

Project: Transformation -- Transformation Plan Overview Koinonia

Desired Outcomes

1. The overarching goal for Koinonia Enterprises' transformation plan is to ensure that we are producing community employment opportunities for the individuals we serve. This will require a strict definition of what is viewed as community employment (retention, wage, career advancement, etc.), and to not only connect with employers in the community, but to also explore creative solutions for funding and transportation that reduce environmental limitations.

While what is listed below will serve as a short-term road map (1-2 years) to community-based services, the long-term goal for Koinonia Enterprises is to reduce its physical resources in accordance with lease endings (2016 and 2018 respectively for both 1200 and Mayfield), and to ensure that KE can successfully provide community-based services on an individualized basis that return successful employment outcomes for job seekers.

- a. Meet the expected job placement rates of 10%/Year 1; 20%/Year 2; 30%/Year 3. (Percentages are based on the total number of job seekers served by KE)
- b. The team currently views community employment as "competitive employment in an integrated setting with full-time or part-time work at or above minimum wage paid by the employer for the same work performed by people who do not have disabilities."
- c. KE shall view job retention as 90 days minimum, with the potential to increase hours and/or responsibilities.
- d. Explore partnership opportunities with manufacturing consortium AWT (Alliance for Working Together). Partnership would include training opportunities and competitive placement for the individuals KE serves.
- e. Explore a transition age youth pilot with local school districts. The program would consist of an 8-week defined schedule eyed strictly at being community based, and using KE Career Centers only as rendezvous points.
 - i. Funding sources are required to make this pilot with local schools possible.
 - ii. If the pilot were to be successful, the model would then be brought back to the population we currently serve.
- f. Explore funding for "scholarships" enabling KE to provide paid work opportunities. This would allow KE to support individuals should they be hired in the community.
- g. Ideally KE would increase its BVR caseload, but current staffing constraints currently prevent it from doing so. (Current caseload consists of 18 individuals in Job Development, and 5 in Job Searching and Community Assessments. Currently 6 of 18 individuals [33%] are placed in community employment.) Increasing staffing capacity to meet this service delivery option must occur.

2. Refining the role of the Business Advisory Committee (BAC) that currently exists. This effort will be spearheaded by the Workforce Development Manager (WDM).
 - a. In an effort to revitalize the BAC, the WDM will recruit new members and attempt to give the committee a focus, making it about more than just advice.
 - b. The WDM will seek to become involved in Business Leadership Networks in an effort to create 20+ relationships with business over the next 12 months. These relationships will be viewed as opportunities for assessments, internships, and employment.

3. Development of a comprehensive marketing plan to focus Koinonia Enterprises' message to employers, as well as relay the transition KE is undergoing. Currently KE marketing materials are extremely limited, and do not appropriately convey our mission of employment and community integration.
 - a. The Koinonia External Affairs (EA) department will work in conjunction with KE to create transition marketing materials as KE undergoes this transformation.
 - b. An external consultant will be utilized for creating a comprehensive marketing plan that focuses on a specific branding for KE's employment direction.
 - c. The message will be communicated through a variety of avenues
 - i. Increased emphasis on employment-themed Community Conversations, a series currently hosted by EA.
 - ii. Employment First: Parent Edition; a group designed to involve parents and guardians of the individual we serve in an effort to discover what they are looking for in regards to employment outcomes.
 - iii. The Front-Runners Committee; a committee that helps unite the efforts being made at both residential and KE, creating a comprehensive employment message throughout Koinonia's services.
 - iv. The Northeast Employment Network; a networking group facilitated by the Director of KE that aims at fleshing out best practices in the NE Ohio region.
 - v. Koinonia University; a weekly meeting with 3-4 KE staff members to discuss expectations for curriculum and opportunities for individuals to work. This group is now focused on drawing out staff competencies & skills in order to capitalize on these strengths in curriculum delivery.
 - vi. Create a tool that details program methodology, and options for each individual KE serves, identifying service options that meet the individual where they are on their own path to employment as one of the following:
 1. I have a job but would like a better one or to move up.
 2. I want a job! I need help to find one.
 3. I'm not sure about work. I need help to learn more.
 4. I don't think I want to work, but I may not know enough about it.

4. Utilize a job development bank for analytical review and strategizing employer approaches. This will begin with identifying qualities desired in terms of software, and piloting different existing tools in an effort to implement an existing database. This program will be used not only to connection individuals to employers, but also to establish connections between KE's Seniors program and their communities.
 - a. The Director of KE has reached out to a representative from Fairfield County BDD to beta test their Community Connections Manager database. A 6-month pilot is desired before implementing agency wide.
 - b. A demo has been established with EDP (through the DODD assigned consultant) to educate the core team on potential benefits of this program.
 - c. Koinonia's IT department is investigating Salesforce, a web-based database that may be customized to suit KE's needs.

Required Resources

A KE-wide re-organization has taken place to ensure that associate resources are dedicated not only to the individuals we serve, but also towards creating community connections with employers and job development opportunities. This organizational change lends well to the desired outcomes of Project: Transformation; however, a strong presence will be required of Koinonia's External Affairs department. Their role will be to assist in development of marketing materials, and to promote and hold Community Conversations sessions with employment-involved members of the community.

There will also need to be a focus on the associates of Koinonia, and providing additional training where needed to improve employment-based outcomes. During the next budgetary period, KE will be looking to promote from within and convert existing DSPs (Direct Service Providers) to Vocational Instructors in an effort to create more positions with an employment focus.

Finally, KE leadership will be exploring opportunities for grants as "scholarships". This is part of an effort to analyze alternative funding sources and examine the ways in which KE uses its current funding sources.

Successes

Success will first and foremost be determined by the employment rate for the individuals that KE serves. If KE is able to meet, or even exceed its percentage placement and retention goals, it will be viewed as a successful outcome. To support this initiative, implementation of a tool that allows for tracking employment outcomes and results is needed. This database should provide assessments on individuals and employers alike to create strategic plans of approach to employers and successful pairings between these two groups. As a supporting function of this

initiative, relationships built by the WDM that lead to assessments, internships, and employment opportunities are also invaluable to employment outcomes.

Secondary success would be viewed through increased admissions to both Mayfield and 1200 through a more community centered approach with regards to communication about the Employment First Initiative, as well as a revamped marketing campaign aimed more at providing information on KE's employment outcomes and connections.

Barriers to Success

The transition from a facility-based model to a community-based model is not an overnight change, and will require a significant transition period to ensure that service delivery does not experience a negative effect. Leases on current KE physical properties do not end in the short term; 1200 Resource Drive (Dec. 2016) and KE Mayfield (Jun. 2018). Plans for reduction of physical space and transition to a strictly community-based model will be planned around these timelines.

Education of potential individuals to attend our programs is also a barrier in this transformation. They need to be informed that KE is transitioning from a day service program provider to a career service model. This means that there may not necessarily be instant gratification in regards to employment success, but KE will be focusing more on generating long-term success results. It is important to relay this information to stakeholders and the individuals we serve, which is why Community Conversations and stakeholders committees are crucial to a successful transformation.

Finally, transportation is raised as a potential difficulty when individuals are successfully placed in the community. It is important that KE and its Transportation department work with the consultant to discover strategies that other providers are using in order to successfully provide transportation services to individuals placed throughout the community.

Follow Up & Next Steps

The Project: Transformation team will need to identify and implement preliminary steps of transformation. These will be constructed from the above desired outcomes. Milestones should be measurable (although not necessarily quantitative), and have established timelines and responsible parties. These milestones will be realistic and achievable within the grant period, and agreed upon by Koinonia, DODD, and our appointed consultant.