

# 2024

## ANNUAL REPORT



January 1, 2024  
December 31, 2024



adjoin



# adjoin history



2023

Launched a new division called **Path-Now!**

2021

Became known as **Adjoin!**

2011

Secured the Supportive Services for Veteran Families (SSVF) VA grant that established the **Veterans** Division.

1999

Became known as Client Development Programs (CDP)

Expanded into Santa Clara, Monterey, Santa Cruz, & San Benito counties

1989

Expanded into Fresno & Merced counties

1994

Expanded into Stanislaus, San Joaquin, Tuolumne, & Calaveras counties

1983

Incorporated as North County Career Development Program, a 501(c)3 nonprofit

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# executive summary

Adjoin celebrated 2024 as the Year of Innovation—a year defined by growth, creativity, and forward momentum. We strengthened our leadership team with the addition of a new CFO and COO, and reorganized our Catalysts Division by introducing a Director of Programs to lead with vision and impact.

We successfully advocated for full funding for IDD services in California, ensuring quality support continues for the individuals we serve. Our Veterans Division moved into a new office to support its growing team. We also expanded our digital efforts by growing InFlight, enhancing Path-Now, and building new tools to increase program efficiency.

Perhaps most importantly, we closed the year on a high note—recovering from previous challenges to achieve a positive bottom line. We celebrated the retirements of several long-serving team members who helped shape the heart of Adjoin.

As we close this remarkable year, we thank our community for supporting us in building a future where together we ignite possibility and innovation drives lasting change.

Sincerely,

Wendy Forkas  
Adjoin CEO





The logo for Adjoin Leadership. The word "adjoin" is in a dark teal, lowercase sans-serif font. Above the "i" are three small circles in blue, yellow, and green. Above the "n" is a red asterisk-like symbol. Below "adjoin" is the word "leadership" in a larger, bold, dark teal, lowercase sans-serif font.

# adjoin leadership

The Adjoin Board of Directors, a group of highly experienced and dedicated professionals, believes that all people should be given the opportunity to belong. They advise and oversee Adjoin's strategy and governance, and ensure we are operating effectively as a nonprofit organization and delivering on our mission. Their diverse skill sets, experience, and areas of influence are critical in helping us build limitless pathways for people to be successful in their communities.

Our organizational leadership team brings unique perspectives from their various backgrounds that reflect the collaborative and fun attitude of Adjoin. By bringing together a group of experienced and compassionate people, we create innovative solutions, setting the foundation for limitless pathways to be built.

In 2024, Adjoin recruited a new CFO, COO, and Catalyst Southern California Regional Director. Our new leadership were chosen for their vision, mission, and values that will join to make infinite positive impacts for all our stakeholders – team members, clients, families, funders, and the communities where we **live**, **work**, **learn**, and **play**.

# board of directors



Lisa Larson  
Vice-Chair

Kim McNealy  
Board Chair



Alan Willardson  
Board Secretary



John DiMichele  
Board Member

Windus  
Fernandez-Brinkkord  
Board Member



Robert Wilson  
Board Member

Travis Jang-Busby  
Board Member



# organizational leadership

Wendy Forkas  
CEO



Olivia Blaylock  
COO



Pat Phelan  
CFO



Sabrina Di Marzio  
Director of Human Resources



Jeffrey Clark  
Catalyst Director of Programs



Kenda Comstock  
Northern CA Regional Director



Carlos Olivares  
Southern CA Regional Director



Elena Pizana  
Veterans Director





# team culture

Adjoin distributes an anonymous Team Member Satisfaction Survey on an annual basis, yielding valuable feedback on a range of important issues. Adjoin is dedicated to a company culture that promotes retention, professional development, and recruitment of dedicated and qualified individuals.

Overall, team members expressed experiencing a great deal of satisfaction and feel good about coming to work. The majority communicated a positive rapport with their supervisor, policies are consistently and fairly applied, and there is a positive outlook on the quality of service that Adjoin provides clients.

The majority have a better understanding of Adjoin's strategic plan with the Lead with Purpose platform

Ended the year with 328 team members!

Our team is looking forward to Adjoin's expansion the most!

**85%**  
to  
**95%**

**85-95% of team members feel positively about teamwork, their supervisor, policies, and organization communication!**

**83-92% of team members feel positively about their training, quality of services, safe working conditions, & the wellness program!**

**83%**  
to  
**92%**

**89%**  
to  
**92%**

**89-92% of team members feel that our CEO values them, inspires active participation, communicates Adjoin's future, and hosts valuable meetings!**

**86% of team members feel good about coming into work at Adjoin!**

**91% of team members feel a positive personal satisfaction about working at Adjoin!**

**86%**  
&  
**91%**

**91% of team members feel like Adjoin is going in the right direction!**



adjoin

## team impact



Evergreen

We planted 748 trees to offset 672 tons of CO2 and have created 93.5 working hours in 2 countries!

Adjoin partners with Evergreen, a global platform that allows users to plant real trees while guaranteeing their survival, for our Sustainable Giving Initiative to create our Adjoin Forest.

15 team members  
volunteered 107 hours  
to various causes!

oneflutter

The One Flutter program is an opportunity for team members to support a cause of their choice in a variety of ways. Day of Change offers up to 8 hours a year of paid time off for volunteering and Adjoin provides a \$25 reimbursement for donations made to a nonprofit. Each team member can be a catalyst for change - One Flutter at a time.



# Ron Clayton's oneflutter

“ Following my retirement in education, I was looking for something that would be rewarding and allow me to give back to the community. I was only planning on working part time for a couple of years, but here I am, 18 years later, still enjoying my time with Adjoin.

The One Flutter program is just one of many I am thankful for. I have made 3 trips to Arizona to deliver animals to shelters: twice I took a camper full of dogs and cats from the streets of Tijuana to Casa Grande, and an SUV full of hedgehogs and a rabbit to Buckeye. Most recently I helped transport a couple of pigs rescued from a research lab in Northern California to a sanctuary in Jacumba.



See the news article here! 

It is commendable that Adjoin is willing to pay for the time team members want to volunteer for a worthy cause. The feelings of satisfaction I receive far outweigh the costs. I am thankful that Adjoin is willing to put back money to help make the world a better place. -Ron

# adjoin **service impact**



## **veterans**

Adjoin Veterans offer a housing-first strategy to secure permanent housing for every Veteran family we serve. Since 2011, Adjoin has been a proud partner of the VA to provide the essential support helping veterans become self-sufficient.



## **path-now**

Adjoin Path-Now offers a creative, accessible, and unique web-based platform that enables individuals with intellectual and developmental disabilities to safely and easily connect with community service providers electronically in California.



## **catalysts**

Adjoin Catalysts provides services to people living with intellectual and developmental disabilities. We continuously work to develop unique and innovative programs that truly highlight and foster the potential of people with disabilities.



224,656

Total client connections made across all divisions



161,656

Service hours provided to IDD clients



63,000

Service hours provided to Veteran clients



63

Resource connections made for IDD individuals

98%

Stakeholder Satisfaction Surveys responded "Satisfied" or above out of 109 responses



1,412

Unique clients served across all divisions



780

Veteran Heads of Household



632

Clients with disabilities



205

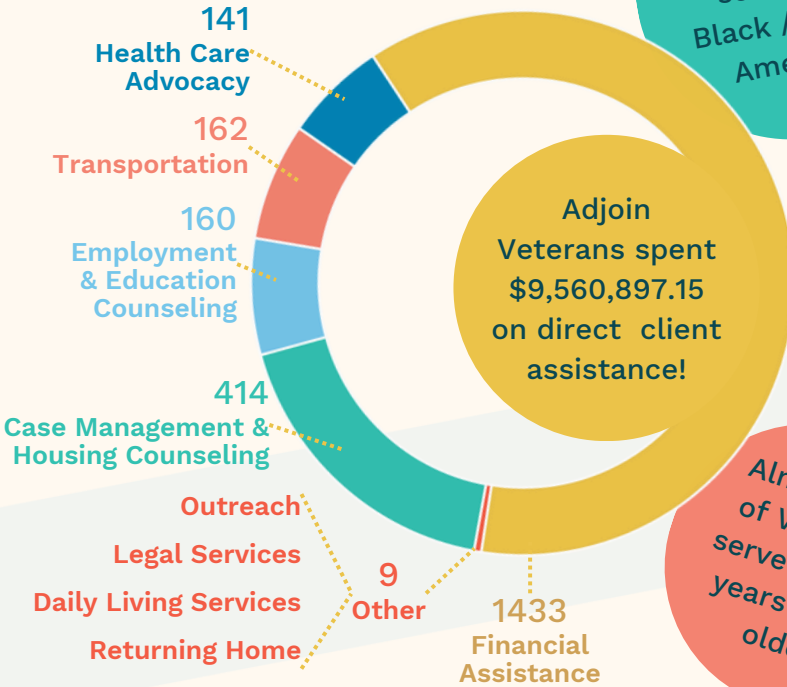
IDD community members





# veterans

Client Assistance by Service Category



The majority of Veterans served are Black / African American!

Almost 25% of Veterans served are 62 years old or older!

## Veterans Program Goals Achieved



% Program Goals Achieved

- Permanently house at least 90% of total served
- Screen potential clients for eligibility within 1 business day
- Reduce length of time between application and start date

# the impact of adjoin

veterans

“Dear Ms. Forkas:

I As the CEO, I think it's important for you to know how successful your Adjoin Veterans program is, and the individuals who make that possible.

Last year, my life was spinning out of control. I was going through a divorce without any support and my disabled daughter lost her father to a heart attack who, also a retired military veteran, was a huge emotional and financial support for her. The sudden weight of these full responsibilities came at a time when I couldn't find work due to my own disabilities. This caused my health to decline and I was in jeopardy of being homeless. Courage to Call referred me to Adjoin and from the moment I was accepted, I was treated with the utmost respect!

San Diego is the most expensive city in the nation and has been my home for 34 years. This program not only saved me, but saved my adult children and granddaughter in countless ways. It is my hope that I find part-time employment that is a good fit for my disabilities. Adjoin has also given me the confidence to possibly open my own business. I have come a long way and have Adjoin to thank for this progress.”

Respectfully,

Danette P. Reando

Ret. USN

/dpr





**99** Client accounts  
in Jan 2024  
**205** Client accounts  
by Dec 2024



**107%**  
increased  
individual utilization!



**73**  
increased  
organization utilization!



**9527** Organizations  
in Jan 2024  
**9600** Organizations  
by Dec 2024

### Highlights of new features:

- Client & Organization Referral Rewards program
- Developed Job Resource Feature rolling out in 2025
- Started the Wayfinder Monthly Newsletter

**73** new org requests  
in Jan 2024  
**96** new org requests  
by Dec 2024



**31%**  
increased  
database expansion!

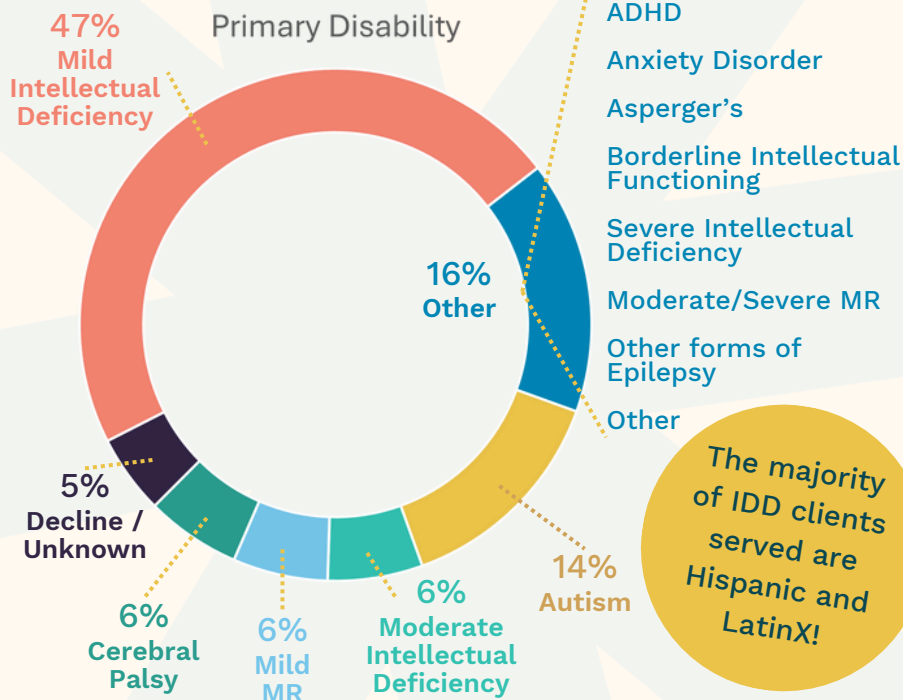
63 individuals  
connected with  
organizations this  
year!

Path-Now  
celebrated our 2<sup>nd</sup>  
year anniversary in  
May, 2024!

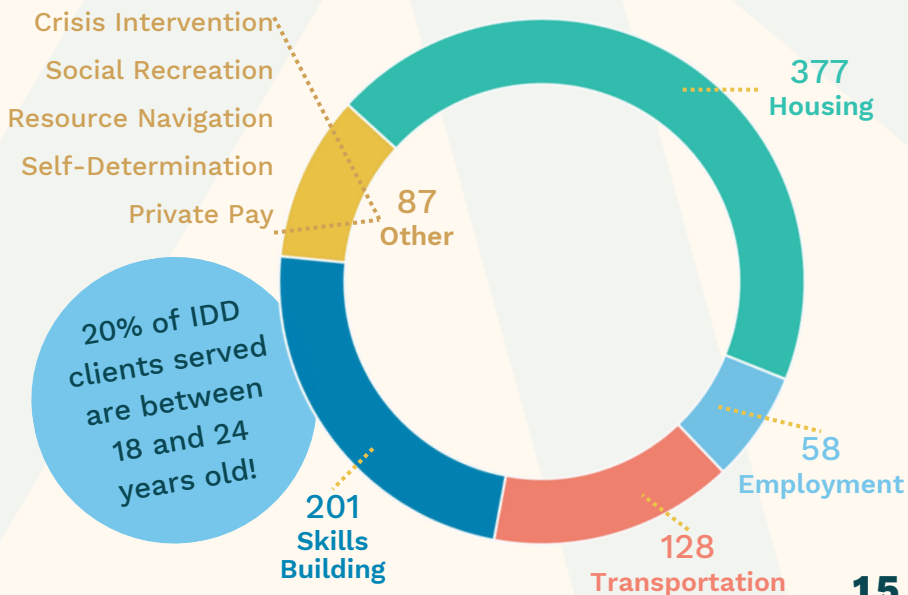




# catalysts



Clients Enrolled by Program Category





Adjoin received a total of  
\$7,261.74 in donations from  
community stakeholders!

The Adjoin Pathway Partners are a dedicated group of monthly givers on a mission to help people find communities where they feel safe and respected, and can be themselves in every aspect of their lives.

111 team members  
donated a total of  
\$16,041!



**the butterfly club**

The Butterfly Club is the Adjoin Team Member Donation program that provides critically needed funds to support the people Adjoin serves. Clients experiencing barriers to success with no other options to meet those needs, may receive assistance through the Butterfly Club. The Butterfly Club also funds the Crushing It Award, a quarterly client recognition award for clients who are going above and beyond to achieve their personal goals.



# the butterfly club

\$21,698.34  
were used to  
assist over  
40 clients!

Dear Adjoin & Butterfly Club,

Thank you SO much for the help that was graciously provided to us! After struggling from our situation that forced us to throw away most of our groceries for the month, we were convinced there was no way to recover those losses. However, with this amazing gift, we have been able to recover and now look forward to these upcoming weeks of holidays! No words can properly express how grateful we are, but we hope that our message of happiness reaches well with lots of love & appreciation! May the lives of those who aided us be filled with love, luck, & joy! ♥

- With sincere & deep  
gratitude

Sabriell  
Alma

Brenda  
♥

The Cardenas Family ♥

Where

**KINDNESS**   
Takes Flight



## financial overview

Financially, Adjoin achieved record revenues of \$29.7 million in FY2024, a \$7.6 million or 34% increase year-over-year. On a proforma basis—adjusting for favorable investment gains and one-time legal settlement expenses—we achieved a positive operating income of \$24,000, a significant turnaround from the prior year's loss of (\$902,000). This underscores the positive impact of our organizational changes and strategic investments.

Operationally, enhancements to internal controls and procedures were a major focus, particularly around our Networks timekeeping and client management system, which integrates directly with payroll and accounting. We advanced our UKG HRIS/Payroll implementation, launched the Zeffy donation platform, and refreshed our fleet by replacing 12 vehicles. Adjoin continued investing in strategic initiatives such as Path-Now and InFlight.

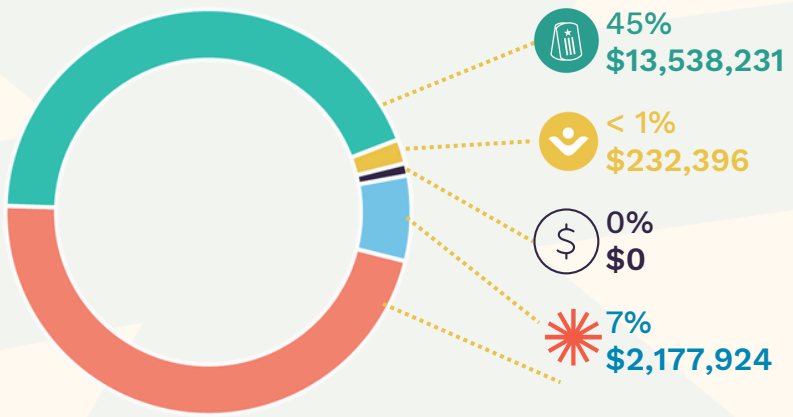
51%

# Revenue by Division

49%

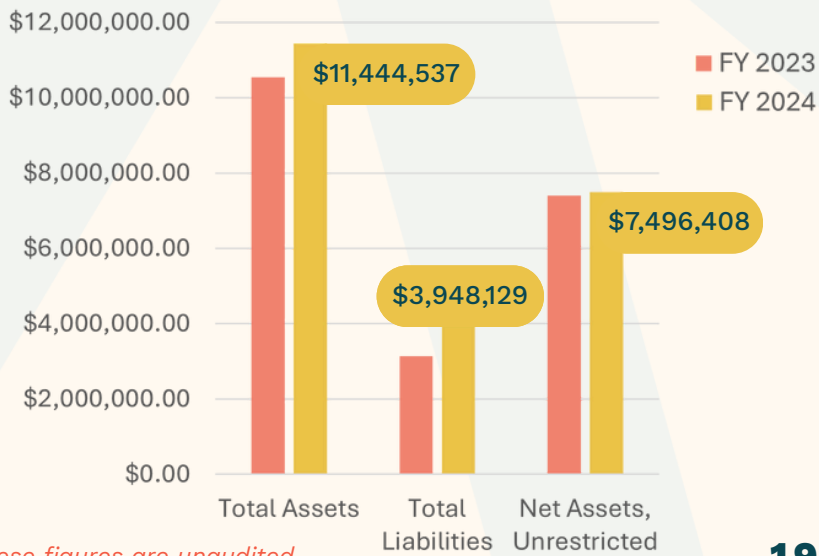


## Functional Expenses



- Catalysts Division
- Veterans Division
- Path-Now Division
- Fundraising
- Mgmt & General

## Balance Sheet



\*These figures are unaudited





# looking head

Adjoin is proud to announce that 2025 will be celebrated as The Year of Integrity. This declaration reflects our unwavering commitment to empowering people with integrity—upholding the highest standards of excellence while fostering meaningful relationships and sustainable growth.

“*Integrity is the foundation of our longevity and success at Adjoin. It empowers us to uphold excellence, foster trust, and create limitless pathways for people to belong. Together, we ignite possibilities and build a future grounded in honesty, transparency, and growth.*”

Guided by our tagline, Together We Ignite Possibility, and our mission of creating limitless pathways for people to belong, integrity will serve as the foundation of how we achieve our mission. By embodying integrity, we will uphold the highest standards in quality, foster trust with stakeholders, and build a foundation of respect and ethical leadership that drives meaningful impact and sustainable growth.



In 2025, we will focus on:



### *Empowering People*

Prioritizing the needs of those we serve, our team, and our communities through various opportunities to listen, understand, and seek feedback as we implement new programs and processes that resonate with all.

### *Maintaining Excellence*

Achieve CARF accreditation, as well as maintaining transparency and high ratings on Charity Navigator, Candid, and Better Business Bureau.



### *Fostering Relationships and Growth*

Launching innovative and dynamic community engagement strategies that will increase awareness, involvement, and showcase the amazing work being done in our own backyards.



Join us as we make 2025 a year of purpose, impact, and principle. With integrity, together we will continue to lead with honesty, transparency, and trust, creating opportunities that transform lives.

together we **ignite** possibility



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