

FUTURES UNLIMITED, INC.

Performance Evaluation Report Fiscal Year 2019

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

“If you can’t measure it, you can’t improve it.” This quote by Peter Drucker describes the quality assurance practices of Futures Unlimited. The agency strives to provide excellence in operations and programming in order to meet the agency mission. Each year FUI reviews and measures its programs and services using data and survey input to identify trends and to evaluate satisfaction, efficiency, effectiveness and service access.

PROGRAMS AND SERVICES

COMMUNITY INTEGRATED LIVING ARRANGEMENT (CILA)

FUI operated five group homes that provided 24-hour training and residential supports for 22 individuals in FY19. During the year one resident passed away and another moved to a nursing home because of declining health. The 16 men and 6 women ranged in age from 25 to 72. Almost one-third are between ages 40-49 and 45% are over age 50. Just 3 are under age 30. Half of the current CILA residents have lived in FUI homes for 12 or more years.

AT A GLANCE

- 22 residents
- 5 CILA homes
- Staffed 24-hours daily
- All homes in Pontiac

Individuals in the CILA program have a variety of disabilities including:

- 7 with a Mild Intellectual Disability (ID)
- 3 with a Severe ID
- 11 with a Moderate ID
- 1 with a Profound ID

Many residents have an additional diagnosis, including 7 with a seizure disorder, 6 with an Autism diagnosis, 5 with a mental illness and 4 who are non-verbal.

Community involvement is important to residents and can positively impact their quality of life. This year five individuals regularly worked at least 150 hours at businesses that FUI had work contracts with. Eight others worked on mobile crews at community jobs on a rotational basis. Eight also participated in volunteer activities at local non-profit organizations. Enjoying dinners out at area restaurants, bowling on leagues, visiting with family and friends, going on weekend fishing trips with friends from the community, shopping, attending church services and participating in church groups, and going to sporting events and other community activities are things that CILA home residents often choose to do.

Consistency promotes predictability, which in turn creates stability. This is especially important at group homes where residents often view their housemates and staff members as family. Changes in staff can impact safety, service quality and continuity for residents. Hiring and retaining staff for these critical evening, overnight and weekend positions continues to be challenging, especially with a low unemployment rate in Livingston County. In FY19, 7 of 34 CILA staff (21%) left agency employment and 3 others (9%) transferred to positions in other FUI departments. Two staff left for other jobs, including a 19-year employee who left for work at Fox Center; two other staff were terminated during the first four weeks of employment, one left for college, and the others for personal or health reasons. Although this 30% turnover of direct care workers in the FUI CILA department created staffing challenges, it is significantly lower than turnover rates at other similar agencies in Illinois, which averaged 49.5% turnover, according to a 2017 survey.

CILA Staff Turnover Rate	
FY19	30%
FY18	27%
FY17	26%
FY16	34%
FY15	29%
FY14	22%
FY13	40%
FY12	13%
FY11	20%

COMMUNITY DAY SERVICES (CDS) was previously known as the Developmental Training program, and provided services to 124 individuals in FY19. The program has a mission to empower individuals to enrich their life experiences by creating educational, social and work opportunities. The recent name change is to better align with Illinois Department of Human Services (DHS) terminology; DHS is a primary funder of this program.

AT A GLANCE

- 124 Individuals in the CDS program
- 3 Training sites
 - 77 attend Torrance Avenue, Pontiac
 - 14 attend MBTLC, Pontiac
 - 33 attend Dwight Learning Center
- \$72,050 in wages paid to CDS clients for contract and production work

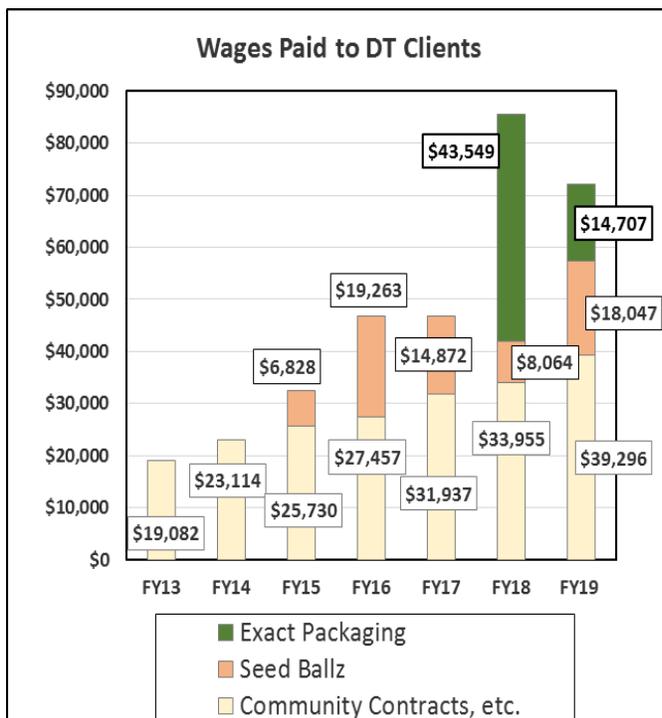
Community Day Services are provided at three sites, including two in Pontiac and one in Dwight. Clients range in age from 20 to 76 and 44% are age 50 or older. All have an intellectual disability (ID), including 39 with a Mild ID, 32 with a Moderate ID, 25 with a Severe ID and 28 with a Profound ID diagnosis. Many also have one or more additional disabilities, including:

- 33 are non-ambulatory
- 30 are non-verbal
- 26 have a mental illness
- 37 have a seizure disorder
- 26 have Cerebral Palsy
- 14 are visually impaired

The program includes classes, community activities, volunteering and work training opportunities. Individuals can participate in any or all of the classes and activities, depending on their preferences. Community integration is a primary focus of this program. Some things that individuals regularly enjoyed this year were:

- Movies
- Rec Center activities
- Restaurant meals
- Central IL Connection Center for crafts and activities
- Humiston Woods for picnics and nature walks
- Bowling
- Local Museum tours
- Library for book club
- Shopping
- Senior luncheons

Some of the seasonal and special events that CDS individuals enjoyed were Livingston and McLean County fairs, swimming at area pools, miniature golf, tours of area businesses (i.e. Prairie Central Co-op and Livingston County Landfill) and visits to state parks.



Employment and volunteering can increase the quality of life for many individuals, including persons in the CDS program. This year 38 men and women gave back to the community by volunteering at 5 different sites; clients delivered Peace Meals 5 days weekly to 30 homes, rang bells at Christmas for the Salvation Army, maintained a plot at the OSF Community Garden, picked up donations and stocked shelves at a local food pantry weekly and did fabric cutting for the Tapestry of Love in Fairbury. Nineteen (19) CDS clients worked at regularly scheduled jobs at FUI contract sites or at businesses with the support of FUI Job Coaches and another client worked independently at a local nursing home; 27 others worked occasionally or on a rotational basis through Community Contracts. Wages earned by CDS clients at FUI contract sites was down 16% from FY18, but still notably higher than in other years.

ADVOCATES IN ACTION A few years ago a group of men and women in Community Day Services started an advocacy program with the support of the Illinois Self-Advocacy Alliance and FUI staff members. The group selected a name, Advocates in Action, and now has 31 members, including both clients and community members. Monthly meetings are led by elected officers and members practice communication skills and advocate for themselves and others with disabilities. Several Community Day Services clients at FUI have taken an active role in state and area advocacy events, including the following:

- A man serves on the executive board of the IL Council on Developmental Disabilities.
- Another man is a member of the IL Council on Developmental Disabilities.
- A woman serves as treasurer on the IL Self-Advocacy Alliance board.
- A woman in the CDS program has been employed by the IL Self-Advocacy Alliance.
- A man completed an IL Self-Advocacy Alliance Policymaking class and has networked through this. He accepted a position on the ARC board and recently attended a 3-day conference in Missouri on supportive housing. He has also given a presentation to the Supported Employment Action Team at a statewide conference.
- A woman is a member of the ARC Supported Employment Action Team.
- A woman is a member of the IL DHS DD Quality Committee, attending meetings in Springfield.
- Another man completed a Partners in Policymaking program and served on the IL Self-Advocacy Alliance Board.
- Six individuals completed an Ambassadors project with IL Self-Advocacy Alliance staff, and graduated from the training program in October.
- Three individuals presented at the county United Way year-end event.
- At the annual state Speak Up-Speak Out conference three men presented in group break-out sessions; two women also moderated at these sessions.

EMPLOYMENT SERVICES (ES) were provided to 135 men and women this year. ES offers individualized vocational assistance to clients with the goal of preparing them for community employment; services can include work readiness, job placement assistance, job skill training, paid work training and classes tailored to the specific needs of each person. This year there were 32 less individuals in ES than during FY18. This is the lowest of any year on record (20+ years) and 32% less individuals when compared to the 10-year average of 188.

AT A GLANCE

- 135 individuals is ES
- 61% have a mental health diagnosis
- ES client paid work training totaled \$142,148, a 19% decrease from FY18

Many ES clients live on their own and some have family members who rely on them for financial and emotional support. Each ES client has a Service Facilitator who provides referrals and assistance to help secure housing, energy assistance, medical help and other resources as needed. Six FUI staff provide these valuable services. ES is designed be a short-term program and most individuals receive services for a year or two, however 12 have received services for more than 20 years.

Wages Paid to ES Clients for Production and Contract Work	FY19	\$142,148
	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

Learning new skills, work hardening and reinforcing soft skills all help to prepare individuals for jobs in the community. There are opportunities for some ES clients to participate in paid work training in the Production and Managed Services departments which can help them to meet their goal of obtaining a community job. Training can include labeling, sorting, parts inspection and car detailing. Wages paid to ES clients totaled \$142,148 in FY19, as noted in the chart at the left. This is a 19% decrease from last year, however it corresponds with the 21% decrease in clients participating in programs when compared to FY18.

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

- 51% Mental Illness
- 19% Developmental Disability
- 11% Physical / Medical
- 10% Learning Disability
- 8% Other

Several persons have more than one diagnosis, for example a person with a mental illness may also have a physical limitation. This year 61% of all ES clients had a mental illness as a primary or secondary diagnosis.

The Employment Services program continues to track data on trends that have remained consistent over the past several years. In FY19 almost half of the men and women receiving services were under age 30 and a similar number have a misdemeanor or felony conviction. The program provides services to a notable number of individuals with mental health concerns. These statistics have remained steady over the past several years. Employment Services staff members work with these men and women to provide supports and assistance to overcome the challenges they face in daily living and as they seek jobs in the community.

Fiscal Year	% Under Age 30	% with Legal Conviction	% with Mental Illness
FY19	45%	41%	61%
FY18	44%	45%	63%
FY17	42%	49%	62%
FY16	49%	45%	56%
FY15	45%	44%	51%
FY14	46%	46%	51%
FY13	44%	46%	55%
FY12	51%	40%	47%
FY11	53%	Data not tracked	52%

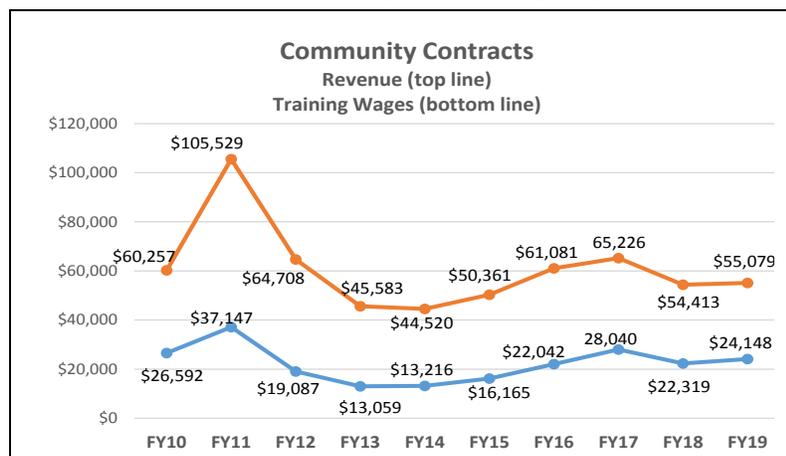
Several of the programs and services at FUI are designed to encourage and support individuals to gain skills and experience to successfully work in the community. They include work through Community Contracts, Supported Employment and Job Placement.

COMMUNITY CONTRACTS with 10 local businesses offered opportunities for consistent work training for 7 individuals this year. Additionally, 35 other men and women worked at these sites on a rotational or as-needed basis. The work included janitorial and newspaper delivery services. FUI staff provide training, oversight and transportation at these contract sites.

One new business contracted with FUI this year, the Connection Center in Chatsworth. The Pontiac Christian School ended services in June, as they are no longer open.

AT A GLANCE

- 7 individuals received consistent work training
- 35 others worked as-needed
- 10 job sites
- An additional temporary contract for 28 clients

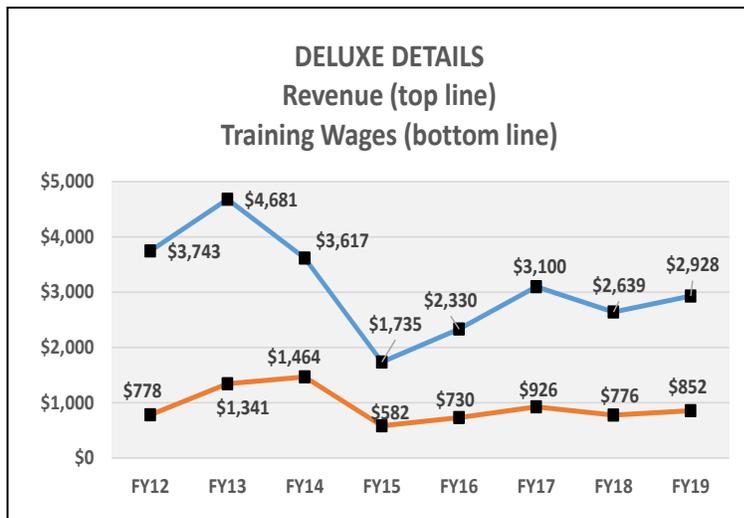


Clients worked a total of 2140 hours at cleaning contract sites and earned \$20,635 in wages. They also worked 471 hours rolling and delivering weekly Shopper newspapers. Five businesses responded to a recent satisfaction survey, and four indicated satisfaction with the services received.

A local packaging business entered into a temporary contract with FUI to supply client workers to meet their production demands.

28 clients worked for 2728 hours and earned \$27,330 in wages. CDS staff provided supervision at the business. This information is not included in the above data or graph.

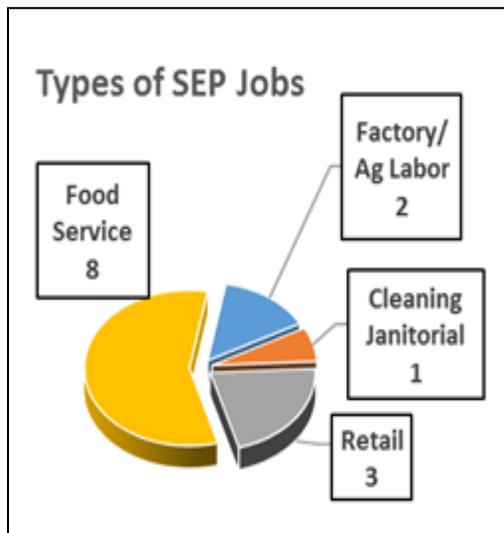
DELUXE DETAILS is a microbusiness operated by FUI that cleans and details vehicles for the public while providing job specific training. This year one man received paid work training for 98.25 hours and another individual filled in for 5 hours.



The business has been operating for 8 years and there have been several repeat customers, indicating satisfaction with the service. Even so, the business has not grown. This could be because the service operates out of an unheated building at the Torrance Avenue facility and therefore is seasonal. Social media and word of mouth are the primary types of advertising for Deluxe Details.

The **SUPPORTED EMPLOYMENT PROGRAM (SEP)** provides job coaching and employment supports for individuals who have not worked before or have been unsuccessful in maintaining a job in the community. This differs from Job Placement Services, as SEP provides intensive supports to learn job related skills and the soft skills needed to be successful on the job. Job Coaches assist the individual on and away from the job site to gain skills and also coordinate with the employer and other employees at the business to establish natural supports. Coaches gradually fade, but can be available for long-term or intermittent assistance as needed.

- AT A GLANCE**
- 14 individuals in SEP, all on payroll at community businesses
 - 86% have a mental health diagnosis
 - 13 jobs in Pontiac, 1 in Flanagan
 - 2 individuals new to SEP services
 - 5 have held SEP job for 5+ years



This year 11 men and 3 women held community jobs with coaching supports. Two individuals began services this year, while 7 have held positions for over 2 years. Individuals in SEP range in age from 21 to 55. They work an average of 12.1 hours weekly and earn an average of \$10.06 per hour. 93% of SEP individuals retained their job for over 3 months and this year one woman transitioned from the program and is now working without Job Coaching assistance.

In FY19, 92% of the program was funded through grants from the Livingston County 377 and 708 Boards, with the remainder supported through the IL DHS. Employers again provided very positive feedback on a recent satisfaction survey, with 100% strongly agreeing that tardiness and absenteeism are not a problem with SEP employees. All respondents also indicated that they would recommend the program to other employees.

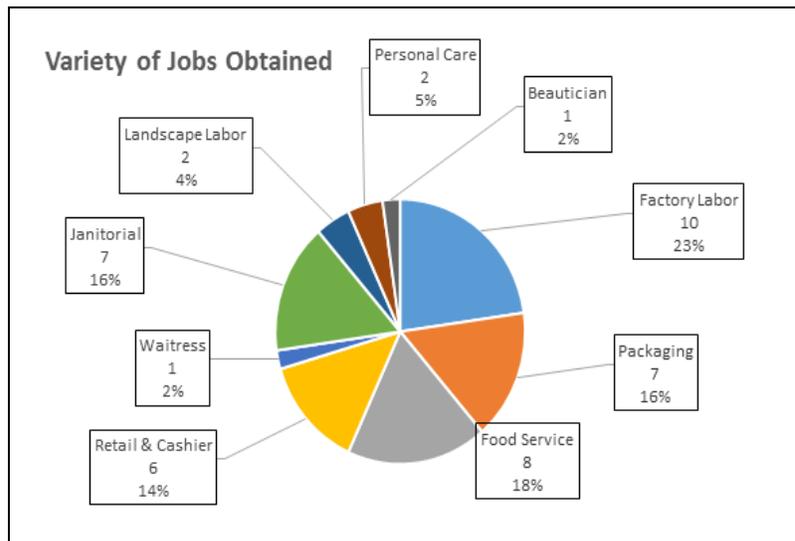
JOB PLACEMENT Work can be very rewarding and provide individuals with a sense of identity, feelings of accomplishment, opportunities to socialize and of course wages and benefits. Men and women with disabilities often want a job for the same reasons, however securing employment can be more challenging. During FY19, 39 FUI clients were hired at 44 community jobs; four of these individuals obtained more than one job, either working at two part time positions or leaving one job for another. This compares to the previous 7 years:

- FY19 39 clients 44 jobs
- FY18 52 clients 64 jobs
- 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

The average hourly wage in FY19 for these 20 men and 19 women was \$9.29 per hour, with wages ranging from \$8.25 to \$14.64 per hour. The chart at the right indicates the different types of jobs that these individuals were hired for.

AT A GLANCE

- 39 Clients obtained 44 jobs
- Average hourly wage is \$9.29 (113% of minimum wage)
- Placement assistance includes help with:
 - Job Search and referrals
 - Resumes and applications
 - Interview skills
 - Skills for job success
 - Supports to keep a job



Data on Job Placement Clients	% 1n FY19	% in FY18	% in Previous Decade FY09 to FY18	
			Average	Range
Under Age 30	46%	35%	53%	35% - 70%
Mental Health and/or Substance Abuse History	72%	81%	64%	54% - 81%
Misdemeanor or Felony Conviction (FY11 to Present)	41%	58%	48%	25% - 68%

Most of the persons who receive assistance with Job Placement are in the Employment Services program. Many of these individuals have barriers that make getting a job challenging, including past legal problems, a mental health or substance abuse diagnosis or inexperience due to age. The chart at the left compares data from FY19 to FY18 and also to clients with these barriers over the past decade.

The IL Department of Human Services - Division of Rehabilitation Services (DORS) provides funding for this program. Payments are based on a milestone contract, with benchmarks of 15, 45 and 90 days of employment for persons that meet DORS eligibility. This year 28 individuals met the 15 day benchmark and 27 remained employed at 45 and 90 days. As a result 75% of the contract was utilized. Placements were lower this year than in past years, and this corresponds to the lower census in the Employment Services program where most Job Placement clients are referred from.

Living independently or semi-independently is a goal for many of the individuals at FUI. The agency provides supports for several individuals through three different funders, including the IDHS 65-H program, IDHS Home Based Support program and the Livingston County 377 Board. These programs are described below.

65-H COMMUNITY SUPPORT services were provided to four individuals who live in their own home or apartment; one other man receives services through this fund but lives in a FUI CILA home. These services are funded by the IL Department of Human Services and are individualized to the

AT A GLANCE

- 2 men and 2 women receive supports
- 100% satisfied with services
- Funding 100% utilized

needs and interests of each client. They are provided in the home and community and support individuals to learn and practice skills such as meal planning and cooking, shopping, laundry and cleaning, budgeting and paying bills and accessing community services and activities.

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 homes and can include services such as:

- Participation in Community Day Services
- Assistive Technology
- Home Health Care
- Job Coaching
- Individual support workers for days, evenings or weekends
- A variety of other supports

AT A GLANCE

- 33 individuals received Self Directed Assistance from FUI
- 100% satisfaction on recent survey
- Ages range from 15 to 61
- 4 new clients in FY19

In this program, 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 HBS services and support workers.

This year 33 persons received assistance from FUI staff and there were four new HBS clients. Individuals become eligible for this and other programs when selected from the Prioritization for Urgency of Need for Services (PUNS) list. This is a statewide database that records information about individuals with developmental disabilities who are potentially in need of services. Individuals are prioritized and selected for services as funding becomes available, using criteria such as length of time on database, urgency of need and geographic area of the state.

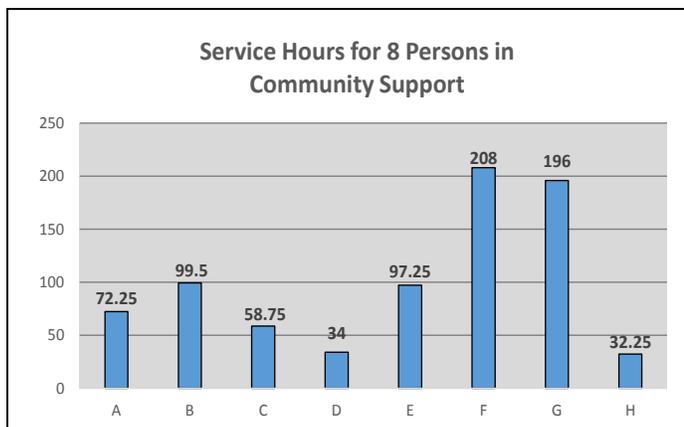
COMMUNITY SUPPORT services are provided to individuals with a developmental disability who are not eligible for state funded residential supports such as CILA, 65-H or Home Based Support.

AT A GLANCE

- 8 women received 810 hours of services
- 5 others received 8 total hours
- 2 individuals received 50% of total hours
- 82% of grant utilized

This program receives funding from the Livingston County 377 Board. During FY19, 8 women received ongoing assistance to learn and reinforce independent living skills. Six of these women live in their own home or apartment and two others share their home with their husband or partner.

As indicated in the chart at the right, these eight individuals received between 32.25 and 208 hours of annual service and just two of these women utilized half of the total billed hours. All of the Community Support clients live in Pontiac and range in age from 35 to 71 years old. There were 5 others who received very occasional support, totaling 12 hours during the year.



The State of IL PUNS list serves as a waiting list until individuals are selected for program funding. There are several individuals from Livingston County on this list and after graduating from high school many have limited options for socializing. 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 include going to restaurants, movies, bowling, and attending local athletic games and community events.

REPRESENTATIVE PAYEE SERVICES

FUI provided payee services to 26 individuals that the Social Security Administration determined require assistance in managing their benefits. FUI has been an approved Organizational Payee for 8 years and can charge a nominal fee to provide this service; this year there was a 4% increase in revenue to \$12,744.

The 13 men and 13 women who receive payee services included one new client this year. They range in age from 18 to 62. Fourteen (14) live in their own home or apartment, 7 live with their spouse, partner or siblings and 5 live with their parent or guardian. Individuals who receive payee services have a variety of disabilities, including 17 with a mild or moderate intellectual disability.

AT A GLANCE

- 26 individuals received payee services
- 9 were not involved in other FUI programs

CLIENTS DISCHARGED FROM AGENCY SERVICES

This year 71 individuals were discharged from FUI services; 64 received Employment Services (ES), while 4 received CILA and Community Day Services and 3 received Community Day Services and Home Based Supports.

Individuals left FUI services for a variety of reasons as noted in the chart at the right. The main goal of the ES program is to assist individuals in securing community jobs. This year 27 individuals (38%) were working when they were discharged. This is higher than the 10-year average when 32% of persons leaving FUI were employed.

Reason for Discharge	FY19	FY18	FY17	FY16
Obtained Community Employment	38%	39%	24%	40%
Unable to Contact / Locate	20%	17%	24%	19%
Deceased	6%	4%	4%	3%
Health	4%	5%	12%	4%
Not Following Policies	15%	11%	7%	5%
Moved From County	13%	16%	9%	8%
Not Happy / Interested in Services	3%	2%	4%	7%
Did Not Continue-Reason Unknown	0%	5%	8%	10%
Department of Corrections / Jail	1%	1%	4%	5%
Mutual Agreement with Fox Center	0%	0%	5%	0%

Previously discharged clients often return to FUI for services when life becomes challenging or they struggle financially. This year 34 persons who were discharged (48%) had previously received Employment Services and were discharged during another fiscal year. This compares to 37% over the past decade. Fifteen (15) of these 34 individuals left FUI with a job in FY19.

AGENCY OPERATIONS

TRANSPORTATION

The FUI Transportation Department maintains a notable safety record, logging over 2 million miles in the past decade with very few scrapes and minor accidents and no reported injuries during this timeframe. This year was no exception, as agency staff logged 190,174 miles on agency vehicles with no major accidents, injuries or citations. There were five minor fender-benders that included two scrapes with stationary objects, one incident where a gate closed on an agency delivery truck and two very minor accidents where FUI staff were not at fault. The agency employs 6 full time and 3 part time drivers. Staff from program and production departments also regularly drive agency vehicles.

AT A GLANCE

- 27 vehicles and 2 golf carts
- 190,174 miles logged
- 10% less miles than in FY18
- No citations or injuries

FUI operates a fleet of 27 vehicles used for morning and afternoon routes to bring individuals to agency services, for agency business and to transport individuals to jobs, appointments, activities and volunteer opportunities. Daily routes cover much of the county, including stops in Pontiac, Saunemin, Cullom, Odell, Dwight, Flanagan, Cornell, Fairbury, Forrest and Chatsworth. During evenings and on weekends vans are available at all agency group homes. This fleet includes:

- 14 Mini-vans and passenger vans
- 2 Super-duty 22 passenger vehicles
- 7 IDOT vans
- 2 Pick-up trucks
- 2 Cars
- 2 Golf Carts also owned by FUI

The Production and Managed Services departments also lease two box trucks that are used for product delivery. FUI continues to partner with Show Bus to provide daily routes for clients in the southeast part of the county. This reduces the cost of additional vehicles and drivers.

Two Grand Caravans were added to the fleet through a grant from IDOT this year. Both of these 2018 vehicles are wheel-chair accessible. Now 14 of the FUI vehicles are 2014 or newer and just 8 are 2010 models or older. In FY19, 20 of the agency vehicles logged 8,000 miles or less. Most of the agency fleet have low mileage and just two have logged over 150,000 total miles.

FUI receives a mileage reimbursement from the Illinois Department of Healthcare and Family Services for transporting qualifying individuals to medical appointments. During the previous decade this has averaged about \$5,500 each year. This year was significantly lower and the agency was reimbursed only \$1,602. This was due to policy changes at the state level which put limitations on qualifying individuals.

MARKETING

Feedback from community members has indicated that FUI should provide more information to the public about the programs provided and the goods and services offered. In order to increase communication and community awareness, the agency continues to update its website and gave presentations to several civic groups. The agency also maintains a presence on social media and was represented at career fairs and a county high school transition fair. Several tours were also given to school groups and to interested community members this year.

This year a holiday letter was mailed to all homes in Livingston County. This letter promoted agency services and included donation opportunities. There was a remarkable response of monetary donations as well as a group of businesses that donated materials and labor to remodel a kitchen at the Blackhawk CILA home. The agency maintains membership in the Greater Livingston County Economic Development Council, Fairbury Chamber and Pontiac Area Chamber of Commerce.

SeedBallz marketing included social media advertising and product placement at several area retail stores. FUI also contracted with the former owner of SeedBallz to represent the product at a major trade show in Atlanta in FY19.

TECHNOLOGY The technology team has identified and incorporated goals in the strategic plan that they are currently addressing. These include developing a staff questionnaire in order to determine specific program and operational needs, creating a technology replacement plan and then securing funding to implement the plan. During FY19 staff continued to refine the real-time recording of service hours and production data using tablets and software that were designed for accuracy and better time management.

Providing **REASONABLE ACCOMODATIONS** are a part of everyday operations at FUI. They are made in facilities, work and training schedules, methods of communication, employee job descriptions, equipment and other areas as needed to assure that persons with disabilities have access to a full range of services and opportunities.

Accommodations are made for individuals in agency programs on a daily basis to promote independence. A few of the many accommodations made at program sites included the following:

- Schedule modifications were made for individuals with medical conditions and personal preferences.
- Lockers were raised off the floor in the CDS area, allowing for easier access.
- Work stations were modified for an individual who needs to alternate standing and sitting.
- Communication boards were customized for individuals based on specific needs and interests.
- A vibrating manipulative was developed for a client who is blind and deaf. This helps him know when something is on his tray and he will then reach for it.
- Templates and jigs were created to help individuals label bottles successfully.
- Adaptive technology is used in the classroom and with computer based learning. The BEAMS interactive music program with laser beams and Eye Scan software allows individuals to use the computer through eye movement. Other adaptations include oversize keys on keyboards and adaptive mice. At DLC some appliances have special switches to allow persons with limited motor skills to use them.
- Assistance and modifications were provided for individuals with limitations in reading/writing when attending classes and completing intake paperwork and job search activities.

Some accommodations made at group homes this year include:

- A wheelchair was made available for a resident in declining health to use when he experiences mobility issues.
- Counter tops were lowered to table height for a resident using a wheelchair.
- A hallway was constructed from part of a master bedroom to create a second bathroom.
- A landline phone was installed so that a new resident would be able to make and receive calls like she prefers and is used to doing.

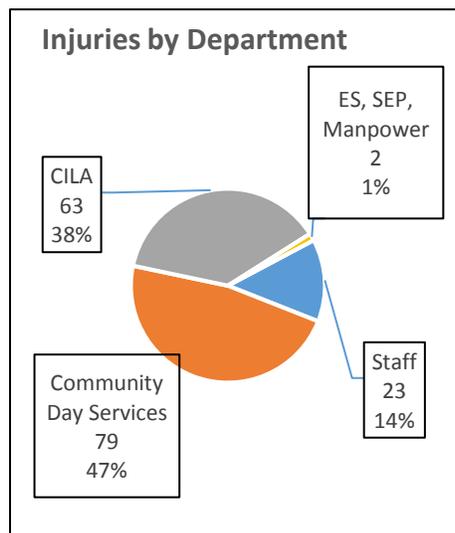
Accommodations are also made for staff members and visitors. Some examples include:

- Modifications to the front office have been made for accessibility.
- A lifting accommodation was made for a staff member with health issues.
- Oil diffusers and non-aerosol disinfectants and air fresheners are used to accommodate individuals with allergies.
- Schedule changes were made for a staff member who has family members with health needs.
- The front waiting room at Torrance Avenue was modified to include a bariatric chair and rearranged for visitor accessibility.
- The agency also offers free, confidential and professional counseling for staff members through an Employee Assistance Program.

HEALTH and SAFETY are a priority for FUI clients and staff members. The agency has a history of practicing safe work habits and at the end of FY19 reached 596 days of no lost work time. Staff receive ongoing training in CPR, first aid, non-violent crisis intervention and general safety practices. Evacuation and sheltering drills are practiced quarterly at all locations and twice annually on all shifts at agency group homes. Building inspections are completed quarterly by in-house staff and annually by the State Fire Marshall and an insurance company representative. FUI also has an active Health and Safety Team with staff and client representation that meets monthly and addresses safety concerns. This year FUI staff provided a 12-week Health Matters program for clients that included health education and physical activities. The program was developed by the Department of Disability and Human Development at the University of Illinois, Chicago.

AT A GLANCE

- 596 safe work days at end of FY19
- 167 injury reports
- 386 critical incident reports
- 60 medication errors

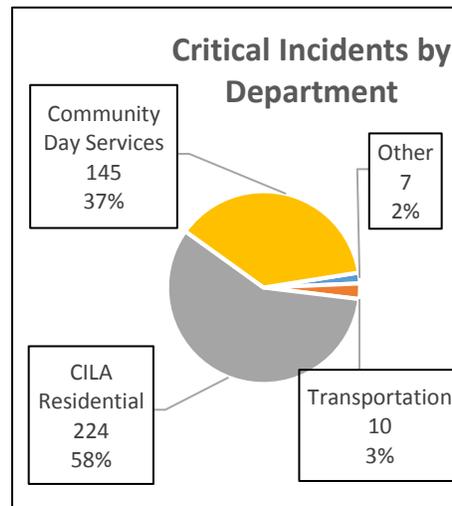


Data on injuries and critical incidents are tracked and reviewed, providing an opportunity for improved risk management and safety practices. All injuries are required to be reported, regardless of the severity. There were 167 injury reports in FY19, 19 less than the previous year. None of these injuries required medical treatment other than minor first aid. The majority of injuries resulted from aggressive behaviors including 35% that caused minor injuries to others and 19% from self-injurious behaviors. 25% of all injuries were from falls. Most injuries occurred in the Community Day Services and CILA programs as noted in the chart at the left.

There were 386 critical incidents reported in FY19. The reports were primarily for behaviors that involved aggression, sometimes toward another individual, an object or themselves

(341 reports). Some reports included more than one type of incident. Other reports were for property damage (43), near misses (12), notable injuries (7), 911 calls (6), elopement (4), and other incidents (13).

88% of all critical incident reports included behavior incident involving violence or aggression. Four individuals were involved in most (76%) of these reports including one individual who was cited in 40% of all aggressive behavior reports. Behavior support plans are in place, medical and psychiatric issues continue to be addressed and the IL DHS Service Support Team has been involved in developing support plans for two of these men.



All 60 medication errors occurred at agency group homes. None required medical treatment, however physicians were consulted as appropriate. The reports included the following, with some reports including more than one type of error:

- 36 Omissions
- 11 Refusal by resident
- 6 Wrong dosage
- 18 Documentation error
- 7 Medication not available
- 4 Given at wrong time

Residential staff receive 8 hours of initial medication training and required observations, and annual retraining. They are also counseled regarding each medication error.

HUMAN RESOURCES Dedicated staff members are the foundation for providing quality services at FUI. At the end of FY19, there were 115 employees working in these departments:

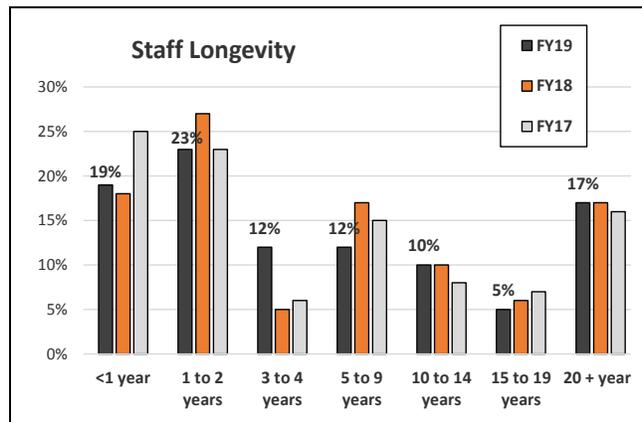
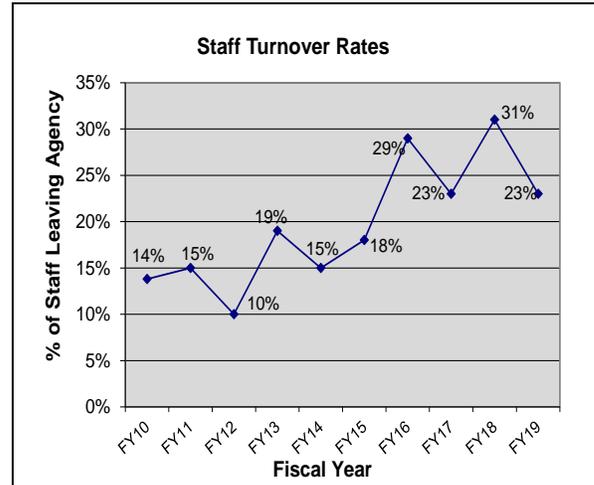
- 41 in CILA and Residential (36%)
- 28 in Community Day Services (24%)
- 13 in Production/Managed Services/Business Operations (11%)
- 10 in Transportation (9%)
- 7 in Management (6%)
- 6 in Employment Services (5%)
- 6 in Administration (5%)
- 4 in Building Maintenance (3%)

This year 27 FUI staff left employment for a 23% turnover rate; last year the rate was 31%. One staff retired, 23 resigned and 3 were terminated. Four of these staff had been with the agency for longer than 10 years and 11 had been at FUI for less than one year, including 3 who worked for less than a month.

Staff turnover has been challenging for FUI and other agencies that provide services to persons with disabilities. Turnover at FUI was primarily in the CILA/Residential and Community Day Services programs. Direct Support Professionals (DSP's) are staff who provide direct care to clients and 21 of the 27 staff who left FUI were DSP's (30% turnover). According to a nationwide survey, the 2017 turnover rate for DSPs ranged from 24.4% to 68.8% and averaged 43.8%. The same survey included 215 Illinois based agencies; they reported a 49.5% turnover rate.

AT A GLANCE

- 115 staff at the end of FY19
- 23% turnover rate of all staff
- 33% of staff employed 10+ years
- 43% of staff employed less than 3 years



The chart at the left compares staff longevity over the past few years. 32% of staff have worked at FUI for over 10 years, but 42% have been with the agency for less than 3 years.

One fourth of staff members are over age 60 and 52% are 50 or older. Six of 9 transportation staff are over 60 and 3 of 4 maintenance staff are 65 or older. All 5 QIDP's and 5 of 7 staff on the Executive Team are over age 50. Focusing on staff retention and developing leadership opportunities for younger staff members will remain a priority as more long-term staff prepare to retire in the next few years.



QUALITY and SYSTEMS Oversight of agency programs and business practices includes the review of standards established by state and federal agencies and the Commission on Accreditation of Rehabilitation Facilities (CARF). FUI has been accredited by CARF for 40 years and consistently receives a three year accreditation for meeting quality standards in services and operations. ISO 9001:2015 is used to ensure quality in the Production and Managed Services operations at FUI. ISO is a globally recognized quality management system and many of the companies that FUI does contract work for require ISO certification. In FY19 the ISO audit had no nonconformities.

Internal quality review checks include:

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

AT A GLANCE

- CARF accredited
- ISO 9001:2015 certified
- External oversight from 15 funders, state and federal agencies

External oversight includes scheduled and unannounced monitoring from these agencies:

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

FUI is also monitored by OSHA, the US Department of Labor, the IL Office of Inspector General, IL Disability Rights Bureau, Equip for Equality and the IL Department of Public Health.

The FUI **RISK MANAGEMENT** philosophy states that the agency aspires to operate in a way that protects the health, safety and security of clients, staff members, visitors and volunteers while lifting up the agency mission and safeguarding assets needed for mission-critical programs and activities. To this end, FUI maintains a risk management plan and conducts a risk assessment that identifies, evaluates and attempts to control risk exposure in the areas of health, safety, operations, finances and reputation.

Safety awareness and accident/injury reduction remains a priority for both staff and clients. Safety inspections and a variety of emergency drills are conducted quarterly at all program and residential sites. Newly hired staff are fingerprinted, screened for drug use, and undergo a series of 7 different background checks. Scheduled background and driving checks are also completed on existing staff and CDL licensed drivers are subject to random drug screening. Annual staff trainings include CPR and first aid, abuse and neglect reporting and crisis prevention (CPI). All staff participate in general safety training on topics required by DHS, OSHA and CARF. Clients in both the CDS and ES programs also receive ongoing safety training.

The Code of Professional Ethics and all agency policies and procedures are reviewed and updated annually. FUI maintains an expedited payment status with the state and participates in a supplier financing program with two of its largest production contractors. Insurance coverage was verified with each carrier. Safety, loss control and legal advice are provided through our insurance carrier, the payroll/human resource provider and a law firm that we have an engagement agreement with.

FACILITIES Futures Unlimited operates 3 program sites and 5 residential homes, including the following:

- The Torrance Avenue site includes offices for administrative and program staff, Community Day Services and Employment Services programs, production work areas, a warehouse and an 8-bay bus garage. Buildings total over 41,000 sq. ft. and are owned by the agency and located on land leased from the county.
- The Mary Beth Taylor Learning Center, Pontiac, is an agency owned 3300 sq. ft. building used for Community Day Services.
- The Dwight Learning Center is also used for Community Day Services and is an agency owned 6800 sq. ft. building.
- FUI owns four CILA group homes, all located in residential neighborhoods in Pontiac. One is a duplex, and the others are all 3 or 4 bedroom homes.
- Another FUI CILA group home in Pontiac is a 3-bedroom home that is owned by the family of a resident.
- FUI continues to manage the HUD owned Prairie Horizons apartments (8 units each), located just south of the Torrance Avenue facility. Apartments in the north building are rented to individuals with a developmental disability and clients of the Institute for Human Resources live in the south building.

AT A GLANCE

- 2 Program sites are located in Pontiac
- 1 Program site is in Dwight
- 5 Group homes are all in located in Pontiac
- Torrance Avenue facility includes:
 - ❖ Administrative offices
 - ❖ Community Day Services
 - ❖ Employment Services
 - ❖ Production & Managed Services
 - ❖ Warehouse
 - ❖ 8-Bay bus garage

Financial constraints limited most building upgrades to routine maintenance and repairs. This year a wall heater was added to the entryway at Torrance Avenue, renovations to the sensory room were completed and an air conditioning unit was replaced in the Vocational building. A CILA resident relocated to the Division Street CILA home and modifications were made to create a hallway access to the master bathroom. Several rooms in the Torrance Avenue buildings had painted concrete floors that were in need of refinishing. These were resurfaced with an epoxy floor coating during the holiday shut-down. This has

significantly changed the appearance of these areas and added texture for better traction and improved safety.

The agency group homes and program sites continue to need maintenance and upgrades, however limited funds have made this challenging. This year a holiday mailer that included a 'wish list' was met with an amazing response. In addition to monetary donations, an area businessman coordinated with other businesses and the result was the donation of materials and labor to remodel a kitchen at the Blackhawk CILA home. The donation included redesigning the work and dining areas as well as new cabinets, flooring, electrical and plumbing work; the results are outstanding and greatly appreciated.

Five Prairie Horizons apartments have been renovated with HUD funds, including four in the north building and one in the south building. These apartments were built in 1994 and have had minimal updates since this time. Plans to complete renovations continue and will be done as apartments become open when residents move.

FINANCIAL FUI ended FY19 with a 6.4% loss on a 5.9 million dollar budget. This was the largest budget that the agency has had and the first negative year-end balance in four years. Most of the operating funds for FUI come from state grants and fee-for-service contracts. Revenue in FY19 included the following:

- 53% from State of Illinois
- 32% from Sale of Goods and Services
- 8% from County 377 and 708 Boards
- 4% from Donations
- 3% from Other Resources

AT A GLANCE

- \$5,941,925 annual budget
- Largest budget in FUI history
- 5.3% increase from previous year
- Year-end loss of 6.4%

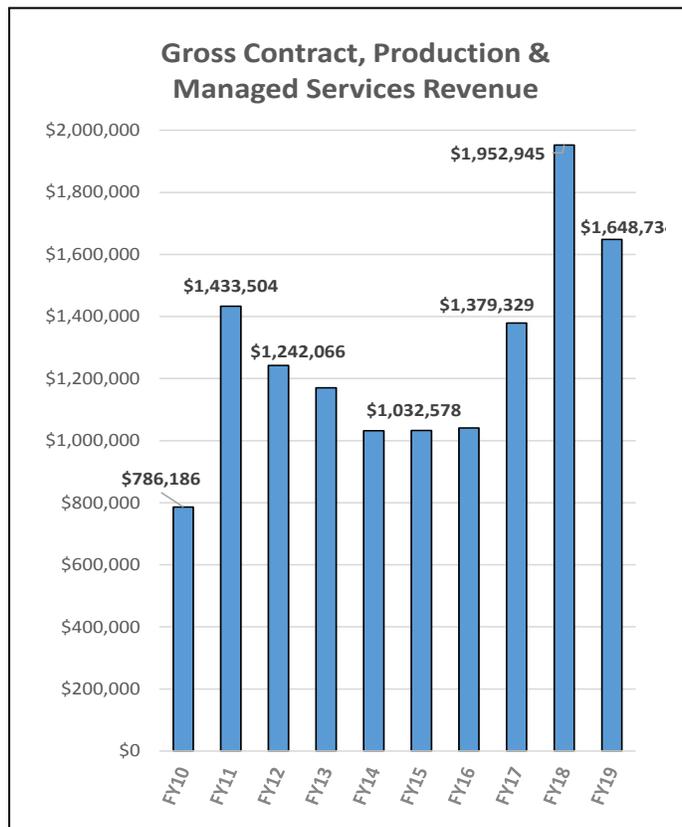
Agency staff were very cost conscious, only spending 92% of anticipated expenses, however revenue was 13% less than projected for the year. There was a 15% decrease in the overall sale of goods and services compared to last year; this included a 23% decrease in Managed Services, although revenue from Production Services remained the same, Community Contracts revenue increased by 26% and SeedBallz increased by 73% from FY18.

Managed Services (MS) provides opportunities for clients to gain soft skills and experience, but also provides financial resources for other agency programs. Even though there was a notable decrease in revenue in Managed Services, this microbusiness still brought in over \$1.1 million dollars of gross revenue this year. The 10-year average is \$637,607 and MS gross revenue was 4 times as much as in FY14. Managed Services net profit for FY19 was over \$269,000, significantly higher than any other department.

The following departments ended the year with positive net balances:

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

FUI reviews each of the 11 programs and departments for profitability in order to maintain overall financial stability. These are reviewed monthly by executive staff and board members.



State funded programs received a very slight rate increase this year that was linked to providing Direct Support Professional (DSP) staff with a 50-cent per hour wage increase. Throughout the country there is a serious shortage of DSP's to work at agencies like FUI and this increase was how Illinois addressed the issue. FUI was able to pass this increase on to all staff members.

SUMMARY AND CONCLUSIONS

During the past 49 years, Futures Unlimited, Inc. has grown from an organization of 15 clients and 3 staff members to an agency with 115 staff providing services to 310 clients. This year there were a 473 persons (310 unduplicated) who participated in programs and received services at Futures Unlimited. They ranged in age from 15 to 76 and many were involved in more than one program. These individuals work hard to achieve personal goals, learn new skills, and gain independence in order to live full and rewarding lives. They are supported by staff members who provide quality services in a caring and respectful manner.

Some of the accomplishments and changes that took place at FUI during the year include:

- There was very positive feedback from clients, parents and guardians in all programs on recent satisfaction surveys.
- Members of the Advocates in Action were active in area and state advocacy events; several members served on state councils and gave presentations to local and area organizations.
- The Supported Employment Program was able to provide job coaching to more individuals; this careful growth was a result of changes how the state funds this program.
- 39 Employment Services clients were hired at 44 different community jobs; they averaged \$9.29 per hour and this included 9 different types of employment.
- Safe transportation continues to be a priority, and agency staff logged over 190,000 miles with no citations, significant accidents or injuries.
- The Christmas holiday mailer was incredibly successful this year, resulting in monetary donations as well as labor and materials for a new kitchen at the Blackhawk CILA home.
- FUI direct care staff turnover is notably lower than state and national data; FUI direct care turnover was 30% this year, compared to state rates of 49.5% and national rates of 43.8%.
- A Health Matters program was introduced to clients in both the CDS and ES programs; this 12-week program was developed by the University of IL, Chicago and included hands-on education and activities to promote healthy diet and good exercise habits.
- The most recent ISO 9001:2015 audit had no nonconformities.
- CDS clients earned more than \$70,000 in wages through FUI work training and community contracts, the second highest amount in a decade.
- 38 CDS clients choose to volunteer in the community (31%) as part of their activities at FUI.
- FUI has entered into an engagement agreement with an area law firm for consultations as part of the agency risk management program.
- Prairie Horizons apartments are undergoing renovations; five apartments were remodeled during FY19.
- Several concrete floors were resurfaced with epoxy floor coating in two buildings at the Torrance Avenue site during FY19.
- There was no lost work time injuries during FY19.
- Two new vans were added to the fleet of agency vehicles; now 14 of the fleet vehicles are 2014 or newer and just 8 are 2010 models or older.
- The Developmental Training program is now known as the Community Day Services program. This change was made to align our name with terminology used by the IL DHS. The primary focus of the program is to promote community integration opportunities.
- The agency was able to provide staff with a modest salary increase; this was due to an increase in state funding that was tied raising DSP wages. This raise helped to improve staff morale

Information in this report demonstrates that both staff members and clients in agency programs have been productive, making positive changes and achieving successes. The report also contains data that indicates challenges and issues that may need to be addressed in the future. Finances remain on this list, with the year ended with a 6.4% (\$376,000) loss, the first loss in 4 years. Just 5 of the 11

programs ended the year with a positive balance, including Employment Services, Community Support, Supported Employment, Managed Services and Deluxe Details. Other programs continue to look for ways to reduce losses and are encouraged to implement possible changes. Several small revenue streams have potential to increase profits. Staff should be reeducated on use of the Medicare program, in order to consistently be reimbursed when transporting clients to medical appointments. Deluxe Details provides excellent car detailing services, based on many repeat customers. Developing ways to market this service can offer more opportunities for job training as well as increased revenue.

The Employment Services program served almost one-third less individuals in FY19 than compared to the past 10 years and 20% less than in FY18. This is likely due to the low unemployment rate in the area and individuals finding jobs independently. In order to increase the number of individuals served in this program, staff should consider doing outreach. This will help to maximize funding in Job Placement, as there will be more individuals to assist with employment seeking. This can also benefit the Production and Managed Services departments, as they will have more individuals to participate in work training.

The low unemployment rate in Livingston County has also created staffing difficulties. FUI has struggled with hiring for entry level and direct support positions for a few years, and this year was even more challenging. The agency has had limited numbers of applicants, but fortunately FUI has been able to hire quality staff for these openings. To compound this problem, all newly hired staff are required to undergo a 7 different background checks, including submitting their name to the IL Child Abuse and Neglect Tracking System (CANTS). This year it has taken anywhere from 4 to 10 weeks for results of the CANTS check to be received. Many potential employees took jobs elsewhere during this waiting time.

Staff retention continues to be a concern. Turnover for all FUI staff was 23% in FY19. In the CILA department, 30% of staff left agency employment or transitioned to positions in other agency departments; in Community Day Services 39% of staff left or transitioned to other departments during the year. One fourth of all FUI staff members are over age 60 and 52% are over 50. Six of 9 transportation staff are over 60 and 3 of 4 maintenance staff are 65 or older. All 5 QIDP's and 5 of 7 staff on the Executive Team are over age 50. Developing leadership opportunities for younger staff members to help reduce attrition and focusing on staff retention will remain a priority as more long-term staff prepare for retirement.

Behaviors involving client aggression and violence have increased over the past few years. This year 88% (341) of all critical incident reports included these types of behaviors. Four individuals (all CILA residents and CDS program participants) were involved in 76% of all aggressive behavior reports, including one individual who was cited in 40% of aggressive behavior reports. Data shows that 65% of these behaviors were directed toward staff members. To address this, FUI has received consultation from the state Special Services Team and is encouraged to continue to review and address this issue as possible.

Almost half of CILA residents are over age 50 and just 3 are under age 30. This year one long-time resident passed away and another experienced health and mobility problems and moved to a nursing facility. As residents age, it will be important to anticipate and prepare for additional resident needs and opportunities for programmatic changes.