

**FUTURES UNLIMITED, INC**  
**Performance Evaluation Report Fiscal Year 2018**

**Our mission is to assist individuals in Livingston County as they achieve independence and develop the skills to live and work successfully in our community.**

*Futures Unlimited, Inc. (FUI) strives to provide high quality services and supports while accomplishing the agency mission so that individuals are able to achieve greater independence. FUI annually reviews all programs, services and business operations to identify trends and evaluate service access, satisfaction, efficiency and effectiveness. This report is a summary of agency programs and operations in FY18 and is used in strategic planning and to identify opportunities for program improvement.*

**PROGRAMS and SERVICES**

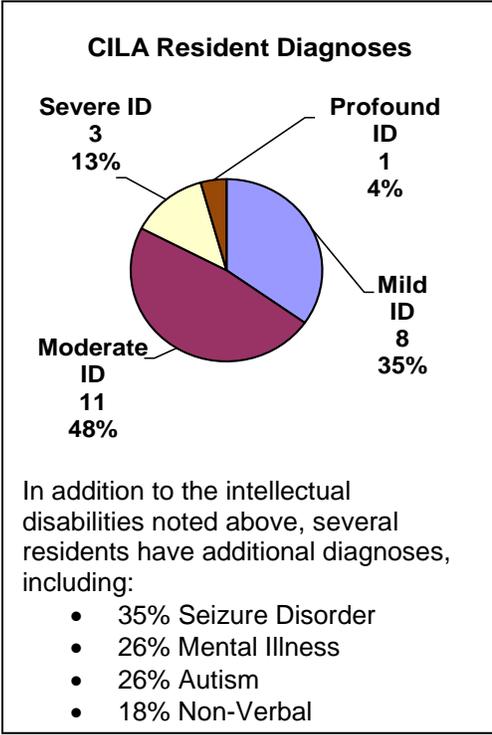
**COMMUNITY INTEGRATED LIVING ARRANGEMENT (CILA)** The agency operated six CILA group homes that provided 24-hour training and assistance for 23 individuals in FY18. The 17 men and 6 women range in age from 23 to 71, with an average age of 45. Two-thirds of the residents are over age 40. Residents and family members indicate that community inclusion is important to them. Six residents regularly work on FUI mobile crews and 8 others work on the crews on a rotational basis. They also enjoy shopping, going to the Rec Center, bowling, going out to eat and attending community functions. It will

continue to be important for individuals to have opportunities to interact with community members while participating in these activities.

There were no new CILA residents this year. One young man moved to a group home in another county in April; he had lived at the FUI home for 2 years. This move allowed the agency to consider changes to the CILA program, as there were open bedrooms at four homes. Four individuals lived in three apartments at the Locust Street CILA and were provided 24-hour supports. Their needs were changing and this configuration was not as beneficial as it had been in past years. These considerations, combined with ongoing staffing challenges factored into the decision to close the Locust Street site and assist the woman and three men to move to other FUI homes. Individuals and family members have been very positive about these changes, saying that their loved one “seems to be adjusting quickly” and “she’s very happy”. In a recent survey, family members all agreed or strongly agreed that they were satisfied with residential services.

Staff turnover can affect the quality of services in all programs, and especially in residential homes where residents often view staff as family. When staff leave a CILA job it can be stressful and viewed as a loss for the residents. These changes also impact continuity and safety at the home. In FY18, 27% of CILA staff left jobs at FUI, including five who were terminated, four who left for other jobs and two who left for unknown reasons. Four of the five staff members who were terminated had worked at FUI for less than six months. Although all of the homes were affected by staff turnover, the Blackhawk, Timber and Division Street homes experienced the most changes. In spite of this, CILA staff overtime hours were down 41% from last year and 43% from FY16.

<p><b>AT A GLANCE</b></p> <ul style="list-style-type: none"> <li>• 23 CILA residents</li> <li>• 6 Homes</li> <li>• Staffed 24-hours daily</li> <li>• Each resident has their own bedroom</li> </ul>
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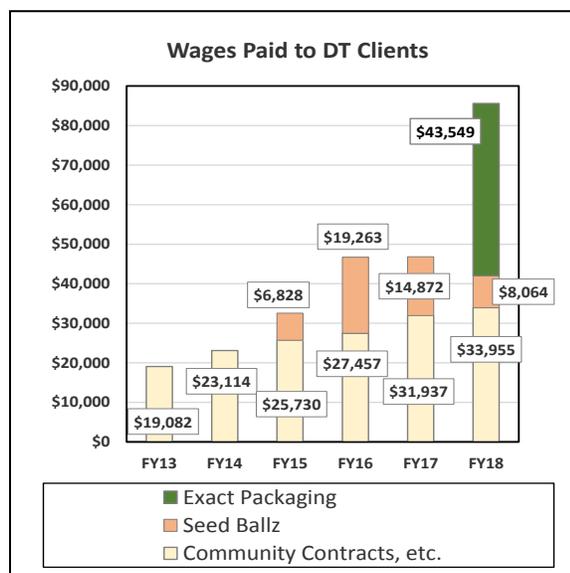


**DEVELOPMENTAL TRAINING (DT)** services at FUI empower individuals to enrich their life experiences by creating educational, social and work opportunities. In FY18, DT services were provided to 66 men and 55 women at three training sites. Two of these sites are in Pontiac including the main facility on Torrance Avenue and a smaller setting at the Mary Beth Taylor Learning Center. The third training site is located in Dwight. One man was funded for services in his home.

**AT A GLANCE**

- 121 Individuals in DT
- 3 Training Sites
  - 74 at Torrance Ave, Pontiac
  - 14 at MBTLC, Pontiac
  - 33 at Dwight Learning Center
- Wages of \$85,568 paid to DT clients for contract/production work

DT services include classes, community activities and volunteer and work training. Individuals can attend any or all of the offered classes and activities, including life skills, self-advocacy, wellness, communication, socialization, and a variety of special interest classes. A main focus of the program is community integration and individuals can participate in field trips, shopping, eating out at restaurants, going to the local rec center and attending community activities several times monthly.



Work and volunteer opportunities are important to DT clients. This year 37 men and women volunteered at 4 different sites including the Salvation Army, OSF Community Garden, a local food pantry and Peace Meals. Twenty-three (23) persons worked at regularly scheduled jobs at FUI contract sites or at area businesses with the support of a job coach and one other client held a job at a local nursing home independently; 21 others worked occasionally at community job sites through the Community Contracts program. Wages earned by DT clients totaled \$85,568 this year, an increase of 83% over the past two years. This included work at community contract sites, Seed Ballz production, agency cleaning and contract work at Exact Packaging (see chart at left). This was the first year of contract work for Exact Packaging and this work opportunity enabled DT clients to earn \$43,549.

Clients in DT range in age from 21 to 75 and 41% are age 50 or older. All have an intellectual disability (ID), including 41 with a Mild ID, 29 with a Moderate ID, 25 with a Severe ID, and 27 with a Profound ID diagnosis. Many also have an additional disability, including:

- 27% are non-ambulatory
- 26% are non-verbal
- 22% have a mental illness
- 27% have a seizure disorder
- 22% have Cerebral Palsy
- 12% are visually impaired

Classes and activities in the DT program have a goal to teach communication skills. This has resulted in many individuals becoming more interested in learning how to advocate for themselves and others. A few years ago a group of men and women in the DT program started Livingston County Advocates in Action with the support of the Illinois Self Advocacy Alliance and FUI staff. There are currently 29 members and the group includes FUI clients as well as community members. Monthly meetings are held after program hours and are led by elected officers. Members are learning to better express themselves and some of the group are interested in politics and advocating for other individuals with disabilities. During the past year, three Advocates from FUI have participated on state committees, including the Quality Committee for DHS-DDD, the IL Council on DD and the Action Team for the ARC of IL. One Advocate is an officer on the state Alliance Board, two participate in Partners in Policymaking training, and several others have given presentations in the community.

**EMPLOYMENT SERVICES** Individualized services were provided to 167 men and women in the Employment Services (ES) program during FY18. These services can include work readiness, job placement assistance, job skill training, paid work training and a variety of classes tailored to the specific needs of each person. The number of individuals in the ES program remained steady, with just 5 more persons receiving services than last year. During the past decade the number of

**AT A GLANCE**

- 167 Individuals in ES
  - 81 men and 86 women
- 64% have a mental health diagnosis
- Paid wages totaled \$174,881, a 32% decrease from FY17

individuals receiving services each year ranged from 146 to 288, with an annual average of 197. The ES program is designed to provide short term assistance to help persons prepare for community employment, and individuals usually participate for a year or two. Thirteen (13) men and women have participated in the program for 10+ years.

Each individual in the ES program is assigned a Service Facilitator who provides supports to access community resources as most live on their own and many have family members who rely on them for support. Service Facilitators often assist individuals to secure housing, medical help, energy assistance, and legal resources. One of the program requirements is that each person will attend classes for self-improvement, academics or skill training. These can be group classes or individualized to the specific needs of the person.

This program offers opportunities for specialized skill training and paid production work to prepare individuals for community jobs. In addition to learning new skills, work hardening and soft skill reinforcement are an important component of this training. This year 7 individuals participated in retail, fork lift, clerical and car detail training. Two became employed. The paid production work/training includes labeling, sorting, parts inspection and other work for the agency. This year wages paid to ES clients totaled \$174,881, a 32% decrease from last year. This is very close to the ten year average of \$177,203.

Wages Paid to ES Clients for Production and Contract Work	FY18	\$174,881
	FY17	\$258,636
	FY16	\$137,109
	FY15	\$131,358
	FY14	\$154,814
	FY13	\$188,516
	FY12	\$180,011
	FY11	\$224,652
	FY10	\$153,365
	FY09	\$168,687

Individuals in the ES program have a variety of disabilities, including these primary disabilities:

- 58% Mental Illness
- 11% Physical / Medical
- 11% Learning Disability
- 10% Mild Intellectual Disability
- 4% Substance Abuse
- 4% Autism
- 3% Other

Several persons have more than one disability. For example a person with a physical limitation may also have a mental health diagnosis, or a person with a learning disability may also have a substance abuse history.

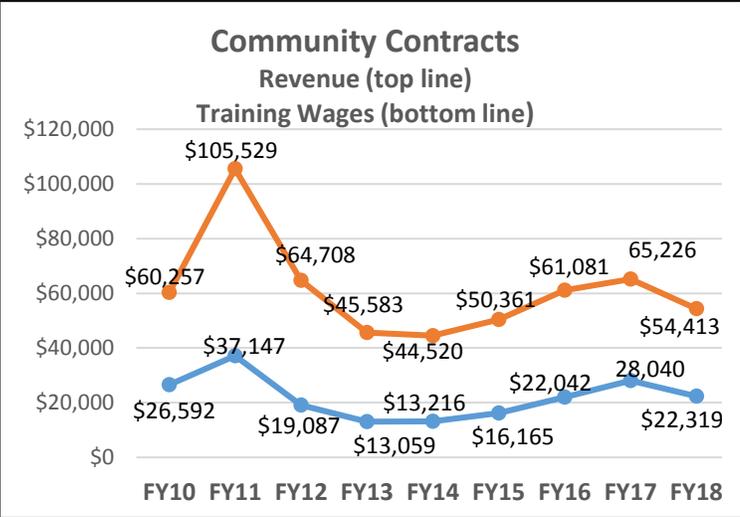
Fiscal Year	% Under Age 30	% with Legal Conviction	% with Mental Illness
<b>FY18</b>	<b>44%</b>	<b>45%</b>	<b>63%</b>
FY17	42%	49%	62%
FY16	49%	45%	56%
FY15	45%	44%	51%
FY14	46%	46%	51%
FY13	44%	46%	55%
FY12	51%	40%	47%
suFY11	53%	Data not tracked	52%

Several trends have remained consistent with individuals in the ES program as indicated in the chart at the left. This year almost half of the men and women receiving services were under age 30, and a similar number had a past misdemeanor or felony conviction. There is a growing number of individuals with a primary or secondary mental health diagnosis that receive Employment Services. These statistics have remained steady over the past several years. Often the legal convictions, mental illness and youth/inexperience can create challenges and barriers to employment success. The ES staff work to provide supports and assistance to overcome these obstacles.

A main part of the agency mission is to assist individuals to develop skills to successfully work in the community. Several of the agency programs and services focus on teaching and reinforcing specific employment related skills including Supported Employment, mobile work crews through Community Contracts, Job Placement and specialized training at the Encore Shoppe and Deluxe Details.

**COMMUNITY CONTRACTS** During FY18, 9 individuals received consistent work experience and training wages while working at nine local businesses that had contracts with FUI to provide janitorial and newspaper delivery services. FUI staff provide the training, oversight and transportation for individuals while at these jobsites. Additionally, 35 other men and women worked at these sites on a rotational or as-needed basis.

- AT A GLANCE**
- 9 individuals received consistent work experience
    - 6 women and 3 men
    - 2 in Employment Services
    - 7 in Developmental Training
  - 9 job sites
  - 35 individuals worked as-needed
  - \$22,319 in training wages paid



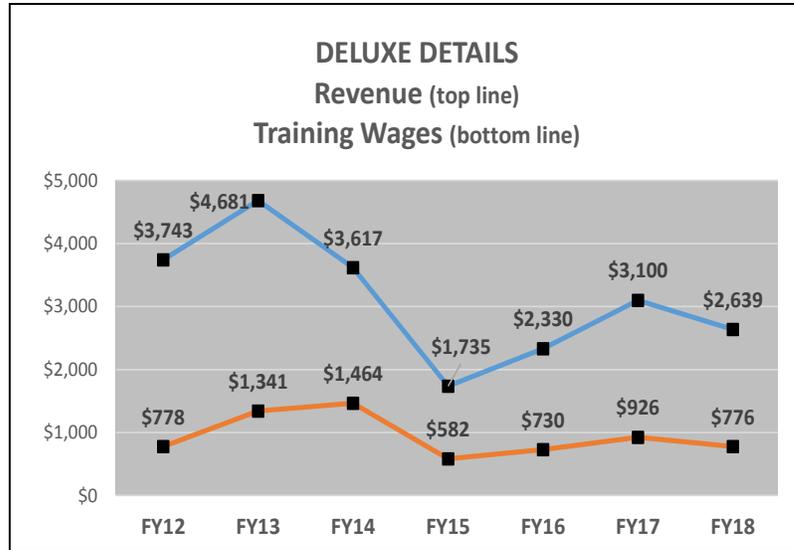
There was a 17% decrease in revenue from FY17 and a corresponding decrease in training wages paid. One business did not renew their contract from FY17 and another discontinued services during the year. Five businesses responded to a recent satisfaction survey and all indicated a high level of satisfaction with the services received. Training wages totaled 41% of the gross revenue for Community contracts this year, slightly lower than 43% last year. For the previous six years the training wages averaged 32% of the gross revenue.

**THE ENCORE SHOPPE** operated as a resale store in downtown Pontiac for 46 years. The store sold gently used clothing and housewares and was used as retail training site for individuals to learn customer and cash handling skills. Unfortunately the store operated with a negative cash balance for several years and the decision was made to close the business.

The store was open during the first quarter of FY18 and provided retail training for 12 individuals, including 2 who were regularly scheduled and worked a total of 559.75 hours. One of these women was subsequently hired at a local retail store. Ten others filled in on an occasional basis, helping to close the store. The chart below demonstrates the declining revenue as compared to training wages paid over the past several years.

	FY12	FY13	FY14	FY15	FY16	FY17	FY18 3 Months
<b>Training Wages Paid</b>	\$29,699	\$36,714	\$27,562	\$34,439	\$25,830	\$30,768	\$5,438
<b>Annual Revenue</b>	\$72,748	\$73,022	\$66,393	\$60,491	\$59,605	\$49,376	\$8,387

**DELUXE DETAILS** offers car detailing services for the public while providing job specific training at the Torrance Avenue site. This year one man participated in this training, working 51 hours. There were 5 others who filled in, working a total of 43 hours collectively. Deluxe Details has been in operation for 7 years but struggles to grow, even though there are several repeat customers. There is very little overhead, however the service is seasonal since it operates out of an unheated building at the Torrance Avenue location. Advertising is done primarily through social media sites and word of mouth.

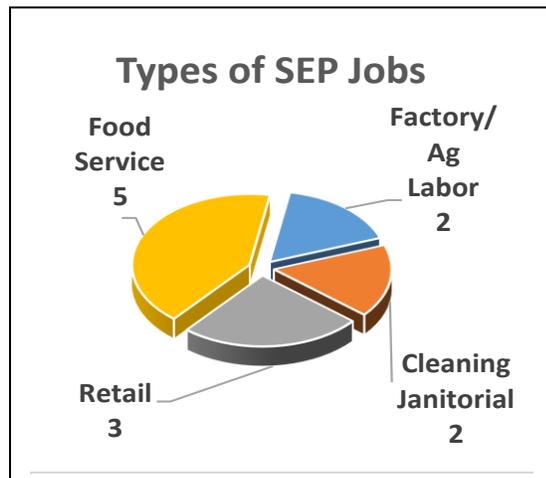


**SUPPORTED EMPLOYMENT** Individuals who have not worked in the past or have been unsuccessful in maintaining a community job are able to receive Job Coaching services through the Supported Employment program (SEP). Job coaches initially provide intensive supports for the new employee to learn job related skills and the soft skills necessary for employment success. They also work to develop natural supports at the job site and then gradually fade, but can be available for long-term supports.

**AT A GLANCE**

- 12 Individuals in SEP, all on payroll at community businesses
- 11 Jobs in Pontiac, 1 in Flanagan
- 8 Have held SEP job for 5+ years
- 2 Individuals new to SEP services

This year nine men and three women received job coaching services for community jobs, including two who were new to the program. They ranged in age from 20 to 54 with an average age of 37. This year 11 of the jobs were in Pontiac and one was in Flanagan. Individuals in SEP earned an average of \$9.83 per hour and worked an average of 11.6 hours weekly, up from 9 hours in FY17. Two of the individuals changed jobs during the year and received additional coaching to learn new job skills.



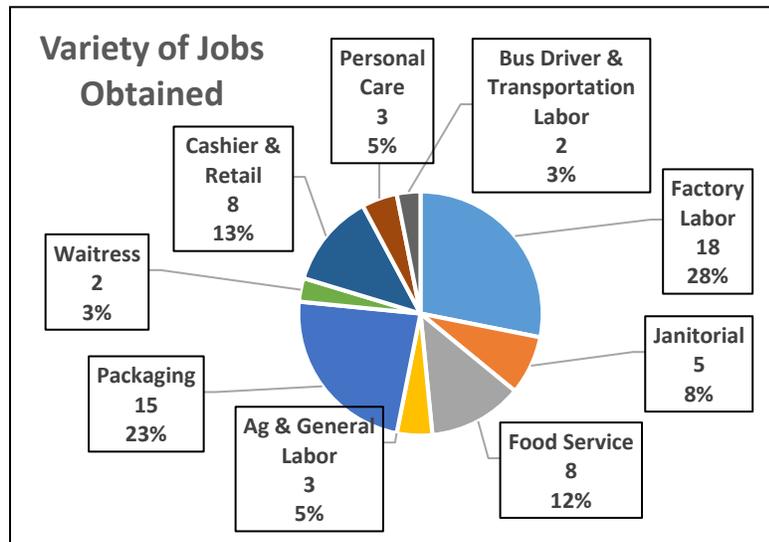
This program is primarily funded through grants from the Livingston County 377 and 708 Boards. This year they funded over 90% of all job coaching services. For over 25 years the IL Department of Human Services-Division of Rehabilitation Services funded SEP but they recently implemented changes in eligibility for services. This year they funded less than \$10,000 of SEP services.

Employers provided very positive feedback in a recent satisfaction survey, indicating that SEP employees are dependable and are a good value for the wages paid. Additionally, 100% responded that they would recommend the program to other businesses.

**JOB PLACEMENT** Finding a job can be challenging, especially for someone with a disability. This year 52 men and women who receive services at FUI were hired at 64 jobs, some at two part-time positions and others who left one job for another. One individual obtained 5 different jobs during FY18. Data from this year compares to past years, as indicated below:

- AT A GLANCE**
- 52 individuals obtained 64 jobs
  - Average hourly wage is \$9.54 (116% of minimum wage)
  - Most jobs were for factory labor and packaging

<b>FY18</b>	<b>52 clients</b>	<b>64 jobs</b>
FY17	47 clients	62 jobs
FY16	46 clients	52 jobs
FY15	55 clients	71 jobs
FY14	63 clients	83 jobs
FY13	43 clients	46 jobs
FY12	46 clients	51 jobs



Persons in this program receive assistance with job search skills, application and interview skills, resume development, work hardening, and soft skills such as work related social skills and employer expectations. Individuals who obtained jobs earned an average of \$9.54 per hour, with wages ranging from \$8.25 to \$19 per hour.

Over half of the jobs obtained were for factory labor and packaging positions as noted in the chart at the left.

Many of the men and women seeking employment are faced with barriers including past legal problems, a mental health or substance abuse diagnosis or inexperience due to age. This year there were less young people obtaining jobs and more individuals with other barriers than in the past decade.

	% in FY18	% in FY17	% in Previous Decade (FY08 to FY17)	
			Average	Range
Under Age 30	35%	36%	55%	36% - 70%
Mental Health and/or Substance Abuse History	81%	75%	61%	54% - 75%
Misdemeanor or Felony Conviction (FY11 to present)	58%	68%	47%	25% - 68%

Funding for this program is provided by the IL Department of Human Services – Division of Rehabilitation Services. This is the third year that the contract has been based on milestones of 15, 45 and 90 days of maintaining employment. The initial contract was for 37 individuals to meet each of these milestones, however the contract was modified in February with an expectation of 31 milestones to be met in each area. This change allowed for FUI to meet 95% of the contract. Data from this and past years indicates that some persons have an easier time getting a job but struggle to remain employed. It may be important to develop additional supports for job retention so that individuals are more successful maintaining employment.

The agency mission also focuses on assisting individuals to develop skills to live successfully in our community. Many individuals in FUI programs dream of living in their own home or apartment. FUI is able to provide supports for several men and women through three different funding sources including the 65-H Community Support program, IDHS Home Based Support services, and the Livingston County 377 Board. They are described below.

**65-H COMMUNITY SUPPORT** Four individuals receive supports to live in their own home or apartment through this program which is funded by the IL Department of Human Services. These services are individualized to the needs and interests of each person, but focus on teaching and reinforcing skills such as meal planning and cooking, laundry and cleaning, budgeting and bill paying, and accessing community services and activities.

<p><b>AT A GLANCE</b></p> <ul style="list-style-type: none"><li>• 2 men and 2 women receive supports</li><li>• 100% satisfaction with services</li><li>• Funding maximized</li></ul>
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**HOME BASED SUPPORT (HBS)** services are funded through the IL Department of Human Services to provide supports for individuals who live with their family and for those who live independently; it is promoted as a more affordable option than 24-hour residential services. Services can include:

- Participation in Developmental Training
- Assistive Technology
- Home Health Care
- Job Coaching
- Support workers for days, evenings or weekends
- A variety of other supports

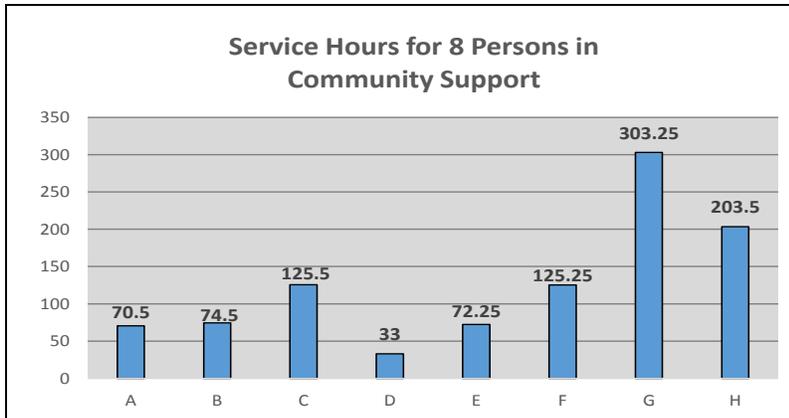
<p><b>AT A GLANCE</b></p> <ul style="list-style-type: none"><li>• 32 individuals received Self Directed Assistance from FUI</li><li>• 100% satisfaction on recent survey</li><li>• Ages range from 12 to 60</li></ul>
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The individual and their family can select services that best meet their needs and hire their own support workers. When this program initially started, FUI staff provided self-directed assistance and oversight, and could bill a maximum of 3 hours monthly for these services. The state has restructured the program during the past few years and now individuals and their guardian can receive services without the assistance and oversight of FUI staff. Some individuals and families have opted to do this independently and without agency supports. Others continue to rely largely on the assistance of FUI staff to secure needed services and support workers.

There were no new HBS clients this year because no one from the county was drawn from the PUNS list. PUNS is a statewide database for individuals with Developmental Disabilities who are in need of services. As funding becomes available, individuals are selected for services based on need and then through a lottery. Over the past 12 years the program grew from providing supports to 4 clients in in 2007 to serving 37 in FY17. This year 5 persons opted to discontinue the FUI self-directed assistance and 32 individuals received FUI supports.

**COMMUNITY SUPPORT** services are funded by the Livingston County 377 Board and are provided to individuals with a developmental disability who are not eligible for state funded residential supports such as CILA, 65-H or Home Based Support services. During FY18, 7 women and 1 man received ongoing assistance to learn and reinforce independent living skills. The seven women live in their own homes or share their home with a spouse, and one man is learning skills with a goal to live independently.

<p><b>AT A GLANCE</b></p> <ul style="list-style-type: none"><li>• 8 individuals received 1028 hours of services</li><li>• 4 others received 20 total hours of supports</li><li>• 2 individuals used 49% of total hours</li><li>• 100% of grant utilized</li></ul>
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As indicated in the chart at the left, these eight individuals received between 33 and 303.25 hours of annual service, and just two of the women utilized half (49%) of the total available hours. All of these individuals live in Pontiac, and they range in age from 26 to 71 years old. There were four other men and women who received very occasional support services, totaling just 20 hours this year.

Illinois maintains a waiting list for state funding and there are several individuals from Livingston County on this PUNS list. After completing school they often have limited opportunities to socialize with peers. The local 377 and 708 Boards recognize this and have developed a small grant to provide occasional social activities for these individuals. Group activities are offered once or twice each month and focus on socializing in the community. Some activities include going to area restaurants, attending movies, bowling, attending local sports games and community events.

**SPECIAL OLYMPICS** activities and competition are popular and provide opportunities for physical fitness and socialization for many FUI clients. In FY18, 32 individuals participated in Special Olympics bowling events, coordinated through FUI with supports provided by agency staff who volunteered their time. There were 8 new bowlers this year and 7 persons opted not to participate after FY17.

#### AT A GLANCE

- 32 bowlers
- Pontiac Parks & Rec AIR program began offering Special Olympics activities
- Basketball and Track & Field events now coordinated by AIR

The Pontiac Parks and Recreation Department began offering an Adaptive & Inclusive Recreation Program (AIR) during FY18; through this program they assumed responsibility for Special Olympics activities for adults in Livingston County. Basketball and track & field competitions during FY18 were offered through the AIR program.

**REPRESENTATIVE PAYEE SERVICES** are available to individuals that the Social Security Administration has determined should have assistance in managing their benefits. FUI has been an Organizational Payee since 2011 and can charge a nominal monthly fee to provide this service. This year revenue for this service was \$12,242, an increase of 2.6% from FY17.

#### AT A GLANCE

- 27 individuals received payee services
- 10 were not involved in other FUI services
- 52% live in their own home or apartment

Payee services were provided to 27 individuals including 2 who had not received services previously. These 14 women and 13 men ranged in age from 17 to 61. Over half (14 of 27) live in their own apartment and 7 others live with a sibling or spouse/partner. Individuals who receive payee services have a variety of disabilities including 18 with a mild or moderate intellectual disability.

**CLIENTS DISCHARGED FROM AGENCY SERVICES** Eighty-five (85) individuals were discharged from agency services this fiscal year, including 79 from the Employment Services program. This is just slightly higher than last year when 76 persons were discharged, but lower than the 10-year average of 92.

Individuals left agency services for a variety of reasons, as indicated in the chart at the right. The main goal of the Employment Services program is to assist individuals to obtain employment and this year 39% of those discharged left for community jobs. This is significantly higher than the average over the past decade when 32% of those discharged left for employment.

Reason for Discharge	FY18	FY17	FY16
Obtained Community Employment	<b>39%</b>	24%	40%
Unable to Contact / Locate	<b>17%</b>	24%	19%
Deceased	<b>4%</b>	4%	3%
Health	<b>5%</b>	12%	4%
Not Following Policies	<b>11%</b>	7%	5%
Move From County	<b>16%</b>	9%	8%
Not Happy / Interested in Services	<b>2%</b>	4%	7%
Did Not Continue-Reason Unknown	<b>5%</b>	8%	10%
Department of Corrections or Jail	<b>1%</b>	4%	5%
Mutual Agreement with Fox Center	<b>0%</b>	5%	0%

Often individuals who have left FUI programs in the past will return for services when they are struggling with personal and financial challenges. This year 38% of the individuals discharged had been discharged from the Employment Services program during a previous year and returned for supports and services. This is similar to data from the past decade when the average has been 37%.

## AGENCY OPERATIONS

**MARKETING** Developing a stronger presence on social media, increasing community awareness, maintaining a positive public image, improving communication with area school systems and increasing marketing of agency microbusinesses are all marketing goals included in the FUI strategic plan. This year the agency website was totally redesigned through a grant from 48in48, a national organization that connects not-for-profit agencies with volunteer marketing and web design professionals. These volunteers developed a new website in conjunction with an event in Bloomington where 48 websites were created during a weekend in May. This free service was assigned a \$30,000 value.

### AT A GLANCE

- New website developed through 48in48 organization project
- Holiday newsletter mailed to all households in Livingston County
- Membership in GLCEDC, Fairbury Chamber and Pontiac Area Chamber
- Social media presence

Each year during the holiday season, the agency distributes a letter with donation opportunities to community members and friends of FUI. In FY18 the mailing campaign was significantly upgraded and the holiday letter was sent to all households in Livingston County. This proved to be very successful and the agency received over four times as many donations as in past years. Additional marketing opportunities were done through social media and presentations to community groups, career fairs, and a high school transition fair. Tours were provided to school groups and to individuals considering FUI services and their family members.

The agency continues to maintain membership in the Greater Livingston County Economic Development Council, the Fairbury Chamber of Commerce and the Pontiac Area Chamber of Commerce. Staff regularly attend networking events sponsored by these groups. Marketing to recruit new staff members has been ongoing and SeedBallz marketing has been done through social media and area farmers markets this year.

**FACILITIES** owned and operated by FUI include 5 residential sites in Pontiac and 3 program sites in Pontiac and Dwight.

- The Torrance Avenue site includes offices for administrative and program staff, Developmental Training and Employment Service programs, production work areas, a warehouse and an 8-bay bus garage. The buildings total over 41,000 square feet. They are owned by the agency but located on land leased from the county.
- The Mary Beth Taylor Learning Center is located on the intersection of Bennett and Division Streets in Pontiac. This agency owned building is used for a smaller Developmental Training (DT) setting.
- Dwight Learning Center is located on West Waupansie Street in Dwight and is used as an additional site for DT services. FUI also owns this building.
- The Encore Shoppe was located in a leased storefront in downtown Pontiac. FUI operated this as a resale store and retail training site. The store discontinued operations in September 2017.
- FUI owns four CILA group homes, all located in residential neighborhoods in Pontiac.
- Another group home is owned by the family of a CILA resident and is also located in Pontiac.
- Three apartments in the Prairie Horizons building in Pontiac have also been used for a CILA setting. In June 2018, these residents relocated into four other CILA homes with open bedrooms.
- FUI continues to manage the HUD owned Prairie Horizons apartments located just south of the Torrance Avenue site. Apartments in one building are rented to individuals with developmental disabilities and clients of the Institute for Human Resources live in the other building. The apartments are in the initial stages of remodeling.

#### AT A GLANCE

- 3 Developmental Training Sites
- 6 Group Home locations in Pontiac
- Torrance Avenue facility, including:
  - Administrative offices
  - Developmental Training program
  - Employment Services Program
  - Production & Managed Services
  - Warehouse
  - 8-bay Bus Garage

Routine maintenance and repairs were completed as needed on agency buildings, but because funds were limited there were no significant upgrades or remodeling projects completed this year. An air conditioning unit was replaced in the DT program and production areas and two well used refrigerators in the kitchen at the Torrance Avenue site were replaced with a three door commercial grade unit. A grant from the Humiston Trust is being used to upgrade the sensory room with products that are designed and created for adult sensory areas. For many years the room has been equipped with objects that staff members have donated or adapted from household items. Renovations at the Prairie Horizons apartments have been started, using HUD funds. The apartments were built in 1994 and have had minimal updates since this time.

**TECHNOLOGY** is constantly changing and opportunities to increase productivity and efficiency have been implemented within budgetary limitations. This year the speaker system was repaired to improve communication and ensure emergency notifications. The agency continues to fine-tune the recording of service hours and production data using software and equipment was acquired last year with a generous grant from the Humiston Trust. All staff now clock-in using fingerprint scan timeclocks, an app on their phone or via a website. This enables our offsite payroll processing company to easily access information. The agency received a donation of 5 laptop and 5 desktop computers from OSF via ATR this year.

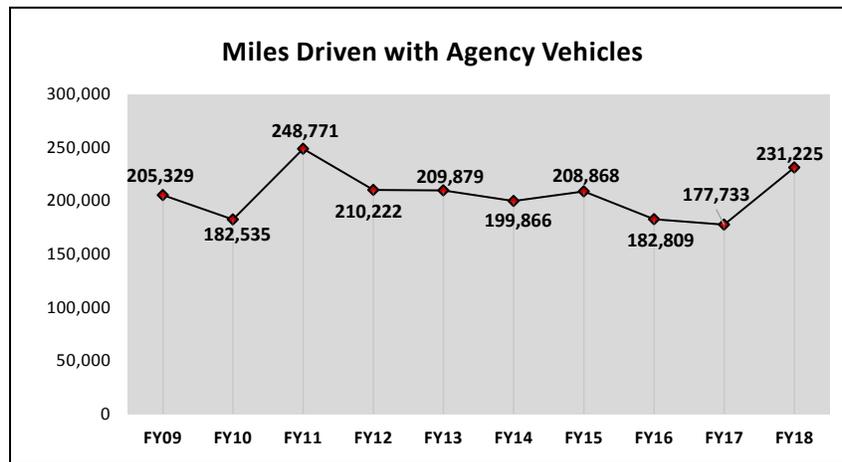
**TRANSPORTATION** Livingston County has a total area of 1043 square miles and FUJ operates a transportation system that covers much of this. Morning and afternoon routes include stops in Pontiac, Chatsworth, Fairbury, Forrest, Saunemin, Cullom, Dwight, Odell, Flanagan and Cornell. Vehicles are also used to transport individuals to jobs, appointments, activities and volunteer opportunities and for agency business. During weekends and evenings vans are available at all CILA group homes. The fleet currently includes:

- 16 Mini-vans and passenger vans
- 2 Super-duty vehicles (22 passenger)
- 5 IDOT vans
- 2 Pick-up trucks
- 2 Cars
- 2 Golf Carts

**AT A GLANCE**

- 27 vehicles and 2 golf carts
- 231,225 miles driven in FY18
- No citations or injuries

Just over 231,000 miles were logged on 27 agency vehicles in FY18. This was an increase of 53,452 miles driven when compared to last year and the second highest number of miles logged in the past decade, as shown on the graph below. Several factors impacted the increase in mileage, including the addition of more outlying routes, a bus was retired and two vans are used instead, DT



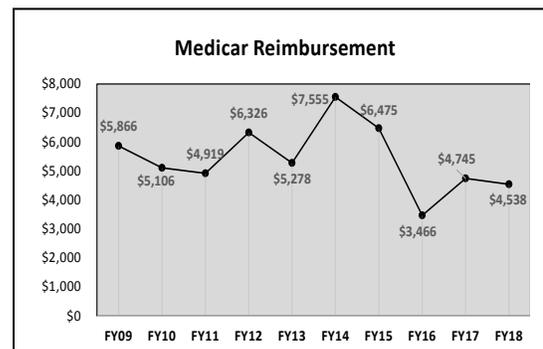
has increased and expanded community activities and staff are going to Dwight Learning Center more often.

FUJ continues to contract with Show-Bus to provide daily routes to the south-east part of the county, reducing the costs of an additional vehicle and driver. The Production and Managed Services Departments also lease two box trucks to use for product pick-up and delivery.

This year a 2017 mini-van was added to the fleet. There are now 12 vehicles that are model year 2014 or newer and 9 that are 2008 or older. Most agency vehicles have relatively low mileage, with 12 having been driven less than 75,000 miles, and just two that have over 150,000 miles of use.

The agency employs 8 full and part time drivers and numerous program and residential staff also regularly drive agency vehicles. This year there were no citations or injuries, however there was one very minor accident that occurred. A van carrying 3 men from a CILA home was scraped when a vehicle pulled out of a parking lot and struck it. There were no injuries and very minor damage. There were 6 additional scrapes, all involving agency vehicles striking stationary objects.

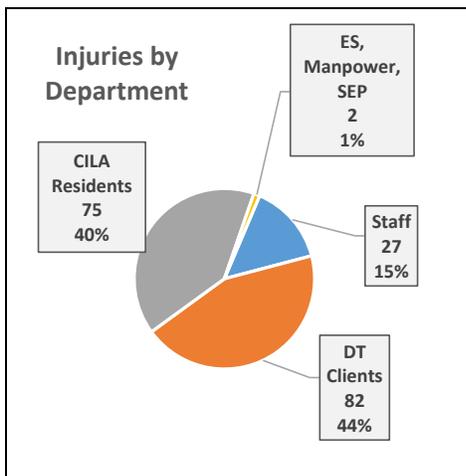
FUJ can receive mileage reimbursement from the IL Department of Healthcare and Family Services for transporting qualifying individuals to medical appointments. This year the reimbursement was lower than in FY17, and the second lowest in a decade. Staff must submit detailed paperwork in advance and individuals must meet specific requirements in order to receive this reimbursement.



**HEALTH and SAFETY** Safe work habits, an active safety management team, regularly scheduled inspections and drills, and ongoing safety training all provide a strong foundation for workplace safety. FUI practices quarterly safety drills for fires, tornados, and bomb threats, etc. at all program and residential sites and provides general safety training, CPR, First aid, and non-violent crisis intervention training for staff members. Building inspections are also completed according to specific schedules at all agency sites.

**AT A GLANCE**

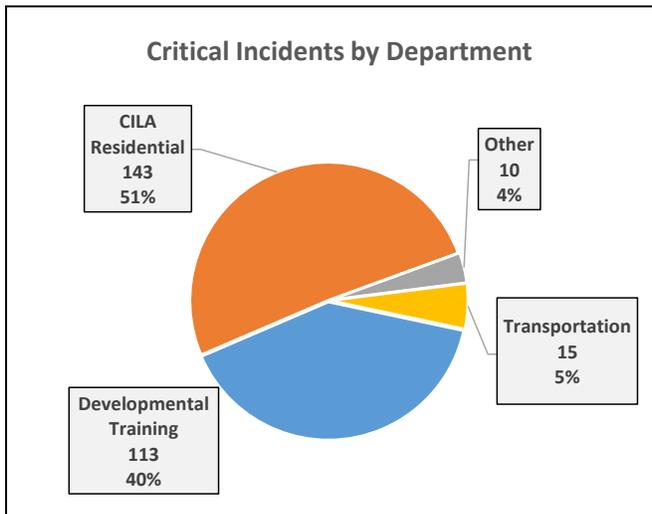
- 232 days of no lost work time at end of FY18
- 186 Injury reports
- 281 Critical Incident reports
- 89 medication errors



All critical incidents and all injuries are required to be reported, no matter how minor. This year there were 186 reported injuries, the highest in a decade; injury reports averaged 128 reports annually and ranged from 85 to 186 reports over the past 10 years. This year most injuries occurred to DT clients (82) and CILA residents (75), however only one of these injuries required medical attention. This was for a split lip that resulted from self-injurious behaviors. There were 27 staff injuries and 7 required medical attention. Half of the staff injuries (13 of 27) were from aggressive client actions. One staff injury required surgery, however this occurred in an office setting and did not involve client contact. At the end of FY18 the agency had logged 232 days with no lost-worktime injuries.

There were 281 Critical incidents reported in FY18, 23% less than the previous year. The reports included the following (some reports included 2 or more types of incidents):

- 212 Behaviors / aggression
- 69 Property damage or theft
- 41 Threats, Stalking
- 18 Near misses
- 16 Police or 911 emergency calls
- 31 Other



During the previous 4 years, 66% to 76% of all reports involved behavior incidents; this is similar to FY18, when 76% of the reports were for aggressive or violent behaviors. This year 60 of the 69 property damage reports and over half of the 911 calls were for behavior incidents. Two men were involved in 45% of all critical incident reports. To address this, behavior support plans have been developed, medical and psychiatric issues continue to be addressed and the DHS Service Support Team has been involved in developing support plans for two men.

Medication errors were primarily for omissions and refusals. Residents who refuse medications and prescribed medications that are not given for any reason are considered medication errors. There were 89 errors in FY18, however none required medical treatment or caused any significant health concerns. All staff members were counseled for each error. It should be noted that these were significantly lower during the first quarter of FY19.

**QUALITY and SYSTEMS** There are numerous checks and balances in place to insure that FUI is providing quality services for the individuals in agency program and their families. Standards established by state and federal agencies and the Commission on Accreditation of Rehabilitation Facilities (CARF) are followed for oversight of agency programs. ISO 9001:2015 is utilized to insure quality in Production and Managed Services operations. There were no nonconformities cited in the April 2018 ISO audit; this was actually 2 audits in one, a recertification and a transition audit to the 2015 standards.

Internal quality standards are adhered to throughout the agency. Some of these include:

- Quarterly program billing audits
- Weekly attendance record reviews
- Monthly Board of Directors meetings to review finances and operations
- Quarterly Quality Assurance Committee meetings
- Quarterly Behavioral Support and Human Rights Committee meetings
- Quarterly case records reviews
- Semi-annual review of the Strategic Plan and the agency Risk Management goals
- Annual satisfaction surveys of individuals in 9 agency programs and/or their family members
- Annual review of demographics and accomplishments in each program
- Annual survey of businesses that FUI contracts work with

External oversight includes monitoring and compliance reviews from a variety of funding and compliance bodies at the local, state and federal level. Some of these quality reviews are scheduled, however most of these are unannounced. They include:

- Livingston County 377 & 708 Boards
- Grant review by local corporation
- IL Bureau of Quality Management
- IL DHS-Office of Rehabilitation Services
- IL Bureau of Accreditation, Licensure and Certification
- IL Department of Human Services
- IL Department of Transportation
- US Social Security Administration
- IL State Fire Marshall

Additional reviews include US Department of Labor, OSHA, Equip for Equality, IL Office of Inspector General, IL Disability Rights Bureau and IL Department of Public Health.

**REASONABLE ACCOMODATIONS** are made every day for individuals in agency programs, allowing them opportunities for increased independence. This year workstation tables and chairs were obtained to accommodate the needs of specific individuals, the restroom in the production area was modified with vestibule walls to eliminate door pulls and classroom and activity areas were reorganized to best accommodate individuals. Adaptive equipment including build-up boxes and special silverware were obtained, and special jigs were made to allow additional individuals to participate in work training.

Computer based learning is made possible for many individuals in agency programs through the use of a variety of adaptive technology. The BEAMZ interactive music program where individuals make music by moving their hand through a laser beam is always popular. Eye scan software that allows individuals to use the computer mouse through eye movement, computer learning games, keyboards with oversized keys and adaptive mice are also utilized regularly. At DLC individuals are able to use appliances, radios and other electronics with a special switch.

Staff members are also provided with accommodations. Some of these include rearranging office space for greater mobility, modifying work schedules for personal or family medical needs and modifying job responsibilities for staff members with limited restrictions. Free, confidential and professional counseling is also offered for staff members and their family members through an employee assistance program offered by FUI.

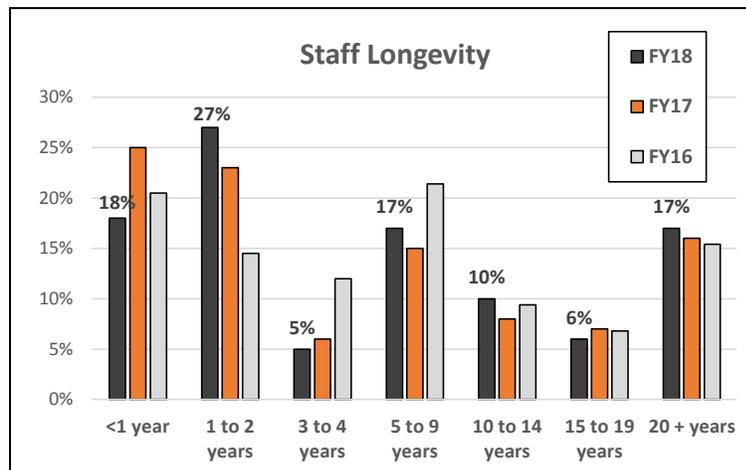
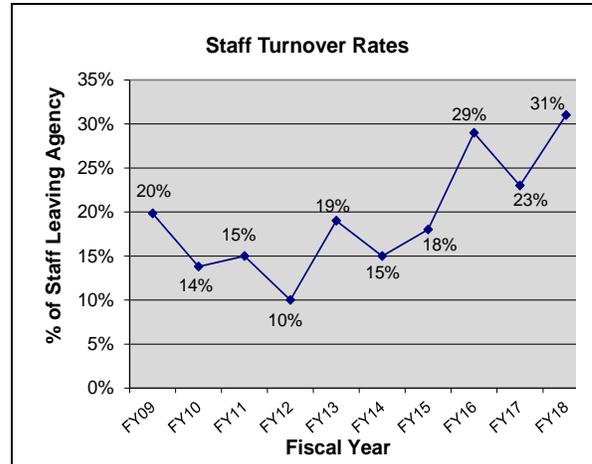
**HUMAN RESOURCES** FUJ is the 7<sup>th</sup> largest private employer in Pontiac and the 11<sup>th</sup> largest in Livingston County. At the end of FY18 there were 114 staff members working in these departments:

**AT A GLANCE**

- 114 Staff at the end of FY18
- 31% turnover rate
- 32% of staff employed 10+ years
- 46% of staff employed less than 3 years

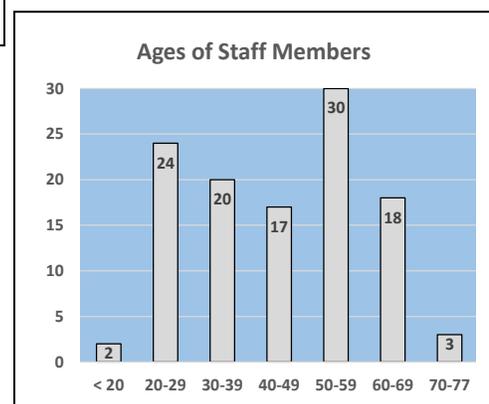
- 38 in Developmental Training (33%)
- 33 in CILA & Residential (29%)
- 14 in Production / Managed Services (12%)
- 11 in Administration (10%)
- 9 in Transportation (8%)
- 6 in Employment Services (5%)
- 3 in Building Maintenance (3%)

This year 35 staff left jobs at FUJ, for a 31% turnover rate. This is the highest number of staff who have left FUJ jobs since data was collected in 2005, and the highest percentage in the same timeframe, however much lower than the state average of 46% for agencies like FUJ. Four staff retired, 11 were terminated and 22 resigned. Two others left jobs at FUJ, but remain on-call when needed. The majority of staff leaving FUJ were from the DT and CILA departments (13 and 11 respectively). The four staff who retired had all been employed for over 20 years and had 99 years of collective experience at FUJ. The 11 staff who were terminated had all been employed for less than 1 year, including 4 who worked for less than 1 month.



The chart at the left compares staff longevity and how it has changed over the past few years. It is interesting to note that there is consistency in the number of long-term employees over the past three years; 32% of staff have worked at FUJ for over 10 years. Staff retention will continue to be an important focus, as almost half of the current employees have worked at the agency for less than 3 years.

Several departments at FUJ have a diverse age range of staff members. For example staff in the CILA department range in age 21 to 73, with an average age of 43. In the DT department the average staff age is 39, and they range in age from 19 to 77. In other departments this is not the case. All staff in the maintenance department are over 60 years old, half of the staff in the transportation department are over 60 and the average age of the QIDP's in the DT department is 55. As might be expected, many of these staff members are long-term employees and this will likely have a significant impact on the agency when they retire.

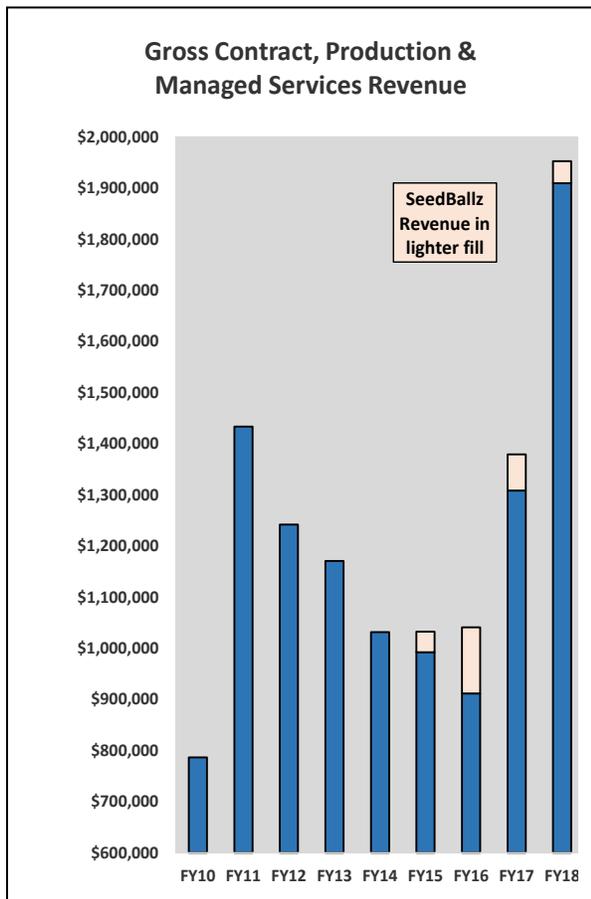


**FINANCIAL** Year three of a balanced budget! The agency ended the year with a positive net balance of just over \$113,000 on a 5.6 million dollar budget. This is the largest budget that the agency has had, up 13.9% from last year. State funding increased in several programs this year, for the first time since 2004. The state linked this funding to staff salaries, requiring staff in specific departments to receive a 3% to 4% increase in wages. This was done in response to a state-wide shortage of direct support workers. Most of the operating funds for FUI comes from state grants and fee-for-service contracts. This year agency revenue included:

- 50% from State of Illinois
- 34% from Sale of Goods and Services
- 9% from County 377 and 708 Boards
- 3% from Donations
- 4% from other resources

**AT A GLANCE**

- \$5,643,626 annual budget
- Largest budget in FUI history
- Positive year-end balance of \$113,040
- Managed Services revenue increased by 132% in FY18



The chart on the left provides a comparison of gross revenue from the sale of goods and services, including Deluxe Details, Encore Shoppe, Community Contracts (cleaning and newspaper delivery), Production and Managed Services and SeedBallz. The significant increase in revenue was due to contract work in Managed Services; this department does rework, sorting and inspection for Caterpillar and their suppliers. Managed Services had gross revenue of almost 1.5 million, a 132% increase from FY17 when revenue totaled \$628,345. In the previous 8 years Managed Services revenue has averaged \$475,000. Work in this department is dependent on the economy and production needs of Caterpillar. In FY14 revenue in Managed Services was less than \$300,000.

The other goods and services all saw a decline in revenue from last year. Production services was down \$177,395 (37%). The company that provides most of their contract work was in the process of restructuring after a sale/merger. They have assured FUI that the contract will remain active and more work is anticipated in FY19. SeedBallz revenue decreased 47% and Community Contracts brought in 18% less than last year.

The following departments ended the year with a positive net balance:

- Employment Services
- Community Support
- Supported Employment
- Managed Services
- Deluxe Details

It will be important to look closely and address programs and services with a negative net balance, in order for the agency to maintain a positive financial outlook. As noted above, staff members received a pay increase, the first the agency has been able to provide in almost 4 years. Even this much appreciated increase has not allowed wages to keep up with the cost of living. Staff turnover during the past two years has been especially challenging. Because the economy is strong and the unemployment rate is notably low, there is a limited pool of job applicants.

**RISK MANAGEMENT** Managing exposure to potential liabilities, safeguarding assets, and protecting the health, safety and security of individuals in agency programs, staff members and visitors are all important aspects of risk management. The agency has developed a risk management plan in order to approach risk in a structured and calculated manner. An important part of the plan is a risk assessment that identifies, evaluates and attempts to control risk exposure in the areas of health and safety, operations, finances and reputation.

FUI practices fiscal responsibility and annually reviews and updates policies and procedures, including safety, human resources, computer use, abuse and neglect, and emergency and disaster policies and the Code of Professional Ethics. Insurance coverage is verified with each carrier and safety, loss control and legal advice are provided through our insurance carrier and the payroll/human resources provider. The agency participates in a supplier financing program with two of its largest production contractors and maintains an expedited payment status with the state. New staff are fingerprinted, screened for drug use, complete a physical function test and a series of background checks. Annual background and DMV checks are completed on existing staff and CDL drivers are subject to random drug screenings.

A variety of staff trainings help to provide a safe work environment. Annual trainings include CPR and first aid, crisis prevention (CPI), abuse and neglect reporting, general safety practices and transportation safety. Individuals in both DT and ES programs receive ongoing safety training, and all individuals and staff participate in a variety of quarterly safety drills. Staff complete quarterly safety inspections of all agency buildings, and external inspections are completed annually by a representative from the insurance company and/or the state fire marshal.

## **RECOMMENDATIONS and CONCLUSIONS**

FY18 was a year of changes and challenges, but also a year of stability and successes. At the beginning of the fiscal year, Patty Haberkorn became the Executive Director of Futures Unlimited, as Karen Donovan retired after 29 years as a dedicated employee. Patty is also a 29 year employee at FUI, initially hired as the agency nurse and later serving as the Health Services Director and then as the Assistant Executive Director. This year 497 individuals (311 unduplicated) participated in programs and received services at Futures Unlimited. They ranged in age from 12 to 75 and many were involved in more than one program. These individuals work hard to learn new skills, increase independence and meet personal goals. FUI employs 114 dedicated staff members who provide services in a professional and caring manner.

Some of the accomplishments that took place during the year include:

- The agency ended the fiscal year with a positive net balance of \$113,040. This is the third consecutive year of operating with a positive year-end balance.
- Managed Services increased gross revenue by 132%.
- CILA staff overtime hours were down 41% from FY17 and 43% from FY16.
- Wages earned through FUI by individuals in the DT program increased 83% from last year. Over half of these wages were from a new contract with Exact Packaging.
- Advocates in Action has 29 members who are interested in learning self-advocacy skills, while working to make changes locally and statewide. Six members are also active in state groups.
- Employment Services continues to provide supports for individuals with employment barriers. Almost half have a misdemeanor or felony conviction and 63% have a mental illness diagnosis.
- 100% of businesses who hire SEP employees indicate that they would recommend the program to other businesses.
- Representative Payee services continue to grow, providing supports to 27 individuals; 2 women are new to the program and 10 individuals receive only payee services.

- 52 men and women obtained jobs through agency supports. Over half of these jobs were packaging or factory labor positions.
- The holiday marketing campaign received 4 times as many donations as in past years; this year it was mailed to all households in Livingston County.
- 231,225 miles were logged on agency vehicles, with no citations or accidents with injuries.
- The sensory room in DT is being upgraded with a grant from the Humiston Trust.
- The agency ended FY18 with 232 days of no lost work time.
- Critical incident reports were down 23% from FY17.
- No nonconformities were cited in the ISO 9001:2015 audit completed in the Managed Services and Production departments.
- 32% of staff members have worked at the agency for over ten years.

This year there were notable changes that included:

- As previously stated, there was a change in leadership and Patty Haberkorn is now the Executive Director; Adeana Fox serves as the Assistant Executive Director and CFO.
- The CILA program downsized to 5 houses; 22 residents have privacy with their own bedrooms.
- The Pontiac Parks and Recreation program now coordinates the Special Olympics program.
- The Encore Shoppe was closed after operating at a loss for several years.
- For the first time in four years staff received a wage increase. This was the result of a state funding increase linked directly to staff salaries.

In addition to the many successes and changes that FUI has experienced over the past year, the agency continued to face financial challenges and staffing issues. Over half of the agency services are funded by the State of Illinois. According to Don Moss & Associates, a lobbying firm for disability rights issues, during the past 16 years inflation has increased 36%, however agencies like FUI have received cost of living increases of only 9.5% during this same timeframe. Five of the 12 agency departments ended the year operating with a positive cash balance, including the Managed Services department which had a net profit of almost \$600,000 for the year.

Capitalizing on opportunities to increase revenue in agency programs and micro-businesses will be important in order to maintain financial stability. The DT program should continue to develop creative ways to provide services for all billable hours while focusing on community inclusion activities. Fulfilling the entire job placement contract may require providing specialized training to more individuals and developing additional job retention services. The agency provides excellent products and services in the Deluxe Details, Community Contracts and SeedBallz microbusinesses. All have operated for several years and may need a structured marketing campaign in order to grow. Several agency facilities will soon need extensive maintenance and repairs. A comprehensive building maintenance plan is in the process of being developed and should provide a clearer picture of the immediate and future needs.

Finances and the overall economy have affected staffing, primarily in the DT and CILA programs. Over 62% of agency staff work in these departments and most are direct care staff. These two teams had a combined turnover rate of 34% in FY18. It is important to note that the unemployment rate for the county was just 3.2% in April 2018, down from 6.4% in January 2017. When rates are this low, businesses compete to keep current and prospective employees who have options for jobs with preferred work schedules, types of work and better wages. During the next few years there will likely be staff turnover in several departments due to aging staff, as 18% of staff are over age 60. In order to maintain quality services and reduce staff turnover, it will be important to find ways to increase employee engagement, provide competitive wages and develop leadership skills with younger staff.

Lana Brown, Director of Quality Assurance  
November 2018