

FUTURES UNLIMITED, INC.
PERFORMANCE EVALUATION REPORT
Fiscal Year 2021 July 2020 – June 2021

A Year in Review – and it’s been a year like no other, with a milestone celebration and exceptional challenges. Futures Unlimited, Inc. (FUI) celebrated 50 years of service in July 2020. Anniversary celebration plans were quickly scaled back when the COVID-19 pandemic struck in March 2020. Instead of the planned open house and other events, FUI quietly acknowledged the occasion.

The pandemic created multiple and ongoing challenges, policy modifications, service adjustments and financial strains during the year, impacting clients, their families, staff members and other stakeholders. Some clients have returned to services, while others are not yet able to. Mandates from the IL Department of Human Services (DHS) and multiple other government entities have impacted FUI operations and created limitations on who is able to attend in-person services. Other individuals have chosen to remain home until they feel safer in returning.

In spite of these obstacles, FUI has developed creative ways to meet the mission of the agency and the needs and wishes of many of our clients. This report is a summary of FUI services and business operations during Fiscal Year 2021 (FY21). It is a compilation of data from programs, business practices, satisfaction surveys and client demographics, and is reviewed for trends, strengths, and areas identified for service improvement and growth.

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.

PROGRAMS AND SERVICES

COMMUNITY INTEGRATED LIVING ARRANGEMENT (CILA) The CILA program at FUI has provided 24-hour residential supports and training for individuals with developmental disabilities for 31 years. During FY21, 13 men and 4 women who range in age from 30 to 74 received CILA services. The average age of FUI CILA residents is 50 and only 2 are in their 30’s.

AT A GLANCE
<ul style="list-style-type: none">• 14 residents at 4 homes at the end of FY21• 24-hour staffing• All homes in Pontiac

A primary goal of the program is to ensure that CILA residents have opportunities to participate in community activities and to socialize and develop relationships with others. In past years, residents have held paid jobs or volunteered at not-for-profit organizations in the community. They have also enjoyed attending church services, visiting family and friends, dining out, shopping, and attending sporting events. The pandemic changed this, as DHS imposed restrictions on group home residents and staff. Car rides, carryout meals, fishing, and other outdoor activities became the norm. Residents were unable to visit with family or socialize with friends outside of their individual home.

FUI took extensive measures to protect CILA residents from becoming ill during the pandemic. Staff were required to always wear masks at work, additional sanitation measures were implemented, and temperature checks were done twice on each shift. Visitors were restricted and resident activities were limited. This isolation for residents proved to be very challenging and some residents stayed with their families for several months. Despite these precautions, there were positive COVID-19 cases in some of our group homes.

There were several changes in this program during the year. One woman moved to an area nursing home and two men relocated to different group homes, one in a different county and another to a home operated by a provider that could better assist him with mobility needs. As a result of these moves and staffing shortages, FUI made the decision to close the Prairieview home; two residents opted to relocate to the Timber Street home and one to the Blackhawk home. All residents continue to have their own bedrooms and personal space.

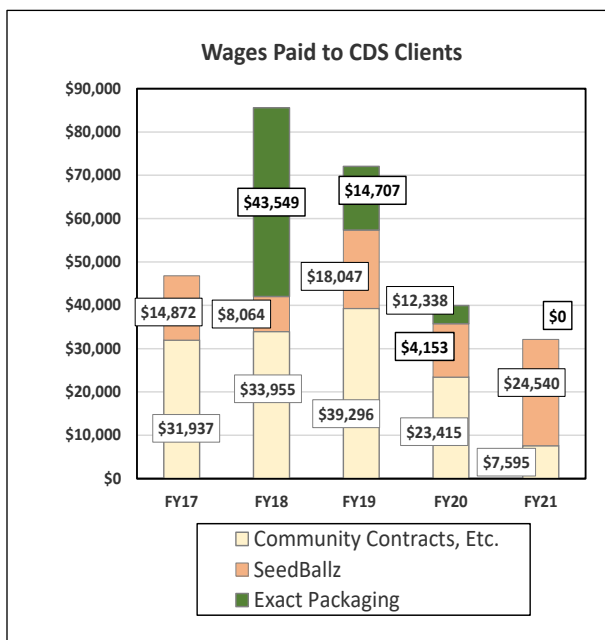
Staffing challenges intensified during the year; 13 of 32 staff members (41%) left their job working at FUI group homes and 2 CILA staff transferred to other departments. These are direct support/care positions for evening, overnight and weekend shifts and all homes experienced staff turnover. This naturally impacted residents who were already struggling with limited socialization and increased their feelings of isolation. It should be noted that the national average for turnover in these direct support positions is 51.3%, however with limited applicants this has created a crisis situation at FUI.

COMMUNITY DAY SERVICES (CDS) were provided very differently during much of FY21. The pandemic required staff to develop innovative ways to provide programs and services to individuals in their homes and also when some clients were able to return in-person. Per DHS guidelines, clients were able to return to services in late fall 2020, if they were able to wear a mask and remain in cohesive groups. CILA and other group home clients were not able to return to in-person CDS services until the 4th quarter of FY21. Because of these guidelines and guardian concerns for safety, many individuals participated on a very limited basis or by linking virtually. Staff also stayed in contact with clients through social media, drive-by visits and phone calls.

AT A GLANCE

- 116 individuals in CDS
- 3 training sites
- Virtual day services
- \$32,135 in wages paid to CDS clients for production/contract work

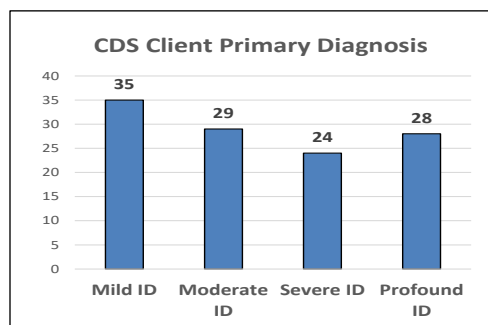
This year 116 individuals were involved in CDS services virtually and at three different sites. The program is funded by the IL Department of Human Services and the program focuses on community integration, with clients participating in classes, community activities, volunteer opportunities and work training. The pandemic limited community activities, however 3 clients worked in the community at Supported Employment jobs and one held a job independently.



Five CDS clients also worked regularly at Community Contract positions with staff providing training and oversight and two others worked occasionally at these cleaning jobs. In past years 40 or more individuals in CDS spent time volunteering at not-for-profit organizations, however none were able to participate this year. Eight (8) CDS clients also participated in inclusive community or church organizations as they were available this year.

In-house work training opportunities for CDS clients were also limited, with gross wages noted in the chart at the left. Ten (10) clients earned \$24,540 rolling and packaging SeedBallz and 6 earned a collective total of \$7,595 working at Community Contract sites. FUI was unable to partner with Exact Packaging in FY21.

The 61 men and 55 women who were CDS clients ranged in age from 22 to 78, with 52% age 50 or older. There were 2 new CDS clients who began receiving services during the year and 7 others who discontinued services, including 4 who passed away, 2 who left for health reasons and 1 who



moved out of county. It should be noted that 35 individuals did not attend in-person CDS services at any time during the year due to DHS restrictions, however some attended virtually.

All CDS clients have an intellectual disability (see chart at the left) and many have additional disabilities, including:

- 34% Non-ambulatory
- 33% Seizure disorder
- 34% Non-verbal
- 23% Cerebral Palsy
- 22% Mental Illness
- 11% Visually Impaired

LIVINGSTON COUNTY ADVOCATES IN ACTION (LCAA) is a self-advocacy group that is supported by FUI staff and open to both FUI clients and community members to promote disability awareness and service improvement. The group was formed through a project coordinated by the IL Self-Advocacy Alliance and is part of a network of self-advocacy groups throughout the state. This year 20 local members met virtually to practice communication skills and advocate for themselves and others with disabilities. Most of the local members also participate in FUI’s CDS program.

Seven (7) LCAA members attended a virtual Speak Up Speak Out conference in November 2020 and 4 attended a virtual Going Home Rally in April 2021. Six LCAA members were also active on state boards and at state events, including:

- Two men are members on the Illinois Council on Developmental Disabilities; one is also on the Executive Board,
- One man is on the ARC Board and on the Speak Up Speak Out planning committee,
- One woman is treasurer of the state Alliance Board,
- One woman gave a presentation on Depression and Anxiety for the Alliance group,
- One woman presented on Wellness for the Alliance Summer Empowerment Rally,

EMPLOYMENT SERVICES (ES) are available to persons seeking individualized assistance in job placement, vocational skill training, work readiness, paid work training or classroom instruction in specific areas. This year 83 persons were involved in the ES program, half as many as the 10-year average of 163 clients, another indication of how the pandemic has impacted clients and agency services.

AT A GLANCE

- 83 clients in ES
- 71% have Mental Health diagnosis
- \$74,803 in wages paid to ES clients for contract and production work

The 43 men and 40 women in ES range in age from 19 to 65 and have a variety of disabilities. The following are their primary disability:

- 51% Mental Illness (MI)
- 25% Developmental Disability (DD)
- 7% Dual Diagnosis - MI and DD
- 6% Learning Disability
- 6% Medical – Physical
- 5% Other

Several persons have more than one diagnosis; for example a person with a mental illness may also have a physical limitation. This year 71% of all ES clients had a mental illness as a primary or secondary diagnosis.

Each person in the ES program is required to attend classes for self-improvement, academics, or specific skill training. All ES clients are supported by a Service Facilitator who can help with referrals and assistance for housing, medical appointments, energy assistance and other resources, as most

Wages Paid to ES Clients for Production and Contract Work	FY21	\$74,803
	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

live independently and many help to support a family. There are six staff who provide these valuable services.

The program also offers many clients opportunities for specialized skill training and paid production work. This training helps to prepare individuals for community employment by providing work hardening and soft skill reinforcement in addition to learning tangible skills. This year in-house production training was limited due to pandemic restrictions and a smaller number of clients participating in the program. The chart at the left provides a comparison to wages earned by ES clients at FUI over the past

decade. The program focuses on helping individuals secure community jobs. As such, most clients receive short-term supports, however 14 have participated for over 10 years.

The agency continues to track trends related to ES clients, as noted in the chart at the right. Although the number of young clients remained similar over the past decade, the number of individuals with a misdemeanor or felony conviction was notably lower this year; just 23 of 83 individuals in the ES program had been convicted of a crime. This was significantly lower than any other time in the past decade.

Fiscal Year	% Under Age 30	% with Legal Conviction	% with Mental Illness
FY21	43%	28%	71%
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%

Several of the programs and services available at FUI are designed to assist individuals to develop skills to successfully work in the community. These programs include Job Placement, Community Contracts, Supported Employment and Deluxe Details.

JOB PLACEMENT Finding the right job can be very rewarding; in addition to financial independence, a job can provide individuals with a sense of community and provide meaning and purpose to life. Men and women with disabilities often want a job for the same reasons, however securing employment can be more challenging. During FY21, 17 individuals obtained 19 different community jobs. Below is a comparison to the previous 10 years, however due to the pandemic, there were a limited number of FUI clients receiving services during this year:

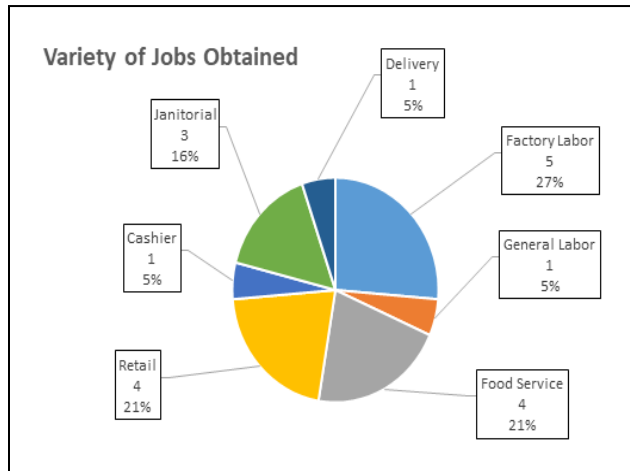
AT A GLANCE	
•	17 clients obtained 19 jobs
•	Average hourly wage of \$11.22
•	Placement assistance includes:
▪	Job search and referrals
▪	Resumes and applications
▪	Interview skills
▪	Skills for job success
▪	Supports to maintain a job

- FY21 17 clients 19 jobs
- 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

These 12 men and 5 women earned an average hourly wage of \$11.22. They ranged in age from 19 to 61, with an average age of 33. Many of these individuals have barriers that make getting and keeping a community job challenging, including a mental health or substance abuse history, past legal problems or inexperience due to age. The chart at the right provides a comparison of these barriers to past years.

Data on Barriers for Placement Clients	% in FY21	% in FY20	% in FY19
Under Age 30	59%	37%	46%
Mental Health and/or Substance Abuse History	76%	74%	72%
Misdemeanor or Felony Conviction	53%	46%	41%



The Illinois Department of Human Services – Division of Rehabilitation Services (DRS) provides funding for this program and payments are based on a milestone contract. Benchmarks of 15, 45 and 90 days of employment are paid for each DRS eligible client. During the last contract year 13 individuals met the 15-day benchmark, 12 met the 45-day benchmark and 9 remained employed at 90 days. Staff supported placement clients remotely and in person during the pandemic, however the client census in the Employment Services program was very limited. As a result, just 54% of the DRS placement contract was maximized.

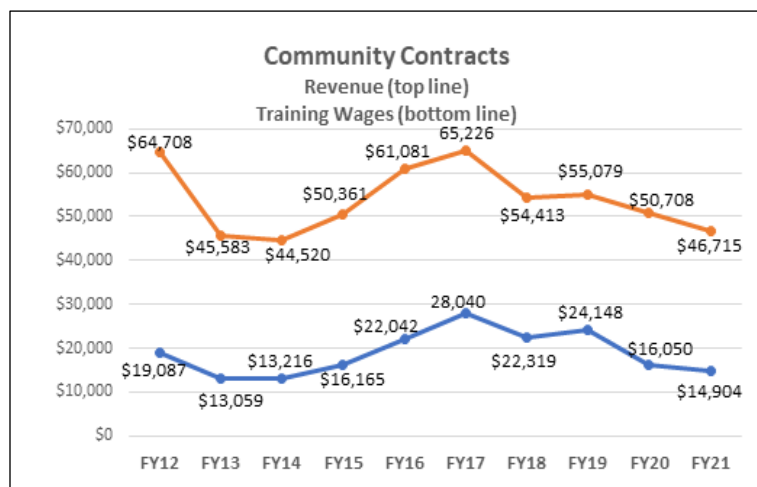
COMMUNITY CONTRACTS

FUI contracted with 10 area businesses to provide cleaning services during FY21, including one new contract site. Six individuals gained consistent work experience while working in the community and four others worked as needed or on a rotational schedule. Three of these individuals were new to the Community Contracts program. FUI staff provide training and oversight as well as transportation for the clients while working at these businesses.

AT A GLANCE

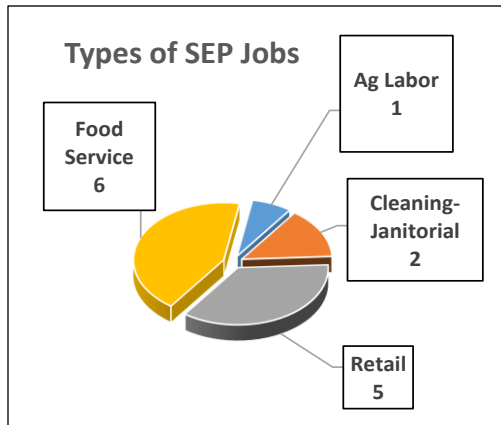
- 6 individuals received consistent work training
- 4 others worked as needed
- 10 job sites – 1 new contract

Clients worked a total of 1502 hours at cleaning contracts and earned a total of \$14,904 in wages. This was just slightly less than last year. Many of the contracts were on hold at the beginning of the fiscal year or had reduced service hours due to pandemic restrictions. One business chose not to renew their contract during the year, and another is not currently being serviced due to schedule conflicts. 100% of businesses responded positively to a recent satisfaction survey.



SUPPORTED EMPLOYMENT PROGRAM (SEP) provides job coaching and employment supports for individuals who have not worked before or have been unsuccessful in keeping a community job. This differs from job placement services, as SEP provides intensive supports to learn both job tasks and soft skills for job success. The coach also works with supervisors and co-workers to establish natural supports at the worksite, and then gradually fade but remain available for long-term supports as needed.

- AT A GLANCE**
- 14 SEP clients, all on payroll at community businesses
 - 2 new SEP clients
 - 100% of surveyed clients are happy with services
 - 100% job retention for 3+ months

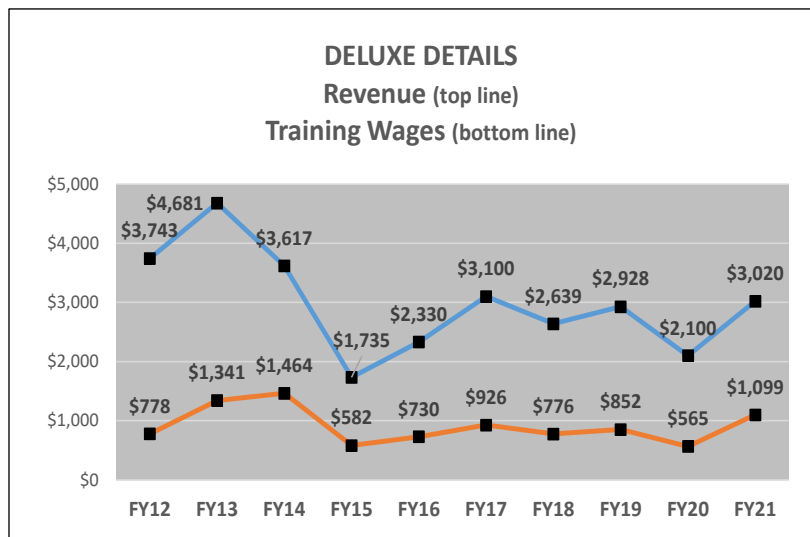


In FY21, 14 persons received SEP services, including 11 working at jobs in Pontiac and 3 in Fairbury. The 9 men and 5 women range in age from 19 to 57 and earned an average of \$11.83 per hour. They all worked part time, averaging 14 hours weekly. Two of the SEP clients started jobs during FY21 and 6 have received SEP supports for over 8 years. Eight (8) live in their own home and 6 live with a parent(s).

SEP is funded by the Livingston County 377 and 708 Boards and by the IL Department of Human Services- Division of Rehabilitation Services (DRS). This year 69% of the DRS grant was utilized; 56% of available funds from the 708 Board and 36% of 377 Board funds were also billed for SEP services. Job Coaches continued to provide supports both at job sites and remotely, to meet client needs while following pandemic restrictions.

DELUXE DETAILS is a car detailing service operated by FUI that provides job specific training during non-inclement weather at the Torrance Avenue site. This year one man participated in the training program, working 101 hours, and another man worked just 3.75 hours detailing vehicles.

This microbusiness has been in operation since 2012, and most customers have returned year after year and referred others. Even so, gross revenue during FY21 was just over \$3,000. Unfortunately, it has been difficult for this business to grow, as detailing services can only be offered during warm weather due to limited indoor workspace.



Futures Unlimited provides supports for individuals who choose to live independently or semi-independently in their own home or apartment. These services are funded by two different sources, the IDHS Home Based Support program and the Livingston County 377 Board Community Support Program, and are described below.

HOME BASED SUPPORT services (HBS) are funded through the IL Department of Human Services and provide supports to individuals who live with their family and for those who live independently. The program is promoted as an alternative to 24-hour residential services and can include:

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

AT A GLANCE

- 44 individuals received Self Directed Assistance from FUI
- All have an intellectual disability
- Ages ranged from 17 to 78
- 11 new clients in FY21
- 100% satisfaction on recent survey

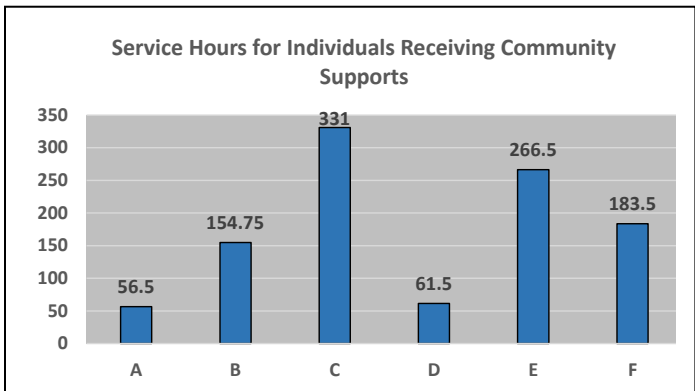
Individuals become eligible for this program when selected from the Prioritization for Urgency of Need for Services (PUNS) list. This database is a listing of Illinois citizens with developmental disabilities who are potentially in need of services. Individuals are prioritized and selected as funding becomes available through a needs-based lottery. When selected, individuals and their family can independently select services that best meet their needs and hire their own support works. Others rely on FUI staff to provide self-directed assistance and secure HBS services and support workers.

COMMUNITY SUPPORT SERVICES are funded by the Livingston County 377 Board for individuals with a developmental disability who are not eligible for state funded residential supports including CILA and Home Based Support. This year 5 women and 1 man received Community Support services; all of these individuals live in their own home or apartment in Pontiac and range in age from 23 to 75.

AT A GLANCE

- 6 clients received services
- 1053.75 hours of service
- 67% of grant utilized

These supports are individualized and can include training and assistance in caring for their home, meal planning, shopping, food preparation, budgeting and bill paying, social activities, and medical appointments. These 6 clients received between 56 and 331 hours of support during the year, almost double the hours billed in FY20 and more than any hours billed during any of the past three years. The chart at the right illustrates the number of service hours for each individual during FY21.



REPRESENTATIVE PAYEE SERVICES are available to individuals that the Social Security Administration had determined require assistance in managing their benefits. FUI has been an Organizational Payee for the past 10 years and is able to charge a very modest fee to provide this service. Revenue this year totaled \$11,616, a 37% increase from FY20.

AT A GLANCE

- 23 individuals receive payee services
- 9 are not involved in other FUI programs
- 8 also receive Employment Services
- 6 also receive Community Day Services

Payee services were provided to 12 men and 11 women who ranged in age from 22 to 63, including 15 who have an intellectual disability diagnosis. Most live independently or with a partner, however one individual lives with his parents.

CLIENTS DISCHARGED FROM AGENCY SERVICES There were 46 individuals discharged from agency services during FY21. This number was significantly lower than any time since FY03 and almost half the ten-year average of 83 clients discharged annually. A significant reason for this is that fewer individuals sought services after the pandemic shutdown in the spring of 2020.

Thirty-nine (39) of the clients discharged had received services in the Employment Services (ES) program. The chart at the left indicates the primary reason given for leaving services and provides a comparison to past years. The majority (41%) of client left services when they obtained a job in the community; this is a notably higher percentage than during the past decade when an average of 32% of individuals were employed at the time they left agency services.

Reason for Discharge	FY21	FY20	FY19	FY18
Obtained Community Employment	41%	33%	38%	39%
Unable to Contact / Locate	7%	26%	20%	17%
Deceased	9%	3%	6%	4%
Health	11%	3%	4%	5%
Not Following Policies	13%	13%	15%	11%
Moved From County	7%	7%	13%	16%
Not Happy / Interested in Services	11%	9%	3%	2%
Did Not Continue-Reason Unknown	0%	3%	0%	5%
Department of Corrections / Jail	2%	4%	1%	1%

Often individuals who have left FUI services in the past will return for assistance when they are struggling with personal and financial challenges. This year 21 persons (46%) discharged had been discharged from ES during a previous fiscal year and returned for additional supports and services. Over the past decade this has ranged from 30% to 52% and averaged 39% annually. Ten of these clients left FUI with a job in FY21.

AGENCY OPERATIONS

TECHNOLOGY FUI was able to acquire much needed technology upgrades at the beginning of the pandemic through several grants and donations. Most of this was acquired at the end of FY20 and beginning of FY21. This year the focus of the department shifted to maintaining all of our current equipment and training staff in the use of this technology for virtual learning and meetings. FUI received a donation of 15 desktop and 10 laptop computers from State Farm Insurance during FY21. Additional webcams were also purchased for all QIDP's.

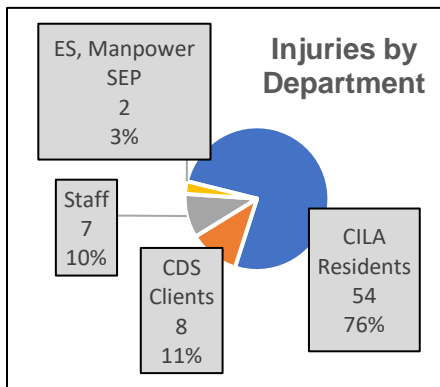
Relias software was acquired through 708 Board funds this fiscal year. Relias provides high quality, competency based, on-line training materials for healthcare employees, and includes hundreds of different training materials specific to staff who provide services to individuals with disabilities. These materials provide professional development based on best practices in the industry. FUI staff members are assigned specific learning modules, however many have found Relias engaging and have independently accessed additional training courses.

The **HEALTH and SAFETY** of clients and staff members are priorities at FUI, as evidenced by policies and practices. An active health and safety team provides oversight for safety drills, ongoing safety trainings, a variety of safety/building inspections, and also provides regular safe work practice reminders. Quarterly fire, tornado, bomb threat, utility failure and other safety drills are practiced at all residential and program sites. Additional trainings provided for staff members include CPR, first aid, non-violent crisis intervention, fire extinguisher use, safe lifting and ALICE dangerous person training.

AT A GLANCE

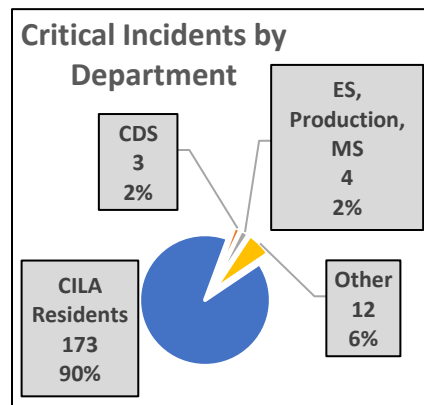
- 71 Injury reports
- 192 Critical Incidents
- 44 Medication errors
- 6 Staff and 10 clients contracted Covid-19 (likely work-related contact)

Data on injuries and critical incidents are tracked and reviewed for trends and used to improve safety practices. All injuries are reported, even if considered minor, and this year 71 were reported. This was a 39% decrease from the previous year and the lowest in over a decade; the 10-year average is 122 injury reports. Most injuries this year occurred at CILA homes. In past years more injuries were reported in the CDS program, however with in-person attendance restricted there were only 8 reports from the CDS department this year. Most injuries were mobility related (18) or the result of aggressive behaviors (17), either toward another client, a staff member or for self-injurious behavior. Ten (10) injuries required medical exams or treatment. Two were for broken bones.



There were 192 critical incidents reported this year, down significantly from 294 in FY20 and 386 in FY19. A few trends were noted, including:

- Most reports (92%) were for aggressive behaviors. Six individuals were involved in over 90% of all aggressive behavior reports.
- 28 were property damage reports; 4 involved agency vehicles and 2 involved the forklift damaging walls. No injuries resulted from any of these accidents.
- 22 of the property damage reports were caused during client behaviors, including 19 for one CILA resident. Reports included drywall damage, broken cell phones/tablets and refrigerator doors.
- 6 calls to 911 and 1 to the non-emergency fire department number; 4 were for medical assistance at CILA homes.



The 44 medication errors at agency group homes were primarily for omissions (26). Medication counts are completed on the overnight shift, and this is typically when they are identified. There were also 14 documentation errors and 10 errors for medication refusal; the med refusals all involved one individual. Most errors occurred at the Timber Street CILA (15) and Blackhawk CILA (18).

Covid-19 made its way to FUI during FY21. Despite numerous safety measures, 21 staff tested positive for the virus, including 6 that were likely contracted through work. 10 CILA residents also tested positive. Sanitization supplies, masks and other PPE were distributed throughout the agency, staff were educated and monitored on safety precautions, vaccines were offered on-site, and a pandemic plan was implemented with input from DSH, OSHA and the local health department.

QUALITY and SYSTEMS Providing quality programs and services is a priority for FUI. To achieve this goal, the agency follows standards developed by state and federal agencies, the Commission on Accreditation of Rehabilitation Facilities (CARF) for agency program oversight, and ISO standards to ensure quality operations in the Production and Managed Services departments.

Internal quality standards and review checks include:

- Monthly and quarterly program billing audits
- Weekly attendance record reviews
- Quarterly case records reviews
- Quarterly Quality Assurance Committee meetings
- Monthly Board of Directors meetings to review finances/operations
- Quarterly Behavioral Support and Human Rights Committee meetings
- Strategic Plan and Risk Management goals are reviewed semi-annually
- Annual satisfaction surveys of individuals in 7 agency programs and/or families, stakeholders
- Annual surveys of businesses that FUI contracts work with
- Annual review of demographics and accomplishments in each program

AT A GLANCE

- Certified to ISO 9001:2015 by TUV Rheinland
- CARF accredited
- External oversight from 14 funders, and state and federal agencies

External oversight and annual monitoring and compliance reviews are completed by a local funding agency, six state agencies and one federal agency. Additionally, FUI is monitored by six other federal and state agencies who are authorized to complete unscheduled oversight and inspections.

RISK MANAGEMENT FUI staff and board members are committed to promoting the agency mission, safeguarding assets, and protecting the health, safety, and security of clients, staff members and visitors by operating in a responsible and safe manner. The agency maintains a risk management plan and regularly updates and reviews the risk assessment. This assessment includes an action plan to aid in controlling risk exposure in the areas of health and safety, operations, finances, and reputation.

Fiscal responsibility and policy-based practices include verifying insurance coverage annually, maintaining an expedited payment status with the state and participating in a supplier financing program with two large Production/Managed Services contractors. FUI has an agreement with an area law firm for consultations and utilizes our insurance carrier and the payroll/human services provider for safety, loss control and legal advice. Processes for new employee onboarding include 7 required background checks, a physical function test, fingerprinting and a drug test. Background and DMV checks are completed annually for all current employees. Drivers are also subject to random drug screenings. All agency policies and procedures are also reviewed and updated annually.

Annual trainings for all staff include abuse and neglect reporting as well as comprehensive training on DHS, OSHA and CARF required safety topics. Staff members in various departments receive CPR, Crisis Prevention-CPI, and transportation safety training to stay current with certifications. A variety of safety drills and internal inspections are completed quarterly. Annual inspections are completed by the State Fire Marshall, insurance company safety management specialist, and the alarm company. Clients also participate in safety drills and various safety trainings.

The COVID-19 pandemic necessitated that the risk assessment action plan be expanded to address a number of health and safety concerns related to mitigation strategies, sanitization, testing, housekeeping, and other pandemic precautions.

TRANSPORTATION services are an integral part of agency operations, and FUI operates a fleet of 26 vehicles for morning and afternoon routes to transport individuals to agency services. These busses and vans are also used each day for agency business and to take clients to jobs in the community, appointments, and activities. Vans are also used at all CILA homes. The fleet includes:

- 14 mini-vans and passenger vans
- 2 cars
- 2 pick-up trucks
- 6 IDOT vans
- 2 larger 22 and 28 passenger vehicles
- 2 golf carts

AT A GLANCE

- 26 vehicles and 2 golf carts
- 119,504 miles logged in FY21
- 8 vehicles with over 100,000 miles
- 13 vehicles with under 60,000 miles

The Production and Managed Services departments lease two box trucks for product delivery. The agency also partners with Show Bus to provide a daily route to the southeast part of the county to avoid route duplication and reduce transportation costs. In FY21, just over 119,500 miles were logged on these agency vehicles. This was down significantly from any other year in recent history, due to pandemic limitations on client services. Previously, the agency logged an average of 200,000 miles on vehicles annually. This year 2 vehicles logged less than 1,000 miles and just 8 vehicles logged over 6,000 miles. Mileage was notably low due to limited attendance, however COVID-19 mitigation required less individuals riding on each vehicle and other strict safety protocols.

During FY21 there was one van vs. deer accident where the van sustained moderate damage. A 2012 van was a total loss when it was at a repair shop that caught fire. There were also 3 minor fender benders in agency parking lots. No injuries or citations were reported in any of these incidents.

As in past years, FUI is eligible to receive mileage reimbursement when transporting qualified individuals to medical appointments. This year the reimbursement was just \$737, much lower than in past years when the agency was able to recoup an average of \$5000. Managed Care and other policy changes have made accessing this reimbursement from the IL Department of Healthcare and Family Services much more difficult.

MARKETING goals in the strategic plan focus on increasing community awareness of agency programs and services. This year FUI updated brochures using marketing expertise and resources of the Business Connection, updated our website, and maintained a presence on social media. The Executive Director was featured on a local radio show. A holiday newsletter was mailed to all homes in Livingston County which included donation opportunities while showcasing agency services.

FUI celebrated its 50th anniversary at the beginning of FY21. The pandemic required changes to the planned event, but the celebration was held in downtown Pontiac several months later, with displays that highlighted agency programs and services. Three food trucks provided lunch and hundreds of community members attended the event.

SeedBallz was marketed through product placement at area retail stores and through social media. In-person presentations to civic groups and agency tours were put on hold during the pandemic and the annual Breakfast with Santa was also cancelled. FUI was able to hold the annual golf outing at the end of FY21 which is a fundraising event and increases community awareness. The agency maintains memberships in the Greater Livingston County Economic Development Council, the Pontiac Area Chamber of Commerce, Dwight Economic Alliance, and the Business Connection.

FACILITIES at Futures Unlimited include these 3 program sites and 4 residential homes:

- The main campus on Torrance Avenue is situated on land owned and leased from Livingston County. Included in the 41,000 sq. ft. of buildings are 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 Dwight Learning Center is an agency owned 6800 sq. ft. building used for Community Day Services, and as its name indicates, is located in Dwight.
- The Mary Beth Taylor Learning Center is also used for Community Day Services and is an agency owned 3300 sq. ft. building, located in Pontiac.
- The agency owns two single-family homes and one duplex. These are all located in Pontiac and used as sites for our CILA residential program. During FY21, FUI sold an additional CILA home on Prairieview Drive.
- Another 3-bedroom CILA home is owned by the family of a resident and located in Pontiac.
- The HUD owned Prairie Horizons apartments located just south of the Torrance Avenue campus are managed by FUI. There are 8 units in each building and apartments in the north building are rented to individuals with a developmental or physical disability, while residents in the south building are clients of the Institute for Human Resources.

Several building upgrades were completed during FY21 to comply with new regulations from the Office of the State Fire Marshall. Two group homes had new windows installed in several bedrooms to meet new egress guidelines. Heat detectors were installed in the attic at two homes.

Other much needed renovations were made during FY21, many before clients returned to in-persons services. These included parking lot repairs at DLC and at the Torrance Avenue campus, addressing very large potholes which had damaged vehicles. A clean room was installed in SeedBallz to alleviate dust and improve air quality. Epoxy flooring was installed in the vocational lunchroom and new tables and chairs were purchased. Roof coating was installed on the front building at Torrance Avenue and 7 bathrooms were remodeled in the CDS department. These bathroom renovations had been on our wish-list for many years due to heavy use and water damage. A new floor buffer/scrubber and CDS changing tables were also purchased during FY21.

No additional remodeling was completed at the Prairie Horizons apartment buildings that FUI manages. In Building A, 6 of 8 units have been renovated and 3 apartments in Building B have been remodeled. These buildings were constructed in 1994 and have had minimal updates since then.

HUMAN RESOURCES FUI is the 7th largest private employer in Pontiac and the 15th largest in Livingston County. At the end of FY21 there were 92 staff members working in these departments:

- 27 in Community Day Services
- 27 in CILA and Residential
- 10 in Administration
- 9 in Production/Managed Services
- 7 in Transportation
- 7 in Employment Services
- 5 in Building Maintenance

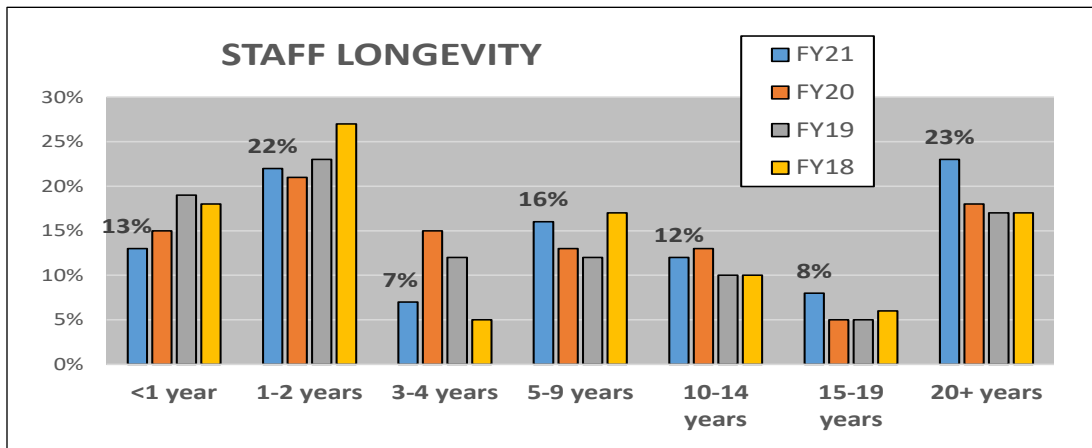
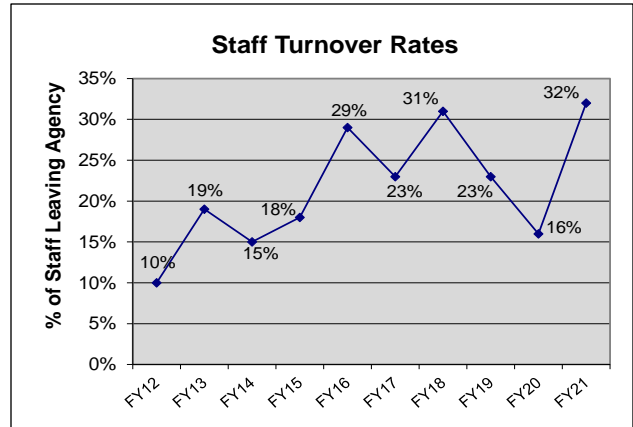
AT A GLANCE

- 2 Program sites in Pontiac
- 1 Program site in Dwight
- 4 Group homes in Pontiac
- Torrance Avenue campus includes:
 - Administrative Offices
 - Community Day Services program
 - Employment Services program
 - Production & Managed Services
 - Warehouse
 - 8-Bay bus garage

AT A GLANCE

- 92 staff at the end of FY21
- 32% turnover rate
- 43% of staff employed for 10+ years
- 35% of staff employed less than 3 years
- 26% of staff are age 60+

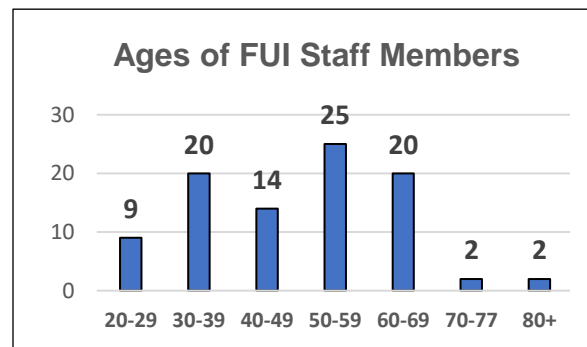
This year 29 staff left FUI jobs, for a 32% turnover rate. Thirteen (13) of these staff worked in the CILA department and 9 in the CDS program. Eight (8) of the 9 CDS staff members had worked at the Dwight Learning Center and 5 had been employed at FUI for less than 3 years. CILA staff who left FUI jobs included 1 who retired after 23 years and another who had been employed for 16 years; 5 others had worked at FUI for less than 2 years. Most of the CDS and CILA staff are Direct Support Professionals who provide training and personal care to clients in the day program and at their homes. As with many employers, positions have been difficult to fill, and at the end of FY21 there were 18 less FUI staff members than at the beginning of the year.



The chart above compares staff longevity and how it has changed over the past few years. 23% of staff have worked at FUI for 20 or more years and 43% for over 10 years. Over one-third of FUI staff have been employed at FUI for less than 3 years. Data on staff ages mirrors staff longevity in several ways (see chart below). Over a quarter of the staff (26%) are age 60 or older and more than half are over age 50.

This data indicates that the agency needs to focus on several Human Resources related areas, including:

- Staff recruitment and retention efforts as it has become difficult to fill important direct care positions and to retain newly trained employees
- Cultivating talent and encouraging education and training within the current workforce.
- Succession planning, as key staff members age and may consider retirement over the next several years.



At the end of FY21, FUI underwent a Human Resources review to determine if the agency could benefit from contracting with an HR consultant.

REASONABLE ACCOMODATIONS are made every day for individuals in agency programs, allowing them opportunities for increased independence. This year, pandemic related accommodations included:

- Clients who do not have access to computers have been assisted in completing job applications over the phone. Staff speak with the client and complete the applications on-line in real time with the client providing all information in order to distance safely.
- All Production Department workstations have been modified so that they can be sanitized.
- Production and Managed Services workstations have been relocated to meet 6' guidelines.
- Covid-19 protocols were followed in all areas, including group homes, client work and activity areas and all staff offices. Masks were provided and temperature and health checks continue to be required daily.

Other reasonable accommodations made for clients included:

- The Employment Services breakroom was renovated to improve accessibility and cleanliness.
- A client with medical issues has had schedule modifications when doing production training.
- An individual with health issues is able to take additional breaks when doing production training.
- Some CDS clients use tablets for communication.
- Picture schedules are used for some CDS clients.
- Individuals who work in the community are assisted with employer required on-line learning modules, if they need supports to use the computer.
- Improved lighting was added to Production work areas.

Some of the accommodations made for staff members included:

- Flexible schedules so that specific staff can provide care for children with disabilities and family members with illnesses.
- Schedule modifications for staff with health issues.
- A staff member uses speech-to-text for spelling assistance.
- Staff with limited computer skills are provided with timekeeping assistance; staff are also assisted with virtual meeting and training supports.
- FUI offers free, confidential, and professional counseling services through an Employee Assistance Program.
- A staff member was offered a training/review workbook in their native language.

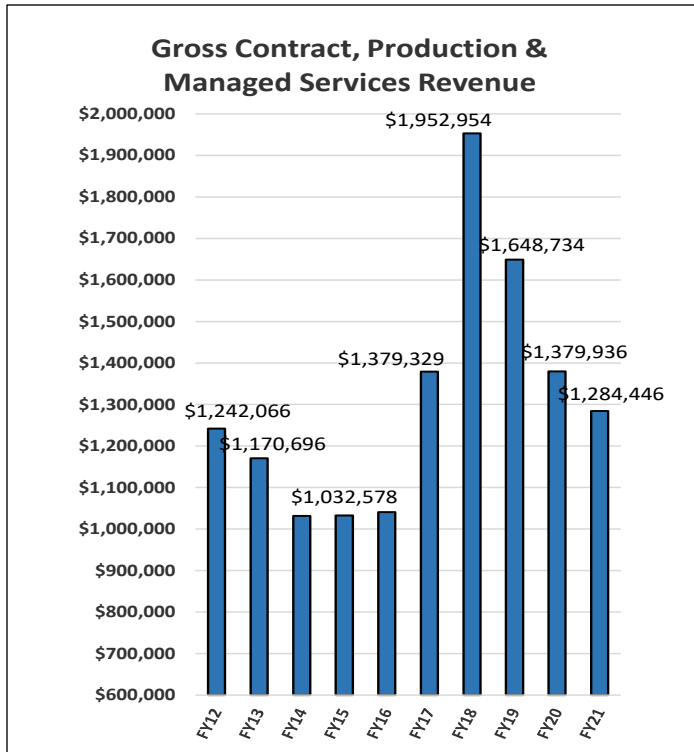
FINANCES The year ended with a positive balance which sounds impressive, however the budget was written very conservatively (21% lower than the previous year), as there were many unknowns when it was being developed during the summer of 2020. At the time, the pandemic had impacted many areas of life and the economy; clients in most programs were not able to attend services in-person and the state was unable to provide insight into how they would continue to fund programs. There were also many uncertainties related to income from the Production and Managed Services departments, both a significant source of revenue for FUI. A number of staff were also working on a shortened schedule or on leave to provide virtual education and daycare for their children since schools and daycare centers had temporarily shut down.

Revenue this year included:

- 29% from the State of Illinois
- 38% from other federal sources
- 18% from the Sale of Goods and Services
- 3% from Livingston County 377 and 708 Boards
- 8% from donations
- 5% other sources

AT A GLANCE
• \$5,567,437 annual budget
• Positive year-ending balance
• Sale of Goods and Services decreased by 6.9% from previous year

Expenses were down over \$300K from last year, demonstrating careful budgeting and oversight on spending. Additionally, FUI was able to access federal Payroll Protection Program and Employee Retention Credit grants for maintaining staffing levels during the pandemic. All this sounds great and positively impacted finances, however IL DHS required us to apply for the PPP grant and then decreased our contract amount accordingly. It was not possible to maximize service contracts with the state due to low attendance and staffing limitations this year. Additionally, FUI is still paying off loans of over \$700K. Most of this debt was acquired in 2015 when the State of Illinois ceased payments for several weeks and the agency was forced to take out operating loans of over \$775K to continue providing services on a reduced schedule.



Production Services, Managed Services, and Community Contracts departments provide steady revenue for the agency in addition to providing work experience and soft skill training for clients. Over the past 5 years, gross income from these services has ranged from 18% to 34% of the annual budget. This year was lower than any time in the past 5 years, however still higher than in any of the first 5 years of the decade.

SeedBallz sales increased notably this year, with gross revenue up by almost \$70K. This microbusiness was purchased by FUI in FY15 and provides many CDS clients with opportunities for paid work training. The products are primarily sold through national catalog retailers including LTD Commodities and Modern Sprout.

SUMMARY and CONCLUSIONS

Futures Unlimited, Inc. is proud to have provided 50 years of quality services to individuals with disabilities, their families, and to the Livingston County community. The COVID-19 pandemic overshadowed services and operations during FY21, however the agency was able to adapt and make adjustments to continue supporting clients as they achieve personal successes. Some of the changes and accomplishments that took place at FUI this year include:

- CILA homes adapted community activities to include car and golf cart rides, fishing, carry out meals, and finding their favorite ice cream parlors.
- Livingston County Advocates in Action met virtually, with 20 local members; 7 were active on state boards or at state events.
- Clients were assisted both in person and remotely to search and apply for community jobs and 17 clients were hired at 19 jobs this year.
- 10 area businesses contracted with FUI for cleaning services, including one new business.
- The Home Based Support program added 11 new clients; now 44 individuals receive self-directed assistance to live in the community.
- 23 individuals receive supports to manage SSI and SSDI payments. This includes 9 persons who are not involved in other FUI programs.
- The agency obtained Relias software to provide on-line training for staff members. There are hundreds of training modules that can be assigned to meet compliance requirements or that staff can access as interested.
- There was a 39% decrease in injury reports when compared to the previous fiscal year, and the lowest in a decade, likely attributed to less in-person client attendance.
- Critical Incident reports decreased by 42% from the previous year.
- Mitigation strategies, sanitization, testing, housekeeping and other COVID-19 precautions were developed and implemented for client and staff safety.
- Job Coaches provided supports to learn and maintain employment for 14 clients at community jobs; this included 2 clients who were hired at new positions this year.
- The agency owns 26 vehicles and is upgrading the fleet as feasible. Half of all vehicles have under 60,000 miles logged.
- The 50th anniversary celebration was attended by several hundred people. A gathering was held on Block 59 in downtown Pontiac that included displays, raffles and food trucks.
- SeedBallz sales increased this year by 76% when compared to gross sales in FY20.
- The Prairieview CILA home was sold; this home had accessibility issues and needed costly renovations. Residents moved to other FUI CILA homes and continue to have privacy with their own bedrooms.
- Phase 1 of parking lot repairs were completed at Torrance Avenue and Dwight Learning Center.
- New windows were installed in bedrooms at two group homes to meet revised egress guidelines.
- A cleanroom was added to the SeedBallz area to improve air quality and alleviate dust issues.
- The ES lunchroom was updated with Epoxy floor coating and new tables and chairs.
- Roof coating was installed to the front building at the Torrance Avenue campus.
- Much needed renovations were completed on 7 bathrooms at the Torrance Avenue site.
- 42% of staff have worked at FUI for 10 or more years and 23% for 20 or more years.
- FUI ended the year with a positive balance and expenses were down \$300K from FY20. The agency was able to access federal grants for maintaining staff employment during the pandemic.
- FUI contracted for an HR consultant to complete a review of HR procedures in June 2021.

This year there were 347 clients (220 unduplicated) who participated in programs and services at FUI, gaining skills toward greater independence and working to achieve personal goals. Many individuals were involved in more than one program during the year. They ranged in age from 17 to 78 and had a variety of disabilities including intellectual disabilities, mental illnesses, physical disabilities, learning disabilities and autism.

FUI was able to achieve many accomplishments and persevere through the pandemic, but also identified some opportunities for growth this year. Challenges to address include staffing and human resource needs, maximizing contracts, and continuing to focus on health/safety issues.

Hiring for open positions, staff retention and other HR concerns were especially difficult this year. FUI started out FY21 with 110 staff and ended the year with 92 staff members and multiple positions to fill. Most of these openings were for Direct Support Professionals in the CILA and CDS programs and for custodial positions. At the end of FY21, FUI entered an agreement with an HR consultant from L and L Solutions to complete an HR audit and provide consulting services. Traditional and creative outreach efforts have been minimally successful in staff recruitment to date. It will also be important to continue focusing on staff retention, as the 32% turnover rate is the highest in the past decade and hiring and training new staff is costly. Because 26% of staff are over age 60 and 53% are over age 50, succession planning will continue to be a priority.

The CILA home program had 41% staff turnover this year and struggled to fill staff positions as there have been very few applicants interested in working these evening, overnight and weekend hours. Staffing these shifts has been challenging for the past few years but escalated to a crisis situation during FY21. During the year, 3 CILA home residents relocated and the agency made a difficult decision to sell one of the homes. This eased the situation but only temporary. In FY18, the agency provided services to 23 CILA home residents, and now only supports 14 individuals. Most of this attrition has been because of resident health and aging, but unless staffing issues abate, the program will be unable to grow and provide services to future residents.

Maximizing every contract remains a priority. Pandemic restrictions made this difficult for the CDS and ES programs, as in-person attendance was restricted for much of the year. CDS staff have worked to return clients to in-person services and are encouraged to develop more hybrid or individualized services for others who cannot wear a mask or safely remain in cohesive groups. Employment Services program staff should continue to search for innovative ways to recruit clients for ES, SEP and placement services. This year the number of ES clients was down over 39% from pre-pandemic levels of FY19 and down 49% from the 10-year average. Recruiting more clients will also allow for more trainees to be available to complete contract work for agency microbusinesses, Production Services, and Managed Services.

Finally, because the pandemic and various mandates have continued to remain in the headlines, it is clear that we have not turned the corner to returning to services as they were before COVID-19 became part of our vocabulary. Therefore, the agency will need to remain vigilant with safety and sanitization procedures so that clients, staff and stakeholders can remain safe and healthy. Staff and clients have been resilient in their work and personal lives during this unique year. It is likely that there will be more challenges to address in the near future so that the agency can continue to maintain and grow services in FY22 and future years.

“The bigger the challenge, the bigger the opportunity for growth.” Anonymous