strength as one gets further away from the local level. In the City of Redwood City, Kainos is well respected by the city's Housing and Human Concerns Committee. Members of the City Council have had some level of involvement and support of the organization. At the County level, Kainos has been represented on the Commission on Disabilities by its Executive Director, past Associate Director and a board member. We are known and respected by the County Board of Supervisors. We have strong ties with our state representatives, Mark Berman and Josh Becker as well as our two local members of Congress. In addition, Former Congresswoman Jackie Speier has hosted a Kainos client recognition event. Despite these strong ties, the legislative environment for Kainos presents a number of challenges.

The state of California's budget has structural problems - meaning that it will regularly face deficits with constraints on revenues and built in escalators on spending. Funding for programs for individuals with intellectual and developmental disabilities in the community has increased significantly in the past few years due to strong advocacy of which Kainos was apart. Unfortunately, these rates continue to undervalue the contribution of direct service professionals. Leading Kainos to continue to fundraise to offer a more competitive wage.

Kainos' Community Standing

Kainos' impact and reputation in its local community is long-standing. This has been a key factor in its ability to grow and maintain its financial health. As our core service population both age and grow in numbers and diversity, however, it is important to continually adapt Kainos' image and find new potential sources of funding. Diversification of services and an increased client base will also lead to greater

opportunities for government and foundation grants as well as increased individual donations

Visibility

Core to our ability to strengthen and support our programs, is our ability to reach out to our local community and accurately present our influence and organizational mission and effectiveness. Organizational visibility is important because it creates a general awareness of Kainos within the community. This generates potential sources for donations, leads to jobs for individuals served, as potential employers learn of our services, and heightens community awareness of individuals with disabilities in general. Kainos accomplishes its visibility goals through the social media, media publications, (including in-house productions), committees and service clubs, and through special events.

Media Exposure

Kainos will continue its in-house publications including ten annual issues of the Klarion. Kainos has recently created a new program brochures for our Day and Employment Services. Kainos launched it's new website in 2021 and has begun working with a webmaster to keep the website up to date. The next initiative will be to include on the website important links to Golden Gate Regional Center and the Department of Rehabilitation as well as other agencies that support the disabled population.

Special Events

Kainos will continue its special events (i.e. Annual Dinner, Golf Tournament, Fashion Show and Gala), and will continue to look at new opportunities to engage all consumers and the community through additional special events.

CULTURAL DIVERSITY

Background

Cultural diversity is a critically important consideration to the Kainos staff and Board of Directors. Women are well represented throughout Kainos (75% of the Board, 70% of staff and 45% of clients). Minority staff is well represented throughout Kainos (73%). Minority clients and board representation at Kainos is not proportional with community demographics (51% Employment Services clients, 6% residential clients and 8% Board of Directors).

Currently, all referrals come to Kainos through the Golden Gate Regional Center and the Department of Rehabilitation, the official agencies for referrals throughout San Mateo and San Francisco Counties. Despite several direct requests by Kainos for residential referrals for minority clients, few have been forthcoming.

Families looking for placements/programs for their loved ones with intellectual and developmental disabilities, they are given choices by the Regional Center and the Department of Rehabilitation. These families are often influenced by word-of-mouth reports from the families of current clients. In doing so, these word-of-mouth referrals tend to reproduce the population we already have.

A Committee on Cultural Competency plan is developed each year. Cultural objectives are established and reported on in the Cultural Competency Plan.

KAINOS' SUPPORT SERVICES

Social Determinants of Health

Kainos continually evaluates all settings an individual is served in, from program, work to home. Kainos believes in serving each individual holistically in doing so, we will have assessment and evaluation points from the time an individual is enrolled at Kainos, semi-annually and annually when evaluating their goals, progress and current satisfaction with all services. Through these evaluations, Kainos is able to determine with the individual any areas of support services they require to ensure they are successful in their current placement and/or move into a new service which will meet their desires, interests and goals more effectively.

Individuals have a choice/right in which services they receive, what goals are set for themselves and/or any supports needed in order for them to successfully live a self-determined, fulfilled life.

Technology

Kainos has been fortunate enough to have access to a significant amount of technology. Persons served and staff have access to the technology necessary to do their jobs effectively while at program sites or out in the community. Having technology has become critical as our day and employment programs perform services primarily in the community. There is a great need for continual communication and documentation during program hours. Utilization of an agency phone, iPad, ChromeBook and/or Laptop has allowed staff to be efficient and provide effective services.

Kainos found this to be especially true through COVID. Kainos was successfully able to receive donations in additional equipment (i.e. iPads and laptops) that allowed for a seamless transition to virtual services when needed in an emergency through the pandemic. Kainos also utilized virtual services to provide the most effective service delivery through this most challenging time (i.e. Zoom and GoogleMeets).

Kainos believes in streamlining its operations for efficiency through databases and has invested in Arreva for its donor database and recently invested in a new Human

Resources Database, called Bamboo which supports the tracking of personnel, personnel files, trainings, vacations, etc.. Kainos is now looking into investing in further technological services, such as a case management database for individuals served.

Technology is critical to Kainos growth, visibility and infrastructure. As our environment becomes increasingly reliant on technology both in direct service motifs and outreach, Kainos needs to stay abreast of new technology and ensure we are providing the best services possible. Kainos will continue to evaluate its utilization of technological equipment, systems/databases used and trainings for staff and individuals served on an annual and as needed basis.

Kainos looks forward to incorporating an increased use of technology in our constant performance improvement and envision using Bamboo's system employee performance evaluation functions. As well as, SurveyMonkey and Google Forms to gather feedback from stakeholders in a timely manner.

Accessibility

Kainos continues to assess barriers to accessibility and has a plan that addresses architectural, environmental, attitudinal, financial, employment, communications, technology, transportation and community integration for our clients, our staff and others in the community.

Inherent in our mission is a commitment to expanding accessibility for all people. Kainos is proud of its efforts to make its organization, program and services accessible to as many people as possible and we are committed to reducing the barriers to accessibility for staff, consumers, family members and other stakeholders. As per an informal recommendation of CARF surveyors, Kainos has re-conducted a review of its accessibility utilizing a survey tool developed by CARF and developed a new accessibility plan. Over the next five years Kainos will continue to implement its Accessibility Plan.

Safety and Maintenance

Kainos will continue to make thorough safety training for clients a high priority. Whenever possible, we will utilize volunteers to help maintain our facilities. In addition, Kainos will continue its monthly safety inspection. Management/Leadership will give immediate attention to any serious or endangering, maintenance and safety problems that arise. For these problems, funding will be made available. The accounting office will continue to build its fund for safety maintenance. It is also recommended that managers think ahead about upcoming, potentially large, capital purchases and include these costs in their budgets.

Utilization of Generic Services

In an effort to expand opportunities and services for Kainos clients and save money at the same time, Kainos will try to expand its use of existing community services. These include: medical and counseling services, CATS Tickets Foundation, using the train and other transportation services, exercise opportunities at the local YMCA's and other places, senior programs and existing opportunities at other programs that serve adults with intellectual and developmental disabilities. It will be the responsibility of Managers and Assistant Managers to research these opportunities in the local community.

KAINOS' FUNDRAISING

Outreach to Families

The Executive Director will make contact with all new families as they enter Kainos. All families are encouraged to support through their time, financial contributions and/or outreach efforts. Those who are not contributing, will be solicited for support.

Kainos will provide the following information to families to help in this process: A) a detailed expense report, demonstrating increasing trends in costs over the years, and; B) an accurate accounting of annual inflows and outflows at Kainos, perhaps the Balance Sheet and/or Income Statement with explanatory notes. Kainos will continue our efforts in promoting estate planning among families.

Fundraising Activities

Special Events

Kainos will continue to produce the Golf Tournament, Annual Dinner, Gala and Fashion Show.

Direct Mail

Kainos will continue to send out two direct mailings each year in the spring and around the Winter Holidays.

Major Donor, Capital Campaigns and Bequests

Kainos will seek professional consultation to educate our board members in the beginning and successfully carrying out a major donor and capital campaigns to raise critical funds for Senior Care as well as potential funding shortfalls due change in state and federal legislation. In addition, Kainos will increase organizational knowledge on planned giving and planned giving solicitations.

COMPETITIVE ENVIRONMENT / 2023 SWOT

Kainos is among three major organizations that serve adults with intellectual and developmental disabilities within San Mateo County. We are unique in that we offer comprehensive services for our adults as well as a potentially permanent living situation. In this way we are able to adhere to our philosophy of giving our individuals served the opportunities for a lifestyle that mirrors those of neurotypical adults.

Kainos services include, but are not restricted to, various residential options, day programming and employment services. After a thorough analysis through our Strengths, Weaknesses, Opportunities and Threats (SWOT) exercise, Kainos can be summarized as the following:

Kainos' Strengths

- Financial Stability with strong reserves and investments.
- Dedicated, Compassionate, Caring, and Kind Staff with high longevity due to a high staff morale.
- Kainos' Executive Director and Leadership team.
- Happiness and satisfaction of individuals served.
- Strong and devoted Board of Directors.
- A competitive starting wage in the field.
- Kainos is able to attract great partnerships, volunteers and community members creating strong ties.
- Kainos has a strong person-centered approach to services/programming
- Kainos is agile and able to be resourceful, especially to meet the financial climate within the industry.
- Kainos has developed an effective service delivery where individuals served can age in place.
- Established Fundraising Events

Kainos' Weaknesses

- Pay is low compared to Cost of Living
- Additional Job Placement, Development of Community Employment Opportunities and Employment Training is needed.
- Day/Employment Programs need to be financially secure independently from state funding.
- Kainos serves individuals who are aging out of their current services and may need more support than available currently.
- Facilities/Homes need constant upkeep/updates.
- New Vehicles and continual vehicle maintenance needed.
- Standardization between practices and communication throughout roles, departments and programming can be improved.
- Kainos needs to better utilize Agency events / Fundraising opportunities.
- Kainos needs to involve the Board of Directors, staff, parents and volunteers further with engagement and resources.

- Kainos can widen exposure in local and expanded community.

Kainos' Opportunities

- Kainos can provide additional trainings at all staffing levels.
- Kainos can look into additional fundraising opportunities (specifically looking into planned giving and additional events) while involving clients more.
- Kainos can increase additional employment opportunities through Customized Employment / Microenterprises for minimum wage.
- Additional Employment training can be developed and implemented.
- Kainos can expand the senior and residential homes to serve those gaining in place and opening opportunities for younger individuals as well. Potentially selling the larger homes to buy smaller homes with single-person bedrooms.
- Kainos can expand outreach to new communities for partnerships, employment, resources, fundraising, events, etc
- Long-term debt to public agencies needs to be rediscussed with city/county
- Kainos can capitalize on social and political climate to show representation of individuals served
- Kainos can broaden the base of board members (younger/diverse in contributions)

Kainos' Threats

- Changing regulations (HCBS), rates and program models in the future.
- Housing costs/Real Estate Market for staff and clients.
- Long-term debt to public agencies needs to be rediscussed with city/county.
- Negative perception of mid-size/large congregate settings.
- Cost of living in the area.
- Aging clients / demographic change (younger clients).
- Disappearance of sub-minimum wage.

STRATEGIC ISSUES

Kainos' Priorities

Based on the SWOT exercise and the key outcomes under each category, Kainos has developed the below areas of priorities for the current Strategic Plan (2023-2028):

1. Fiscal
2. Day / Employment Services
3. Residential Services
4. Auxiliary Services
5. Fundraising
6. Facility
7. Human Resources

KAINOS' 2023 - 2028 STRATEGIC PLAN AGENCY GOALS

Fiscal

Goal 1: Kainos will continue to improve the financial performance of all Day and Employment Services.

Milestone 1: By the end of 2024 and at the end of each year, an analysis will be conducted to ensure each individuals served have the correct type of authorization for their services and confirm that issued units accurately reflect their services received.

Milestone 2: Each year, Kainos will evaluate current rates (potential reduction in 2026) and explore vendorizations/other funding streams that make Day and Employment Services more financially stable.

Day / Employment Services

Goal 1: 100% of individuals within Employment Services will be making a competitive salary (minimum wage or above) by 2026.

Milestone 1: By the end of 2024, 100% of individuals will meet with their Case Manager to create a minimum wage transition plan.

Milestone 2: By the end of 2025, 50% of individuals making sub-minimum wage will be making minimum wage or in another appropriate program (i.e. educational based).

Milestone 3: By the beginning of 2026, 100% of individuals making sub-minimum wage will be making minimum wage or in another appropriate program (i.e. educational based).

Goal 2: Kainos will enhance prevocational and vocational opportunities through the development of a minimum of 2 new program initiatives and/or partnerships each year.

Milestone: By the end of each calendar year, a minimum of 2 additional initiatives or partnerships will be developed and implemented to enhance prevocational and vocational opportunities.

Goal 3: Strengthen and develop social connections with individuals served by establishing a Day and Employment Services' Activities Committee and arranging/facilitating a minimum of 2 social events or opportunities each year.

Milestone 1: By the end of 2025, Day and Employment Services will establish an Activities Committee, comprised of staff, family members and a client representative for individuals served.

Milestone 2: By the end of each calendar year, the Activities Committee will arrange and/or facilitate at least 1 social event or opportunity.

Residential Services

Goal 1: Kainos will build for the "next generation" as current individuals served age and move into Kainos' or external Senior Homes.

Milestone 1: For at least 2 of Kainos' next 3 Residential Vacancies, an effort will be made to market these 2 spots towards a younger demographic (ideally in the 18-35 year range) and/or an more ethnically diverse pool of residents, to give Kainos a greater diversity in age and ethnicity.

Milestone 2: Kainos' residential team will plan two large social events each year so that all residents get to know each other and build community.

Milestone 3: Kainos' residential team will evaluate (i.e. peer committees, surveys, etc.) each home every year to determine how to best make the homes engaging to a younger demographic and will implement suggestions.

Goal 2: Develop and Implement Day Programming Model and Support System for Residential Homes/Managers.

Milestone 1: By end of 2024, Kainos will hire a support position to support the Residential Managers in planning, implementing and running the day program class/activities and scheduling.

Milestone 2: By 6/2025, Support position will develop a day program model, inclusive of class and activities identified.

Milestone 3: By end of each year, the support position will identify a minimum of 4 new classes/activities for individuals to participate in.

Auxiliary Services

Goal 1: Kainos will enhance social and recreational activities throughout Kainos for all individuals served each year through the development of an Event Sub-Committee.

Milestone 1: Every other year, Kainos will organize and implement a (large or small) trip.

Milestone 2: By the end of 2024, an Event Sub-Committee will be developed to plan a minimum of 4 social and recreational events throughout the year.

Milestone 3: By the end of 2025, the Event Sub-Committee will have implemented a minimum of 4 social and recreational events throughout the year.

Milestone 4: By the end of 2028, the Event Sub-Committee will have implemented a minimum of 4 (2 new) social and recreational events each year and will have a portfolio of a minimum of 10 social and recreational events to choose from.

Fundraising

Goal 1: Kainos will evaluate and enhance all Agency Special Events, Mail Campaigns and Planned Giving Outreach.

Milestone 1: By end of 2024, Kainos will form a Fundraising Committee that will analyze the existing Agency Special Events (consider adding events), Mail Campaigns and Planned Giving Outreach.

Milestone 2: By end of 2025, the Fundraising Committee will have made an evaluation and a recommendation for Agency Special Events, Mail Campaigns and Planned Giving Outreach.

Milestone 3: By 6/2026, the Fundraising Committee will have developed a timeline/plan for changes to Agency Special Events, Mail Campaigns and Planned Giving Outreach. This can include a new Event to add to the annual calendar, a formalized planned giving program, changes to the format of the mail campaigns, etc..

Milestone 4: By end of 2027, all changes will have been implemented and launched throughout the 2027 calendar year.

Facility

Goal 1: Kainos will evaluate and enhance the infrastructure (for safety and accessibility) and esthetic of all Kainos' Homes. This is for existing residents to be able to age in place and the recruitment for a younger demographic as well.

Milestone 1: By the end of 2024, an overall assessment of all homes will be made from the lens of safety, accessibility and esthetic (for current and new individuals).

Milestone 2: By 6/2025, all items identified will be included on the Capital Expenditure Report for tracking and timeline of priority for each item.

Milestone 3: 6/2025 – 12/2028, Kainos' Grant Writer will identify grants to off-set costs of repairs/improvements.

Human Resources

Goal 1: Implementation and Growth of Kainos' Bamboo Human Resources Information System (HRIS) to streamline the development of current staff.

Milestone 1: By end of 2024, all individual pertinent personnel information will be uploaded into Bamboo's each personnel profile.

Milestone 2: By end of 2024, all Human Resources hiring and on-boarding will be uploaded and implemented.

Milestone 3: By end of 2025 and annually after, all agency trainings (i.e. OFL, Competency Based, HR Requirements, etc.) will be uploaded, launched and tracked by Bamboo (minimum of 12 hours annually).

Milestone 4: By end of 2024 and annually after, Performance Evaluations will be launched and completed through Bamboo each year.