

FUTURES UNLIMITED, INC.

Performance Evaluation Report Fiscal Year 2020

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

“It was the best of times; it was the worst of times.” This is a line from the classic story A Tale of Two Cities and can describe the past year at Futures Unlimited, Inc. (FUI). FY20 was a year of successes and of unprecedented challenges. The state ordered most agency operations stopped on March 17 due to the COVID-19 pandemic and the Board of Directors, staff and clients were forced to adapt to a new normal for 29% of the year. The agency continued to provide CILA residential services and some limited operations in other areas, but no clients were able to attend day programs for the remainder of FY20.

FUI reviews its programs and services annually, identifying trends and using data and survey input to evaluate satisfaction, efficiency, effectiveness and service access. This report provides a summary of agency programs, services and business operations during FY20. Because of the unique circumstances of the pandemic, some of the information in this report may look very different than past years.

PROGRAMS and SERVICES

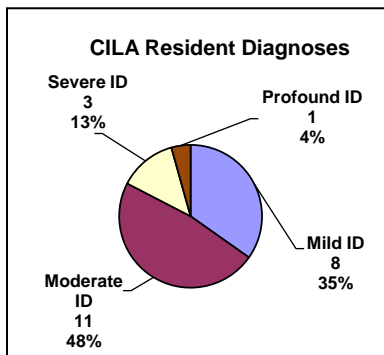
COMMUNITY INTEGRATED LIVING ARRANGEMENT (CILA) operations at FUI includes 5 group homes that provide 24-hour training and residential supports for 20 individuals.

- AT A GLANCE**
- 20 residents @ 5 homes
 - 24-hour staffing
 - All homes in Pontiac
 - All have own bedroom

The 6 women and 14 men range in age from 28 to 73. Half of the residents are over age 50 and just two are under 30. Sixty percent (60%) of the residents have lived in FUI group homes for over 12 years. During the year one woman moved to a home in another county, one moved in with family members and a man moved to a nursing home because of declining health.

During the pandemic FUI has taken extensive measures to protect CILA residents from becoming ill. Staff are required to always wear masks at work, additional sanitation measures have been initiated, resident activities are now limited, and visitors remain restricted. This is challenging for residents, their family members and staff, and some residents have opted to stay with their family for several months.

Community inclusion is important to many of the group home residents. This year one man worked regularly at a FUI contracted cleaning job and 10 others worked on a rotational basis on a mobile work crew, delivering the Livingston Shopper or at a seasonal packaging job. Nine residents also volunteered at local not-for-profit organizations. Many of the residents enjoy spending time fishing, visiting with family and friends, eating at local restaurants, attending church services, shopping and going to sporting events. Since March, activities have changed and more time is spent going on car rides, fishing at local ponds and ordering carryout meals from restaurants. Agency staff have done drive-by and zoom visits and developed craft projects and other activities for CILA residents to do.



In addition to providing quality services during the pandemic, another challenge in this department is staffing. For several years, hiring and retaining staff for these critical evening, overnight and weekend shifts has been difficult. This year was no different; 7 of the 32 CILA staff left jobs at FUI during FY20. Each home experienced staff turnover which impacts the home’s environment, as well as safety and service quality. The 22% turnover at FUI homes is well below the national average of 51.3%, however there have been limited applicants for open positions and at the end of FY20 there were 6 unfilled CILA positions.

COMMUNITY DAY SERVICES (CDS) were provided to 119 individuals at 3 different training sites in FY20. The program is funded primarily by the IL Department of Human Services and focuses on the development of daily adaptive living skills, reinforcing positive behaviors and encouraging independence while providing personal choices.

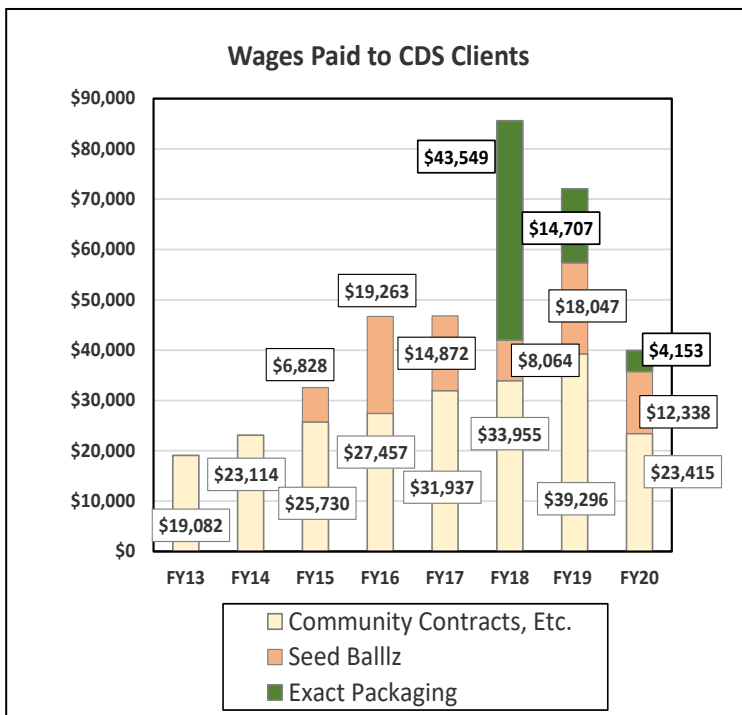
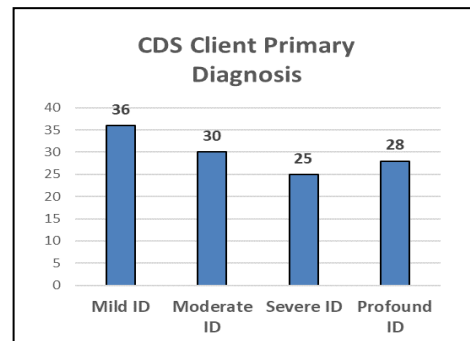
Community integration is a primary emphasis of the program and clients can participate in classes, community activities, and volunteer and work training opportunities. Individuals can choose to take part in any or all of the classes and activities, depending on their preference. During the first three quarters of FY20, clients enjoyed community activities including shopping, restaurant meals, senior luncheons and holiday parties. They also visited the Rec Center, area parks, the library for book club, and the Central Illinois Connection Center for crafts and activities.

CDS clients range in age from 21 to 77 and 45% are age 50 or older. All clients have an intellectual disability (ID) as noted in the chart at the right. Many also have additional disabilities, including:

- 33% are non-ambulatory
- 20% have a mental illness
- 34% have a seizure disorder
- 12% are visually impaired
- 33% are non-verbal
- 14% have Autism
- 24% have Cerebral Palsy

AT A GLANCE

- 119 individuals in CDS
- 3 training sites
 - 70 attend Torrance Avenue, Pontiac
 - 15 attend MBTLC, Pontiac
 - 34 attend Dwight Learning Center
- \$39,907 in wages paid to CDS clients for contract and production work



Employment and volunteering opportunities are important to many CDS clients. This year 41 men and women spent time volunteering at 5 sites, including delivering Peace Meals 5 days weekly, stocking shelves and picking up donations for the Pontiac Food Pantry, ringing bells for the Salvation Army, cutting fabric for the Tapestry of Love and caring for a garden plot at the OSF Community Garden. Fifteen (15) CDS clients worked at regularly scheduled jobs at FUI contract sites or at businesses with the support of a Job Coach and another worked independently at a local nursing home. Eight (8) others worked occasionally or on a rotational basis through Community Contracts. Wages earned by CDS clients at FUI contract sites were down 45% from FY19 and 53% from FY18 and were lower than any year since FY15. When making comparisons, it is

important to remember that clients were unable to participate in services for 29% of FY20.

On March 17 the agency was directed to stop all day programming and CDS clients were unable to attend services. CDS staff were furloughed a week later. This created unprecedented challenges for clients and their families, staff members and administration, as it did for much of the world. At the end of the fiscal year clients were still unable to return to day program services. Staff worked on a shortened schedule and stayed in touch with clients by phone, video meetings and drive-by's, and the agency worked to develop plans for modified services as directed by the Department of Human Services.

ADVOCATES IN ACTION is an organization that promotes self-advocacy for men and women with disabilities. It was started a few years ago as a project with the support of FUI staff members and the Illinois Self-Advocacy Alliance. Members of the group selected the name, Advocates in Action, and hold monthly meetings led by elected officers. In FY20 there were 27 active members. Members practice communication skills and advocate for themselves and others with disabilities. Since the pandemic, the group has been unable to meet in person. Most members also participate in FUI's CDS program.

Several group members have taken an active role in state and area advocacy events; in FY20 these included:

- A woman is the treasurer of the state Alliance Board. She attends quarterly in-person meetings in Bloomington or on-line with supports.
- A woman presented at the state Speak Up Speak Out conference for self-advocates. Her presentation was on "The Power of Self-Advocates".
- Another woman participates in the IL Dept. of Human Services Developmental Disability Quality Committee. She attends meetings in Springfield and is supported by staff members.
- Two men were appointed by the Governor to the Illinois Council on Developmental Disabilities and attend bi-monthly meetings in Springfield. One of the men is also on the Executive Board.
- Six Advocates in Action members completed a comprehensive 9-month training on advocacy through the Alliance Ambassador Program, graduating in October 2019.
- Seven members attended a multi-day Speak Up Speak Out conference in Springfield.
- One man is on the ARC Board and was invited to attend a conference in Washington DC in March, however this was cancelled due to the pandemic.

EMPLOYMENT SERVICES

Individuals seeking Employment Services (ES) may need assistance in job placement, skill training, work readiness, paid work training or classroom instruction in specific areas. The ES program provides individualized services depending on the needs and goals of each individual. The program also provides service facilitation for each client, as most live independently. Service Facilitators often help to make referrals or secure assistance for housing, medical help, energy assistance and other resources.

AT A GLANCE

- 106 clients received Employment Services
- 64% have a mental health diagnosis
- \$109,731 in wages paid to ES clients for contract and production work in FY20

This year 106 persons received services through the ES program, much less that the 5-year average of 160 clients. It is difficult to compare with previous years since the agency was unable to provide any in-house services after March 16. During the first 8 months of FY20, 47 new clients began ES, which is more than the previous 2 years when 39 and 30 clients enrolled in services during the same 8-month period.

The 61 men and 45 women participating in ES ranged in age from 18 to 65. The primary focus of this

Wages Paid to ES Clients for Production and Contract Work	FY20	\$109,731
	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

program is to help individuals secure community jobs so typically services are short-term, however 12 clients have received services for over 10 years. Skill training and work hardening are important components of the ES program and during FY20 some individuals had an opportunity to participate in paid work training in the Production and Managed Services departments. This training can include labeling, sorting, parts inspection, car detailing and agency cleaning. Wages paid to ES clients this year were down 23% from FY19. It would have likely been similar or higher than last year if clients had been able to attend services in-person the entire year. The chart at the left provides a comparison to the past decade.

This year the only job specific training was in car detailing. No one participated in the forklift or clerical-word processing trainings. During the pandemic shutdown, staff maintained contact with clients remotely and continued to provide supports and referrals for community assistance and job placement services.

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

- 55% Mental Illness
- 24% Developmental Disability
- 9% Learning Disability
- 8% Physical / Medical
- 4% Other

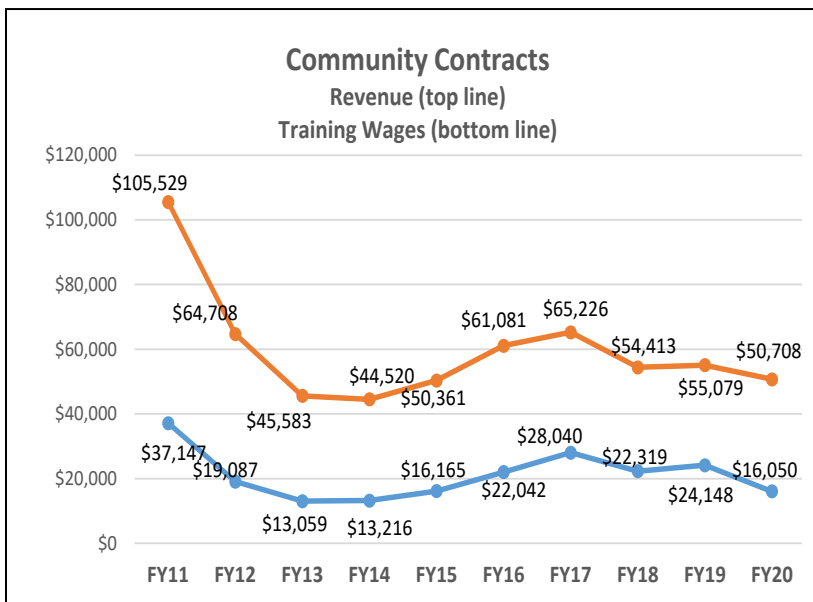
During the past decade the agency has tracked several trends related to ES clients as noted in the chart at the right. This year the program served a smaller percentage of clients under age 30 than any time in the past 10 years. Previous year percentages ranged from 42% to 53%. The percentage of clients receiving Employment Services with a felony or misdemeanor conviction was the highest it has been in a decade (49%) and the same is true about individuals in ES with a mental health diagnosis; this year 64% of all ES clients had a primary or secondary mental health diagnosis.

Fiscal Year	% Under Age 30	% with Legal Conviction	% with Mental Illness
FY20	37%	49%	64%
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%	Not tracked	52%

Part of the agency mission focuses on providing programs and services to assist individual to develop skills to successfully work in the community. These programs include Community Contracts, Supported Employment, Job Placement and Deluxe Details.

COMMUNITY CONTRACTS with 10 area businesses provided consistent work training for 9 individuals during FY20. Twenty-seven (27) other clients also worked at these sites occasionally or on a rotational basis. Jobs included janitorial work and newspaper delivery, with staff providing training, oversight and transportation. Chatsworth Town Hall entered into a new contract for cleaning services this year.

AT A GLANCE
• 9 individuals received consistent work training
• 27 others worked as needed
• 10 job sites – 1 new contract

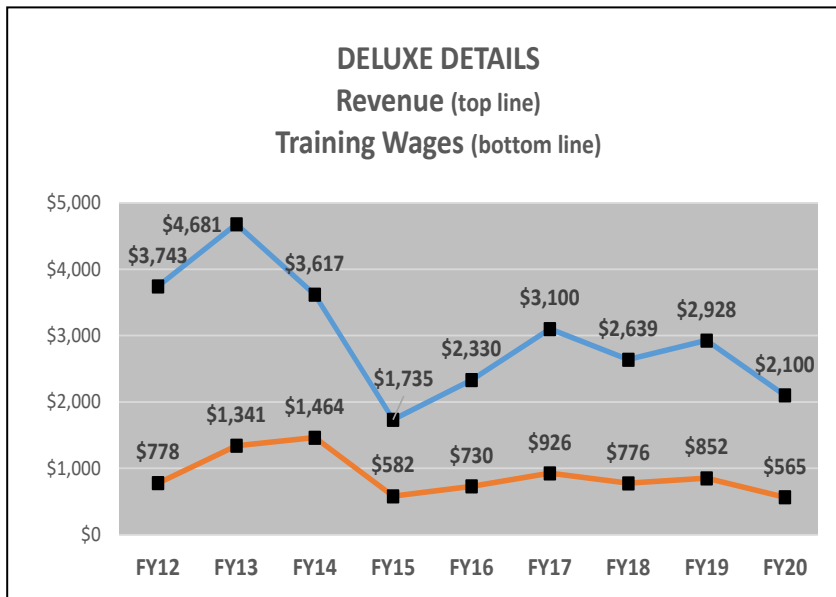


Clients worked a total of 1401 hours at cleaning contracts and earned \$12,954 in wages. They also rolled and delivered a weekly newspaper and earned an additional \$3,096. The businesses responded positively to a recent satisfaction survey.

For the third year, a local packaging company has entered into a temporary contract with FUI for workers to meet seasonal production demands. This year 12 individuals worked for 2009 hours and earned \$17,973 in wages. FUI staff provided supervision at the business and transportation daily. This information is not included in the above data or graph.

DELUXE DETAILS is a car detailing microbusiness operated by FUI that also provides job specific training. This year one man worked for 54 hours and two other men received 15 total hours of work training through Deluxe Details.

The business has been in operation for 9 years. There are several repeat customers, which indicates satisfaction with the detailing service, however the business remains very small. Services are seasonal and provided for about 7 months during the year. Advertising for Deluxe Details is primarily done through social media.



SUPPORTED EMPLOYMENT

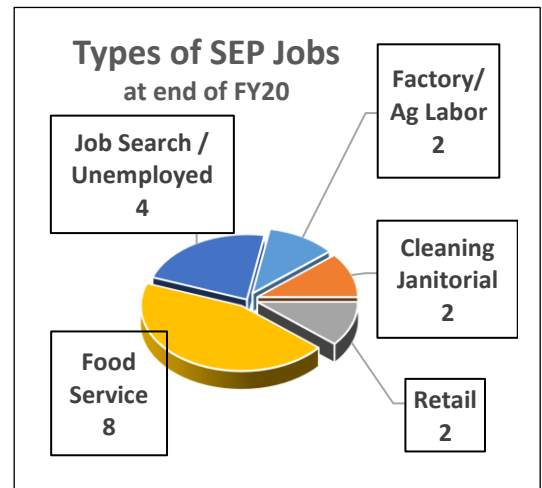
Individuals who have not worked in the past or have been unsuccessful in holding a community job are able to receive Supported Employment Services (SEP). Clients in this program receive supports from a Job Coach to assist them in obtaining employment; then they receive intensive supports to learn job related skills and soft skills necessary for employment success. Coaches also work to develop natural supports at the worksite, and then gradually fade but remain available for long-term supports as needed.

AT A GLANCE

- 18 individuals in SEP, all on payroll at community businesses
- 16 jobs in Pontiac, 1 in Flanagan, 1 in Fairbury
- 4 new SEP clients
- 83% held job for 3+ months
- 7 have held job for 5+ years

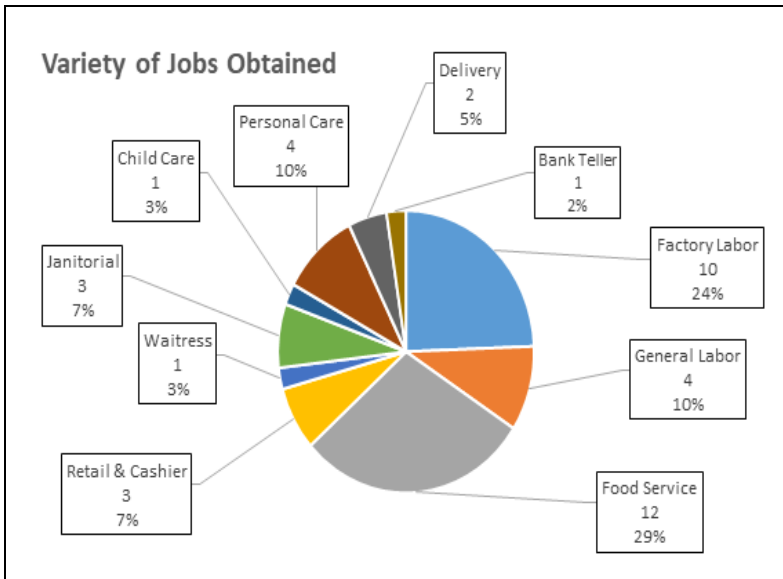
In FY20, 12 men and 6 women received job supports through SEP. They ranged in age from 18 to 56 and earned an average of \$10.46 per hour. Supported employees worked an average of 14.5 hours weekly, up from 9 hours in FY17. Most (11 of 18) have an intellectual disability and 8 also have a primary or secondary mental health diagnosis.

The program is funded by the Livingston County 377 and 708 Boards as well as the IL Department of Human Services- Division of Rehabilitation Services. This year 44% of the DHS grant was utilized; 64% of available funds from the 377 Board and 101% of funds from the 708 Board were also billed for SEP services. During the pandemic, Job Coaches have continued to provide supports for clients who chose to remain working at their community job.



JOB PLACEMENT Why do we work? Is it for wages and benefits, for a feeling of accomplishment, a sense of identity or for socialization? People value work for a variety of reasons, and men and women with disabilities often want a job for the same reasons, however getting hired and keeping a job can be more challenging for them. This year 35 clients were hired at 41 jobs, including one who was hired at 3 different jobs during the year. This is a comparison to the previous 8 years:

- FY20 35 clients 41 jobs
- 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



AT A GLANCE

- 35 Clients obtained 41 jobs
- Average hourly wage of \$9.84
- Placement assistance includes:
 - Job search and referrals
 - Resumes and applications
 - Interview skills
 - Skills for job success
 - Supports to keep a job

These 19 men and 16 women earned an average wage of \$9.84 per hour, with hourly wages ranging from \$9 to \$13.85. Most of the jobs were for factory laborers and in food service. The chart above indicates the types of community jobs obtained by clients in FY20.

Most men and women who receive job placement services participate in the Employment Services program; many also have barriers that make getting hired and keeping a job challenging. These barriers can include mental health and/or substance abuse issues, inexperience due to age or past legal problems. The 6 staff members in this department have a total of 84 years of experience in providing placement services and helping clients to overcome these barriers. The chart at the right provides a comparison to data from the past years.

Data on Barriers for Placement Clients	% in FY20	% in FY19	% in Previous Decade FY10 to FY19	
			Average	Range
Under Age 30	37%	46%	52%	35% - 70%
Mental Health and/or Substance Abuse History	74%	72%	65%	54% - 81%
Misdemeanor or Felony Conviction	46%	41%	47%	25% - 68%

Funding for placement services is contracted through the IL Department of Human Services-Division of Rehabilitation Services (DRS). Payments are based on a milestone contract with benchmarks of 15, 45 and 90 days of employment for each DRS eligible person. This year 27 individuals met the 15-day benchmark, 23 remained employed at 45 days and 22 at 90 days. In February 2020 benchmarks and funding from the initial contract were reduced by 19%. FUI was able to then maximize 79% of this revised contract.

During the pandemic, staff continued to support placement clients remotely and 13 men and women were hired into community jobs between March and June 2020.

Three programs that provide supports for individuals to live independently or semi-independently in the community are funded by the IDHS Home Based Support program, the Livingston County 377 Board and the IDHS Intermittent CILA program. These programs are described below.

HOME BASED SUPPORT (HBS) services are funded by the IL Department of Human Services to provide supports for individuals who live independently or with family members. It is promoted as an alternative to 24-hour residential services. Clients and their family can hire their own support workers and select services that best meet their needs. These can include:

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

AT A GLANCE

- 31 individuals received Self-Directed Assistance from FUI
- All have an intellectual disability
- Ages ranged from 16 to 62
- 4 new clients in FY20
- 100% satisfaction on recent survey

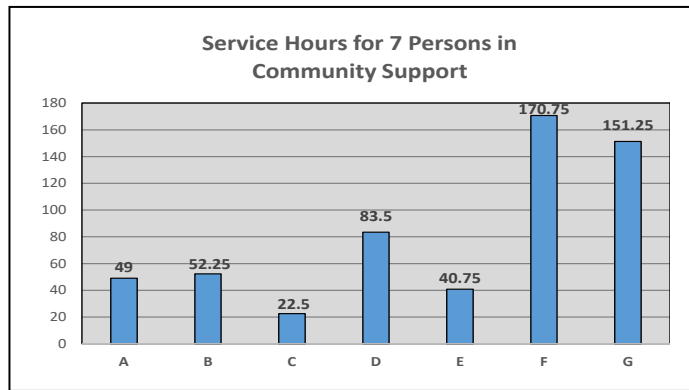
Individuals become eligible for HBS and other programs when selected from the Prioritization for Urgency of Need for Services (PUNS) list. This is a statewide database of Illinois citizens with developmental disabilities who may need services. They are selected as funding becomes available, using a needs-based lottery system; considerations include urgency of need, geographic area of the state and length of time enrolled in the database.

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, Home Based Support or Intermittent CILA. In FY20, 6 women and 1 man received assistance to learn and reinforce skills to live independently. Six of these individuals live in their own apartment and one shares a home with their spouse.

AT A GLANCE

- 7 individuals received supports
- 573.75 hours of support provided
- 65% of grant utilized

These 7 clients received between 32.25 hours and 208 hours of assistance during the year as indicated in the chart at the left. Another woman received supports of 3.75 hours for just a month. The clients in this program range in age from 22 to 74 and all live in Pontiac. Six have an intellectual disability and one has a medical diagnosis/visual impairment.



INTERMITTENT CILA services were provided to two men and two women with intellectual/developmental disabilities during FY20. These services are individualized to help them live successfully on their own and can include budgeting, menu planning, grocery shopping and food preparation, laundry and cleaning skills and maintaining their home. They also receive supports to access community services and participate in community activities. These services are funded by the IL Department of Human Services. This year only 17% of available service hours and funds were utilized.

AT A GLANCE

- 4 individuals received supports
- All live in their own home or apartment
- Services support individuals to live successfully in the community

REPRESENTATIVE PAYEE SERVICES were provided to 23 persons that the Social Security Administration determined require assistance to manage their benefits. FUI was approved as an organizational payee several years ago and can charge a modest fee to provide this service. This year there was a 33% decrease in revenue, from \$12,744 in FY19 to \$8,490 in FY20. FUI also provides this service to CILA residents with no fee charged.

AT A GLANCE
<ul style="list-style-type: none"> • 23 individuals received payee services • 9 were not involved in other FUI programs

The 12 men and 11 women who receive payee services range in age from 21 to 62. They have a variety of disabilities, including 15 with an intellectual disability and 5 with a primary diagnosis of mental illness and 3 with other disabilities. Sixteen live in their own home or apartment, 6 with a spouse, partner or sibling and 1 with parents.

CLIENTS DISCHARGED FROM AGENCY SERVICES In FY20 there were 70 clients discharged from agency services, including 65 in Employment Services programs, 2 from Community Day Services and 3 from CILA/CDS programs. The number of persons discharged this year was lower than any other year in the past decade, however very similar to FY19 when 71 persons left agency programs. The 10-year average is 86.

The chart at the right indicates the primary reasons given for leaving services at FUI and provides a comparison to past years. Assisting individuals to obtain community jobs is the main goal of the Employment Services program and this year 33% of discharged clients were working at the time they left FUI. This is similar to the 10-year average of 32%.

Reason for Discharge	FY20	FY19	FY18	FY17
Obtained Community Employment	33%	38%	39%	24%
Unable to Contact / Locate	26%	20%	17%	24%
Deceased	3%	6%	4%	4%
Health	3%	4%	5%	12%
Not Following Policies	13%	15%	11%	7%
Moved From County	7%	13%	16%	9%
Not Happy / Interested in Services	9%	3%	2%	4%
Did Not Continue-Reason Unknown	3%	0%	5%	8%
Department of Corrections / Jail	4%	1%	1%	4%
Mutual Agreement with Fox Center	0%	0%	0%	5%

Sometimes individuals who have previously been discharged will return to FUI for services when they struggle financially, need help finding a job or encounter other personal challenges. This year 30 of 70 (43%) discharged clients had received Employment Services and were discharged during a past fiscal year. This averaged 39% over the past decade. Fourteen (14) of these 30 men and women left FUI with a job in FY20.

AGENCY OPERATIONS

TRANSPORTATION is an essential part of agency services, and FUI operates a fleet of 27 vehicles for morning and afternoon routes to bring individuals to agency services. Vehicles are also used daily for agency business and to transport clients to jobs, appointments, activities, and volunteer opportunities. During evenings and on weekends the vans are available at all agency group homes. The 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

The Production and Managed Services departments lease two box trucks that are used for product delivery. FUI also partners with Show Bus to provide daily routes for clients in the southeast part of Livingston County to avoid route duplication and reduce the cost of vehicles and drivers.

FUI vehicles logged a total of 135,023 miles during FY20. This was down notably from last year (190,174 miles) and from the previous 5-year average of 193,552 miles. During the last 15 weeks of the fiscal year vehicles were used very little, so mileage is consistent with past years. Only three vans logged over 6,500 miles in FY20; although this mileage is low, busses and vans are all utilized each morning and afternoon for established routes. Fourteen (14) of the agency vehicles have been driven less than 50,000 miles and just 7 have over 100,000 miles logged. There were no new vehicles added to the fleet during FY20. The newest include two 2018 IDOT vans and 14 vehicles are 2014 or newer.

Even though vehicles logged less mileage than past years, there were eight very minor accidents and 3 other vehicle damage incidents during the year. None of these resulted in any injuries. In 3 of the accidents a driver unrelated to FUI was cited for fault. FUI staff members were accountable in the others, including one driver who was involved in 3 accidents.

FUI qualifies to receive mileage reimbursement from IL Department of Healthcare and Family Services for transporting qualified individuals to medical appointments. This has averaged \$5,000 annually during the past 10 years. Managed Care and other policy changes have greatly impacted this and during FY20 reimbursement was only \$651.

TECHNOLOGY If there is a silver lining to the COVID-19 pandemic, it may be that FUI has been able to make some much-needed technology upgrades. FUI has had a technology replacement plan for several years, however financial limitations made it difficult to address these goals. The pandemic created a situation where the agency had to upgrade technology in order to do virtual learning, to allow staff to participate in remote meeting with clients and stakeholders, to allow group home residents to see their loved ones through video apps, for social distancing and so staff could work from home when needed. The agency was able to apply for grants and funds from the 377-708 Board, DCEO through the Workforce Board and from two private foundations to complete the following tech upgrades:

- A remote server was installed so that staff can log into the FUI server remotely.
- All agency computers were upgraded to Office 365.
- 3 AV carts with laptops, webcams, speakers and widescreen TV's were purchased for group and remote meetings and classes.
- Both conference rooms have also been upgraded with laptops, webcams, speakers and TV's.
- 7 Additional webcams were purchased.
- Printers and I-Pads were obtained for all CILA homes for virtual learning and to allow for communication with families, friends and staff.

AT A GLANCE

- 27 vehicles and 2 golf carts
- 135,765 miles logged

REASONABLE ACCOMODATIONS are made in facilities, work and training schedules, methods of communication, equipment and other areas to assure that persons with disabilities have a full range of opportunities and services. Accommodations for agency clients are made daily to allow them opportunities for increased independence. Some of the many accommodations made for clients during FY20 include:

- Templates and jigs were used to help individuals label bottles successfully.
- Schedule modifications were made for individuals with medical conditions.
- A toilet was raised at one of the group homes for independent use.
- ES staff use texting to communicate with some individuals with hearing impairments.
- Some clients use tablets and phones with calming apps or music as a coping mechanism.
- A beautician was engaged to provide at-home service during the pandemic for CILA residents.
- Picture communication and social stories are used for specific clients to accommodate their communication and learning style.
- Workstations have been modified for individuals to alternate sitting and standing.
- Customized communication boards are used for individuals based on specific needs and interests.
- Orientation and class materials are modified for individuals with reading/writing limitations.
- Adaptive technology is used in the classroom with computer-based learning.

Accommodations are also made for staff members, including the following:

- Schedule accommodations have been made for staff with family members with health concerns.
- Work areas have been modified for accessibility.
- Staff with limited computer skills are provided assistance with timekeeping.
- A staff member uses speech-to-text for spelling assistance.
- A lifting accommodation was made for staff with health issues.
- Oil diffusers and non-aerosol disinfectants are used to accommodate individuals with allergies.
- The agency offers free, confidential and professional counseling services for staff members through an Employee Assistance Program.

RISK MANAGEMENT Managing exposure to potential liabilities, safeguarding assets, and protecting the health, safety and security of clients, staff members and visitors are important aspects of the FUI risk management philosophy. The agency has developed a risk management plan to approach risk in a structured and calculated manner. The plan includes 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; these include 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 insurance company and safety, loss control and legal advice are provided through our insurance carrier and the payroll/human resources provider. The agency has an agreement with an area law firm for consultations. FUI also 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. Clients in both CDS and ES programs receive ongoing safety training, and all clients 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. This year a pandemic section was added to the agency risk assessment and extensive plans were implemented to control health and safety risks in this area.

QUALITY and SYSTEMS FUI adheres to standards developed by state and federal agencies as well as the Commission on Accreditation of Rehabilitation Facilities (CARF) for agency program oversight and ISO 9001:2015 for operations in the Production and Managed Services departments. The agency received a 3-year accreditation from CARF in October 2019 for meeting quality standards in programs and business operations; there were just 2 recommendations out of over 900 standards. ISO is a globally recognized quality management system and many companies that FUI contracts with require this certification. The virtual audit in FY20 found no nonconformities.

Internal quality standards and review checks include:

- Monthly and quarterly program billing audits
- Weekly attendance record reviews
- Quarterly Quality Assurance Committee meetings
- Quarterly case records reviews
- Monthly Board of Directors meetings to review finances and operations
- Quarterly Behavioral Support and Human Rights Committee meetings
- Semi-annual review of the Strategic Plan and the agency Risk Management goals
- Annual satisfaction surveys of individuals in 8 agency programs and/or family members/stakeholders
- Annual review of demographics and accomplishments in each program
- Annual 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 include both scheduled and unannounced monitoring and compliance reviews from local, state and federal agencies, including:

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

FUI may also have additional reviews from the US Department of Labor, OSHA, Equip for Equality, IL Office of Inspector General, IL Disability Rights Bureau and IL Department of Public Health.

MARKETING goals and objectives identified in the strategic plan include developing a stronger presence on social media, increasing communication with area school systems, developing strategies to market our microbusinesses, and providing more information to the public through the media and with presentations to civic groups and at career fairs. This year the FUI website was updated and social media sites were used to share a variety of agency information and events. FUI maintained memberships in the Greater Livingston County Economic Development Council, Dwight Economic Alliance and the Pontiac Area Chamber of Commerce. The agency participated in a high school career fair, appeared on a radio forum, presented to civic groups and provided tours to school groups and interested community members.

A holiday newsletter was mailed to all homes in Livingston County promoting agency services. This generated a significant response and donations were added to the FUI capital fund. Much of the year was spent making plans for FUI's 50th anniversary on July 1, which was to include several marketing and community awareness opportunities, however these were postponed, as was the annual golf outing.

SeedBallz was marketed through social media advertising and product placement at area retail stores. Two staff members also represented SeedBallz at a major trade show in Atlanta in January.

HUMAN RESOURCES *“A great employee is like a four-leaf clover, hard to find and lucky to have.” T. Cohen*

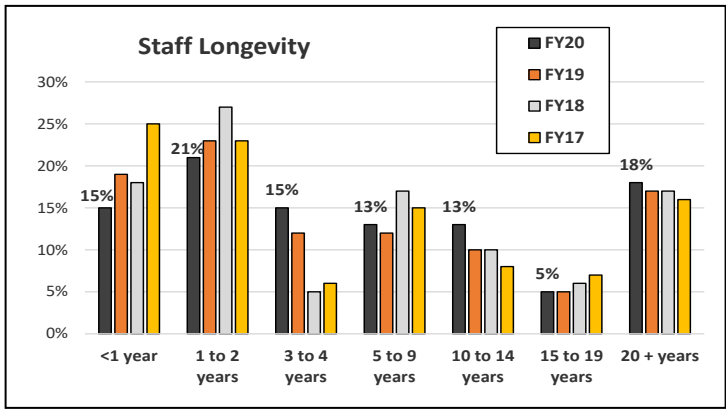
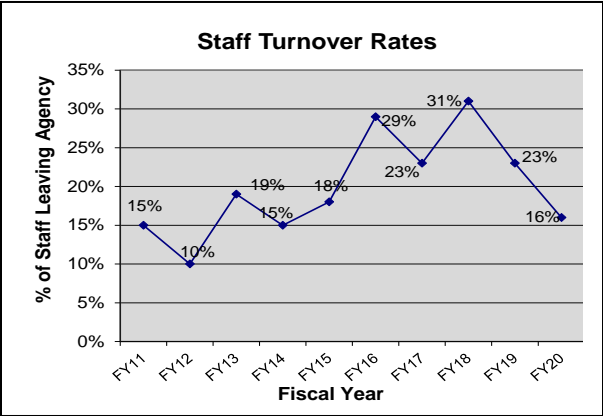
FUI employed 110 staff members at the end of FY20 who worked in the following departments:

- 36 in Community Day Services (33%)
- 30 in CILA and Residential (27%)
- 11 in Production/Managed Services/Business Operations (10%)
- 10 in Transportation (9%)
- 7 Executive Staff (6%)
- 6 in Administration (5%)
- 6 in Employment Services (5%)
- 4 in Building Maintenance (4%)

In FY20, 18 staff members left employment, including 3 who retired, 14 who resigned and 1 who was terminated. Retiring staff members had worked at FUI for 31 years, 13 years and 12 years, respectively. Staff turnover was primarily in Direct Support Professional (DSP) positions; these are staff who provide direct care to clients. Ten (10) persons left jobs in the CILA and CDS departments and 4 in the transportation department. The turnover rate for the whole agency was only 16%, much lower than the previous 5 years, as indicated in the chart at the right. The entire nation is struggling with a 51.3% turnover rate of DSP's, and although our numbers appear low, we have had a very limited applicant pool to fill open positions.

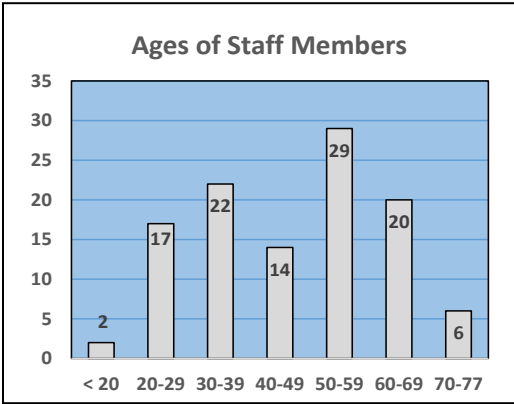
AT A GLANCE

- 110 staff members at the end of FY20
- 16% turnover rate of all staff
- 36% of staff employed 10+ years
- 36% of staff employed less than 3 years



FUI is fortunate to have 40 staff members who have worked at the agency for 10 or more years. There are also the same number of staff who have been with the agency for less than 3 years. The chart at the left provides a comparison to staff longevity over the past 4 years.

As indicated in the chart at the right, 24% of staff members are 60 or older and half are 50 or older. Several departments at FUI have a diverse age range of staff members; CDS staff range in age from 19 to 79, CILA staff range in age from 20 to 75, and staff working in Administration range in age from 20 to 75. This is not the case in other departments; half of the transportation team is over age 60, 3 of 4 staff in maintenance are age 66 or older, and all of the QIDP's and 5 of 7 of the executive team are over age 50. As might be expected, many of these staff members are long-time employees and this will impact the agency as they retire.



A staff satisfaction survey completed this year was generally positive, however an action plan was developed based on feedback. It includes improving staff training, teambuilding, communication and technology/tech training; developing a more structured cleaning protocol was also an identified goal.

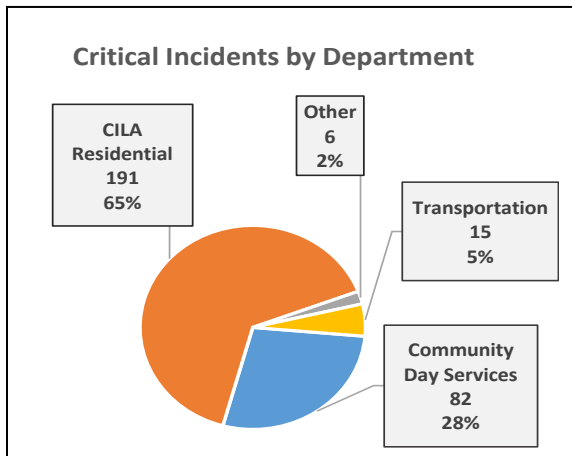
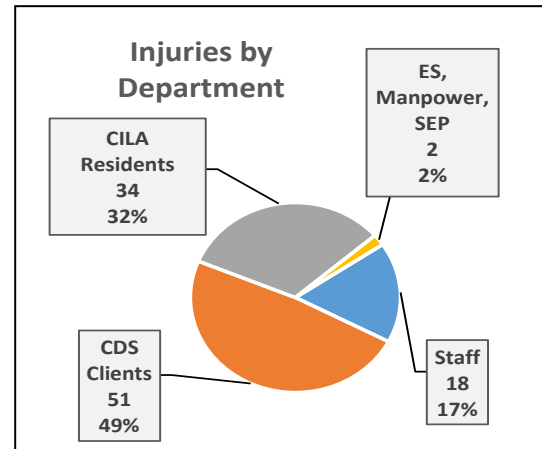
HEALTH and SAFETY

Workplace safety is a priority at FUI and this is emphasized through ongoing safety training, safe work practices, safety drills, an active health and safety team and a variety of safety/building inspections. All staff complete comprehensive safety training annually. Additional trainings include CPR, first aid training, non-violent crisis intervention training, fire extinguisher use and ALICE dangerous person training. This year the agency completed 961 safe workdays at the end of FY20.

AT A GLANCE

- 961 safe workdays at end of FY20
- 105 injury reports
- 294 critical incident reports
- 49 medication errors

FUI tracks and reviews data on injuries and critical incidents, which provides an opportunity for risk management and improved safety practices. All injuries are required to be reported, even if considered minor. This year there were 105 injuries, down from 167 in FY19. Most (51) occurred to clients in the CDS program, which was closed during the pandemic. This likely accounted for the decreased number of overall reports. Most injuries were mobility related including trips and falls (35%). Client aggression accounted for 25% injuries and self-injurious behaviors for 20%. This year one staff member was treated at the Emergency Department for an injury resulting from client aggression.



There were 294 Critical Incidents reported in FY20, down from 386 the previous year. Most of these incidents were for behaviors involving aggression (243 or 83%). Seven individuals were involved in over 80% of all inappropriate/aggressive behavior reports and 1 was cited in 48% of all 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 this individual. Most of the critical incidents this year took place in the CILA homes, as noted in the chart at the left.

Other trends noted in the critical incident reports included:

- There were 8 minor vehicle accidents and 3 other incidents that caused vehicle damage. None resulted in injuries.
- Property damage and theft reports decreased significantly from past years.
- There were 7 reports involving sexual harassment or inappropriate communication involving 4 individuals; three occurred in the community and 4 at the CDS program.
- 7 calls to 911 were made for medical assistance at CILA homes. None were for police assistance.
- 3 cooking incidents activated smoke detectors at Prairie Horizons. They were resolved prior to sprinklers being set off.

Medication errors at agency group homes were down 18% from last year. The 49 errors were primarily for omissions which occur for various reasons. Medication counts are completed on every overnight shift and this is when they are typically noted. Most occurred at 2 group homes and 3 took place during family visits. This year one of the errors was for a medication given to the wrong resident; this individual was evaluated at the local hospital and released. Residential staff receive 8 hours of initial medication training and observations and annual retraining. Staff are also counseled after each medication error.

FACILITIES Programs and services are offered at 3 program sites and 5 residential homes, including the following:

- The facility at Torrance Avenue, Pontiac includes over 41,000 sq. ft. of agency owned buildings that are located on land leased from the county. Buildings include offices for administrative and program staff, Community Day Services and Employment Services programs, production work areas, a warehouse and an 8-bay bus garage.
- 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 an agency owned 6800 sq. ft building that is also used for Community Day Services.
- Three single family homes and one duplex, all located in Pontiac, are owned by FUI and used as sites for our CILA residential program.
- Another CILA home is owned by the family of a resident. This 3-bedroom home is also located in Pontiac.
- FUI manages the HUD owned Prairie Horizons apartments just south of the Torrance Avenue facility. There are 8 units in each building and apartments in the north building are rented to individuals with a developmental disability; residents in the south building are clients of the Institute for Human Resources.

AT A GLANCE

- 2 Program sites in Pontiac
- 1 Program site in Dwight
- 5 Group homes, all located in Pontiac
- Torrance Avenue facility includes:
 - Administrative Offices
 - Community Day Services Program
 - Employment Services Program
 - Production and Managed Services
 - Warehouse
 - 8-Bay bus garage

Several building modifications have been made this year to comply with new regulations from the Office of the State Fire Marshall. These include installing walls and a ceiling to separate the fire panel area from the attic and storage area at Torrance Avenue, installing fire doors and door closures at several locations, and making preparations for window replacements at four of the group homes.

There were minimal other building upgrades completed, due to financial constraints. A new furnace was installed at the Blackhawk CILA home, the Mary Beth Taylor Learning Center was given a facelift and all walls

and ceilings were painted, and the south wall at the Torrance Avenue front building was repaired to make it structurally sound.

Numerous modifications to offices, workspaces and program service areas were made in response to the pandemic. They included installing plexi-glass barriers in shared offices and on the production work floor, hanging handwashing prompts, installing signs and pavement markings as reminders to remain 6' apart, reducing tables and chairs in classrooms for social distancing and removing posters, bulletin boards and other materials for easier sanitization. Additional pandemic policies and procedures were developed, and more cleaning and sanitizing products were purchased.

The Prairie Horizons apartment building that FUI manages continue to be rehabbed. In Building A, 7 of the 8 apartments are renovated. Two (2) of the 8 apartments in Building B have been remodeled and one is nearing completion. These apartments were built 26 years ago and have had minimal updates since this time.

FINANCES during FY20 were like a roller-coaster ride with a breathtaking high and scary lows. FUI started the year with a \$5.7M budget that was conservatively 3.5% lower than the previous year. Early in the year FUI received word that they were gifted an endowment of just over \$1M. This incredibly generous gift was from the estate of a rural Odell resident, Patrick Watson. Mr. Watson did not have any known ties to FUI, however his considerable donation allowed the agency to end the year with a positive balance, even after the pandemic forced service changes. The board of directors instructed the funds from this donation to be used to pay off building loans, reducing our debt. This is the largest endowment ever received by FUI and provided the agency with financial security, at least until the pandemic created uncertainty and challenges.

Revenue this year included the following:

- 44% from the State of Illinois
- 24% from Donations
- 24% from the Sale of Goods and Services
- 5% from Livingston Co. 377 & 708 Boards
- 3% from Other Resources

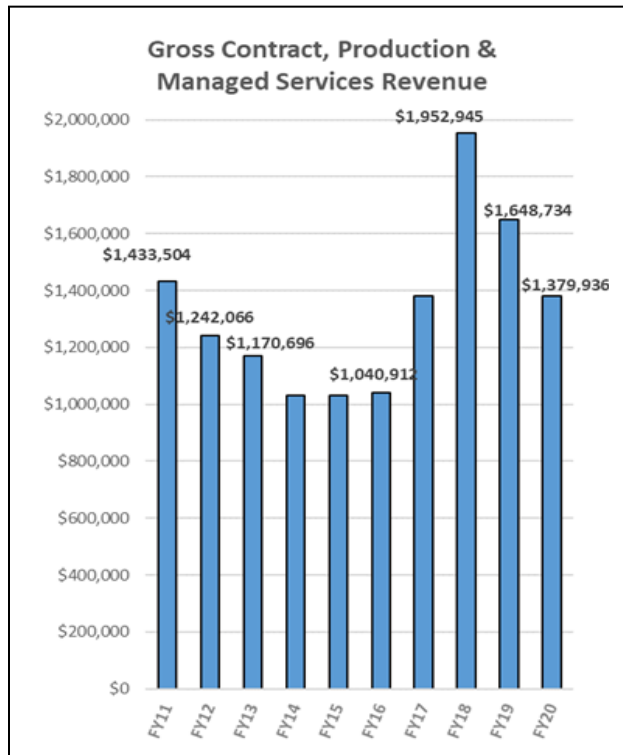
AT A GLANCE

- \$5,733,896 budget
- Budget was 3.5% less than FY19
- Gifted \$1M+ from Patrick Watson estate
- Year-ending positive balance

FUI staff were conscientious, spending only 94% of anticipated expenses, however revenue was 13% less than projected this year. The state provided a slight rate adjustment in state funded programs that was to be passed on to Direct Support Professional staff (DSP's) as a modest wage increase. IL DHS recognized the low wages earned by DSP's and the corresponding shortage of DSP's state-wide and addressed the issue in this manner.

In March when COVID-19 struck, the state directed FUI to discontinue CDS and other day program services but to continue paying staff as usual. Some staff were shifted to work at residential homes and others worked at program sites, planning lessons, cleaning/sanitizing, painting and preparing for an uncertain future. Some staff members worked from home as their positions allowed, and for several weeks many staff worked on a shortened schedule while being fully compensated as instructed by DHS. Remote services were provided as possible and job coaching and community support services continued. FUI understood that the state would continue to meet the terms of the grants, however \$300K of the CDS grant was not received. There were also increased expenses in the CILA department as more staff were required to work at group homes on weekdays. Fortunately, FUI applied for federal payroll protection,

anticipating that this would help cover increased expenses for PPE, additional equipment for modified services and unanticipated expenses related to the pandemic.



As noted in the chart at the left, gross revenue for Production Services, Managed Services, SeedBallz and other contract work generated \$1.385M in gross revenue. Although this was \$268,798 lower than last year, these microbusinesses provide opportunities for clients to gain work experience and soft skills. They also provide significant financial resources for the agency, this year netting over \$527K.

The following departments/programs ended the year with positive net balances:

- Employment Services
- Supported Employment
- Production Services
- Managed Services
- Deluxe Details

The FUI board reviews each of the 11 programs and departments for profitability in order to maintain financial stability.

SUMMARY and CONCLUSIONS

Futures Unlimited, Inc. has been in operation for 49 years, initially providing services for 15 clients in a small building off of Billet Road in Pontiac. The agency has grown and expanded and in FY20 provided services to 256 persons who participated in the programs outlined in this report. This fiscal year was like no other. It started out as usual, with the agency buildings filled with activities, laughter, peer interaction and energy as clients attended classes and work activities. The year ended with quiet hallways, empty rooms and many less smiles, while staff worked to recreate remote services following new state guidelines related to the COVID-19 pandemic.

The most notable positive event in FY20 was the endowment that FUI received from the estate of Patrick Watson. This amazing gift allowed the agency to pay off building loans and reduce debt. Other positive events, successes and accomplishments that took place during FY20 include:

- Advocates in Action members were active in state and area advocacy events and several members served on state boards and councils.
- During the pandemic, extensive measures have been taken at CILA residences that have prevented any residents from becoming ill.
- Staff developed a variety of ways to remain in touch with clients during the COVID-19 shutdown. They sent cards, made phone calls, did drive-by parades, and used technology for virtual learning.
- Group home residents participated in numerous community activities this year. Since March, they have kept engaged while remaining safe at home. Pandemic activities include fishing, car and golf cart rides and ordering carry-out meals.
- 41 clients in the CDS program chose to volunteer at community sites as part of their FUI activities.
- There was no lost work time and the agency ended FY20 with 961 safe work days.
- The most recent ISO9001:2015 audit had no non-conformities.
- A CARF accreditation survey awarded the agency with a 3-year accreditation; there were over 900 standards and the agency received just 2 recommendations.
- The staff turnover rate was just 16%, the lowest since FY14.
- 36% of staff members have been employed at FUI for 10 or more years.
- The Community Contracts program provides cleaning services for 9 area businesses, including one new job site. Another contract is for delivering weekly newspapers.
- 6 Employment Services staff provided service facilitation and job placement assistance to 106 clients during FY20. These experienced staff have worked at FUI for a combined total of 84 years.
- 35 clients were hired at 41 different community jobs; the average wage earned was \$9.84 per hour and included 10 different types of work.
- During the pandemic shut-down Employment Services staff continued to support clients remotely and 13 were hired by community businesses between March and June.
- 18 clients held community jobs with supports from job coaches. They worked an average of 14.5 hours weekly and averaged \$10.46 per hour.
- Technology upgrades were done with the help of grants from 4 different sources. These improvements allowed for distance classes, virtual meetings and provided clients with visual communication during quarantines.
- Policies and numerous pandemic related procedures were developed and implemented to control health and safety risks for FUI clients and staff members.
- A staff satisfaction survey was completed in FY20 with very positive results. An action plan was developed to address feedback from staff; this included improving training, teambuilding, communication, technology and cleaning protocols.
- The agency prepared for activities to celebrate the 50th anniversary of FUI, however this was postponed due to pandemic restrictions.
- Critical incident reports were down 24% for the year and injury reports were 37% lower than in FY19.

Clients who receive services at FUI have worked hard to learn new skills and accomplish goals, gain independence and enjoy life. This year there were 411 clients (256 unduplicated) who participated in programs and services at FUI, as many were involved in more than one program. They ranged in age from 16 to 77 and had a variety of disabilities.

Some challenges and issues stood out in this year-end report, including the need to maximize contracts, expand marketing of FUI microbusinesses, increase training opportunities for staff and clients, and continue to focus on staff recruitment and retention.

Many of the contracts that fund agency programs were not maximized this year, primarily due to pandemic restrictions and staffing challenges. The Community Day Services program was on target to meet budget projections, however, the program was shut down on March 17 and ended the fiscal year with a slight loss. The CILA residential program ended the year with a modest loss which may be attributed to three residents who moved away. FUI did not fill these openings because of the ongoing difficulty in filling DSP positions. Staffing also impacted the Community Support and Intermittent CILA program, as FUI was unable to fill a staff position and provide enough billable hours of service. The Employment Services, Placement and SEP programs were also unable to maximize their contracts, partly due to the shut-down. These programs would also benefit from implementing outreach strategies as the number of clients participating in ES continues to decrease; this year there were less than half the clients served when compared to FY13 and FY14.

FUI has several microbusinesses, including SeedBallz, Deluxe Details, Community Contracts, Production Services and Managed Services. All of these businesses have multiple repeat customers, which indicates satisfaction with the services provided. The agency should explore opportunities to better market these small businesses to increase revenue and provide more opportunities for job specific training for clients.

The need to provide more general and specific trainings for staff members and clients was noted several times while compiling this report. There appears to be a need for sexual harassment and appropriate communication training for some clients. Other clients who live in their own homes and apartments would benefit from kitchen safety training. Staff members have requested additional training in communication, personal development, computer skills and technology. There have also been requests for training in leadership and management skills. These trainings will aid in the development of a leadership pipeline as many staff are nearing retirement age; 24% of staff members are age 60 or older and 50% of all staff members are age 50 or older. Expanding the safety training and placing more emphasis on driving safety would also be beneficial for many staff members.

Acquisition and retention of quality staff members remains a challenge. Overall FUI staff turnover was just 16% in FY20, which was lower than in any of the previous 5 years when the average was 25%. FUI turnover is also considerably less than the national average, however some staff positions have remained unfilled for several months due to the limited applicant pool. Over the past 3 years, 80 staff members have left employment at FUI and during the same timeframe the agency has hired and retained 49 staff. It will be important to consider innovative ways to attract applicants to fill open positions and to continue to focus on staff engagement and retention in order to reduce turnover of quality staff members.

The last quarter of FY20 provided overwhelming challenges for agency clients, their families, staff members and board members as they responded to changes brought on by the pandemic. Events like this bring out the true character, inner strength, creativity, and self-determination in individuals. Everyone at Futures Unlimited has been able to make adaptations and adjustments to see this crisis through and we look forward to embracing the new normal that the future brings.