

# FUTURES UNLIMITED, INC. PERFORMANCE EVALUATION REPORT FISCAL YEAR 2022     JULY 2021 – JUNE 2022

*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.*

**REGROUP**     *Definition:* To reorganize for renewed effort, after a temporary setback; to recollect one’s composure and focus for a renewed effort

**Synonyms:** Revise; Reorganize; Transform; Convert

Futures Unlimited, Inc. (FUI) spent fiscal year 2022 (FY22) **regrouping** after pandemic restrictions began in March of 2020. These limitations in services have created significant program adjustments and financial difficulties that impacted agency clients, their families, staff members and other stakeholders over the past 2 years. In spite of this, FUI has endured and continues to provide quality programs and services.

This annual report is a summary of programs, services and business operations during FY22 and reviews the successes and challenges faced by Futures Unlimited as the agency regrouped and made modifications to return to in-person services. Data from program goals, satisfaction surveys and demographics are reviewed to identify trends, accomplishments and area to focus on for future growth.

## PROGRAMS and SERVICES

### COMMUNITY INTEGRATED LIVING ARRANGEMENT (CILA)

During FY22, Futures Unlimited operated four CILA homes that provided 24-hour training and assistance for 11 men and 3 women. CILA residents ranged in age from 31 to 75 and 43% are over age 50. Just two are in their 30’s. Individuals in the CILA program have a variety of disabilities, including:

- 5 with Mild Intellectual Disability
- 6 with Moderate Intellectual Disability
- 3 with Severe Intellectual Disability

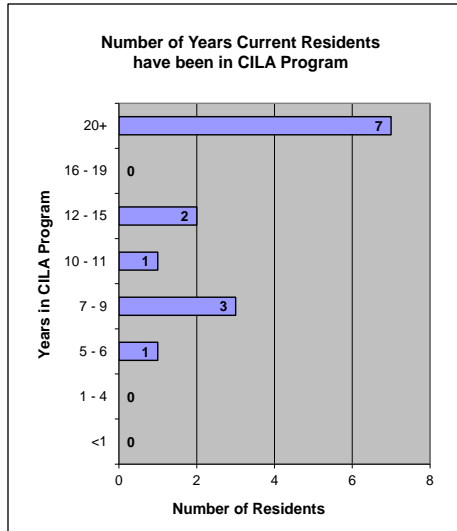
#### AT A GLANCE

- 14 residents at 4 homes
- 24-hour staffing
- All residents have their own bedrooms for privacy
- Program in operation for 32 years

Location of CILA Homes	# of Residents in June 2022
201 E. Timber	3
Blackhawk Dr.	5
Mill Street	3
Division – 203 E. Timber	2
<b>Totals</b> (one moved during year)	13

Community Inclusion has always been an important part of the CILA program, with homes located in various neighborhoods in Pontiac and residents encouraged to work and volunteer in the community as well as attend community functions and patronize local businesses. The past two years limited many community activities but during the latter part of FY22 many CILA residents enjoyed visiting with family and friends,

shopping, eating at local restaurants, attending sporting events and other community events. This year none of the CILA resident chose to work in the community.



65% of CILA residents have lived in FUI group homes for over 12 years, with 7 living there for over 20 years. Residents often view their housemates and the staff at their home like family. When staff changes occur this can impact safety, security, quality of services and stability for these residents. CILA homes are staffed for evening, overnight and weekend shifts and hiring and retaining employees has often been difficult, but this year was more challenging than ever. Staff shortages forced a home closure in November 2021, and the two residents temporarily relocated to one side of the Timber Steet duplex when one of the residents moved to receive services in another county. This allowed for one staff to work on the overnight shift between both sides of the duplex. What was anticipated to be a temporary move has lasted for the duration of the fiscal year. Five CILA staff left FUI employment during the year and another transferred to

another department. Only two staff members were hired in this department during the year; one was for full time hours and the other to work prn (as available around their other full-time job).

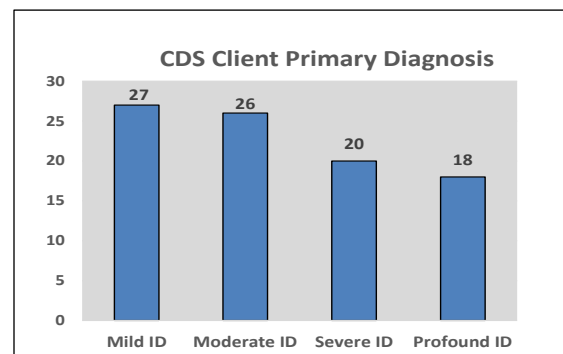
**COMMUNITY DAY SERVICES** are designed to enrich the life experiences of individuals with intellectual disabilities and provide educational, social, volunteer and work opportunities in the community. The program focuses on community integration while developing adaptive living skills, reinforcing positive behaviors and social skills, encouraging independence, and for providing personal choices. Individuals spend time in the community at restaurants, the local rec center, stores, libraries, museums, parks, community centers, etc, as well as participating in classes and activities at the 2 training sites in Pontiac and 1 in Dwight.

#### AT A GLANCE

- 91 Active clients
  - 75 attending in-person
  - 7 attended virtually
  - 9 on waiting list
- 3 Training sites

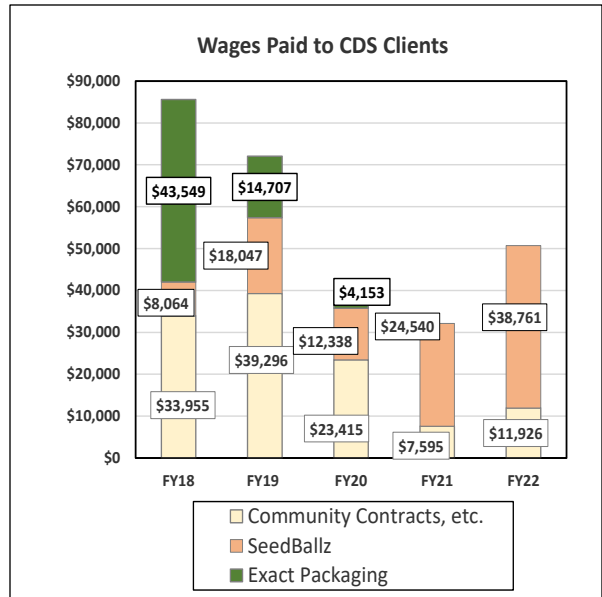
This year there were 75 individuals in CDS, either regularly or occasionally, and 7 others attended services virtually. Prior to the pandemic there were 119 CDS clients. The Covid-19 restrictions dramatically affected service participation, as some individuals now prefer to stay home, others are waiting to return until they feel safer, and others have not been able to wear a mask and/or remain in cohesive groups. Staffing has also impacted the number of clients that could attend the CDS program. During much of the year the CDS program and agency as a whole has been very short-staffed. There are currently 9 individuals on a waiting list to return to services. These 49 men and 42 women (91 total) are considered active clients and range in age from 22 to 78, with 52% over 50 years old. A similar number of men and women participated in the CDS program this year. All have an intellectual disability (as noted in the chart at the right) and many have additional disabilities, including:

- 33% Non-ambulatory
- 32% Non-verbal
- 30% Seizure disorder
- 30% Mental Illness
- 24% Cerebral Palsy
- 15% Autism
- 13% Visual Impairment



Employment and volunteering in the community have been an integral part of the CDS program in past years but was limited during FY22. Five (5) individuals worked regularly at Community Contract sites through FUI and two other CDS clients held jobs independently, one at a local nursing home and the other at a fitness center. Two others held community jobs with the support of Job Coaches. In past years, 40 or more CDS clients spent time volunteering at not-for-profit organizations, however volunteer experiences were restricted this year. Clients look forward to these opportunities in FY23.

The chart at the right illustrates the training wages paid by FUI to 5 CDS clients for Community Contract training opportunities and 9 CDS clients for in-house training to roll and package SeedBallz.



**LIVINGSTON COUNTY ADVOCATES IN ACTION (LCAA)** is a self-advocacy group supported by FUI staff and open to both FUI clients and community members. The goal of the group is to promote disability awareness, service improvement and accessibility. There are 28 local members who met both in-person and virtually during the year, learning and practicing communication and self-advocacy skills. LCAA was originally formed through a project coordinated by the Illinois Self-Advocacy Alliance and is part of a network of similar organizations throughout the state.

The group was active in state and area events, and 6 members attended an Alliance Summer Rally, 5 participated in an Epilepsy Meeting and 11 participated in the Speak Up Speak Out conference in November 2021. Three men were also involved at the state level; two are members of the ICDD Committee and attend quarterly state meetings, and another man is the Youth and Transition Coordinator for the Alliance. He is also on the ARC of Illinois Board of Directors and the Speak Up Speak Out Planning Committee.

**EMPLOYMENT SERVICES (ES)** provides a variety of training and supports with the goal of preparing clients for community employment. Services can include individualized assistance in job placement, classroom instruction in specific areas, and work readiness and vocational skill training. All clients are supported by a Service Facilitator who can provide referrals and assistance to secure resources such as housing, medical help, energy assistance and other needed supports. This is an important service, as many clients in this program live independently and some also support a family.

**AT A GLANCE**

- 77 clients in ES
- 49% have Mental Health diagnosis
- \$88,555 in wages paid to ES clients for contract and production work

This year 45 men and 32 women received Employment Services and ranged in age from 18 to 71. They have a variety of disabilities including these primary disabilities:

- 49% Mental Illness
- 34% Developmental Disability/Mild ID
- 8% Physical/Medical
- 4% Learning Disability
- 5% Other

There are also opportunities for some of the ES clients to participate in paid work training in the Production and Managed Services departments as well as in Community Contracts. This helps clients with work hardening and to gain soft skills (getting along with supervisors and co-workers, staying on task, following directions, etc.) to prepare for success in community employment. Paid training can include labeling, sorting, parts inspection, cleaning and car detailing. Wages paid to ES clients totaled \$88,555 in FY22, as seen in the chart at the right. This is a 17% increase from last year, but a significant decrease from the 10-year average of \$146,055. It should be noted that the average number of clients served each year during the past decade ranged from 77 to 227 with an average of 150 annually.

Wages Paid to ES Clients for Production and Contract Work	FY22	\$88,555	77	# of client served annually
	FY21	\$74,803	83	
	FY20	\$109,731	106	
	FY19	\$142,148	135	
	FY18	\$174,881	167	
	FY17	\$258,636	162	
	FY16	\$137,109	146	
	FY15	\$131,358	190	
	FY14	\$154,814	211	
	FY13	\$188,516	227	

Fiscal Year	% Under Age 30	% with Legal Conviction	% with Mental Illness
FY22	43%	30%	49%
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%

Many of the ES clients have barriers to employment, including misdemeanor or felony convictions, mental health issues or are young with limited work experience and/or skills. The chart at the left compares these trends over the past decade. Interestingly, this year saw a notable decrease in the percentage of individuals in ES that have a mental health diagnosis. This is the lowest in the past ten years and significantly lower than last year.

The number of clients served in ES has dropped significantly over the past decade; in FY13, 227 individuals were provided services, compared to just 77 this year. Staff have done outreach at job fairs, through social service agencies, social media, at food pantries etc. to share

information about services. It is vital to attract more clients in order to maximize program funding.

**Several of the programs and services available at FUI are designed to assist individuals to develop skills for successful community employment. These programs include Job Placement and Supported Employment, and agency microbusinesses - Community Contracts, Deluxe Details, Production Services and Managed Services.**

**JOB PLACEMENT** Finding the right job can be challenging, especially for someone with a disability. During FY22, 17 individuals obtained 19 different community jobs, with two hired at a second job during the year. Below is a comparison to the previous 9 years:

- FY22 17 clients 19 jobs
- 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

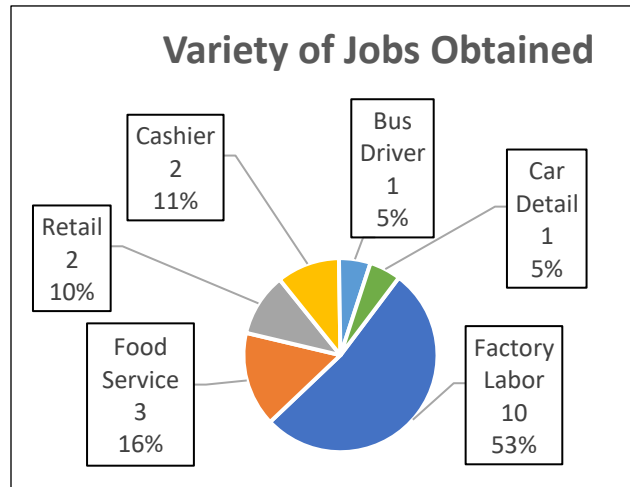
AT A GLANCE		
•	17 clients	19 jobs
•	Average hourly wage of \$13.04	
•	Placement assistance includes:	
	▪	Job search and referrals
	▪	Resumes-applications-interviews
	▪	Skills for job success
	▪	Supports to maintain a job

- FY15 55 clients 71 jobs
- FY14 63 clients 83 jobs
- FY13 43 clients 46 jobs

Data on Barriers for Placement Clients	% in FY22	% in FY21	% in FY20	% in FY19
Under Age 30	41%	59%	37%	46%
Mental Health and/or Substance Abuse History	76%	76%	74%	72%
Misdemeanor or Felony Conviction	53%	53%	46%	41%

These 9 men and 8 women earned an average of \$13.04 per hour and ranged in age from 19 to 66 with an average age of 33. Many persons in the Employment Services program have barriers to employment that create additional challenges in getting and maintaining a job, including mental health, substance abuse history, a past legal problem or inexperience due to age. The chart at the left provides a comparison to past years.

The Placement Program is funded with a milestone-based contract through the IL Dept. of Human Services-Division of Rehabilitation Services (DRS). Benchmarks of 15, 45 and 90 days of employment are paid for each DRS eligible client. During the last contract year 10 persons met the 15-day and 45-day benchmarks and 10 also remained employed at 90 days. Staff supported the placement clients both in-person and remotely and did community outreach, however the client census remained low in the Employment Services program. Because of this, only 42% of the initial contract and 65% of the revised contract was met.

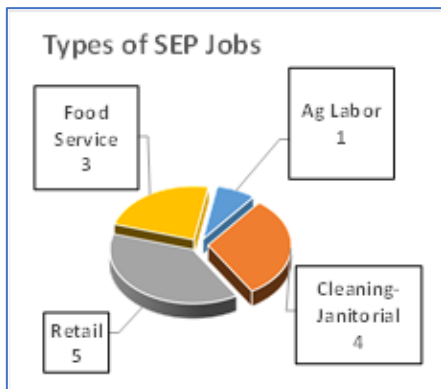


**SUPPORTED EMPLOYMENT PROGRAM**

Individuals who have been unsuccessful in maintaining a community job or have not held a job previously are eligible for Supported Employment services. Job Coaches provide intensive on-the-job training and supports to learn job tasks and the soft skills for job success. Coaches also work with supervisors and co-workers to establish natural supports and then gradually face away, while remaining available for assistance as needed. This is different from Job Placement services, as Job Coaches are available both at the worksite and behind the scenes for longer and provide more intensive supports.

**AT A GLANCE**

- 13 SEP clients
- 3 new clients this year
- 100% job retention for 3+ months



During FY22, 13 individuals received SEP services. The 12 men and 1 woman ranged in age from 22 to 59 and earned an average of \$12.71 per hour. Most worked part-time, averaging 11 hours weekly.

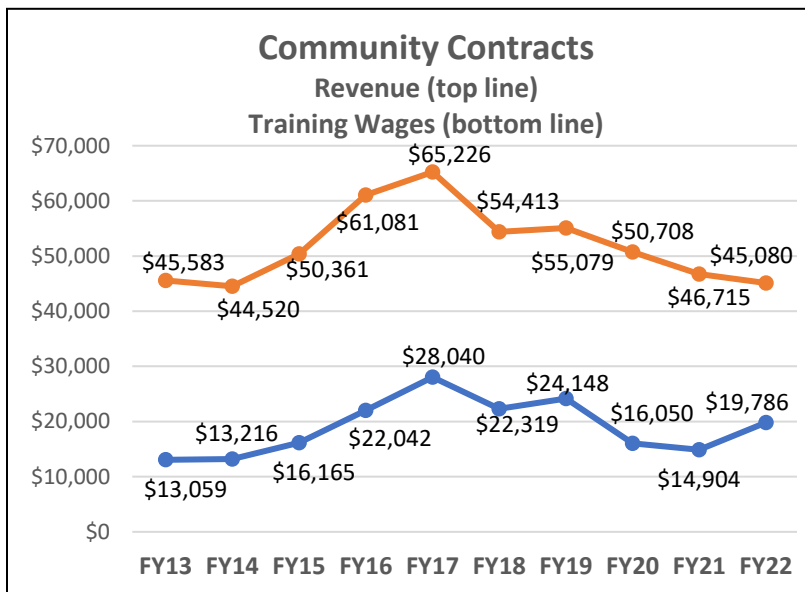
SEP is funded by the IL Department of Human Services-Division of Rehabilitation Services (DRS) and the Livingston County 377-708 Boards. This program was unable to maximize grant funding, and this year less than 50% of all available grants were utilized.

**AGENCY MICROBUSINESSES** provide work training for individuals in agency programs. Clients are paid on piece-rate basis for work completed; piece-rate is based on time studies and some individuals earn a sub-minimum wage, while others earn more depending on productivity.

**COMMUNITY CONTRACTS** with 8 area businesses provided consistent work training for 6 individuals during FY22. Two others worked at the sites on an as-needed basis. All of these jobs were for janitorial work and FUI staff provided training, transportation and oversight for clients.

**AT A GLANCE**

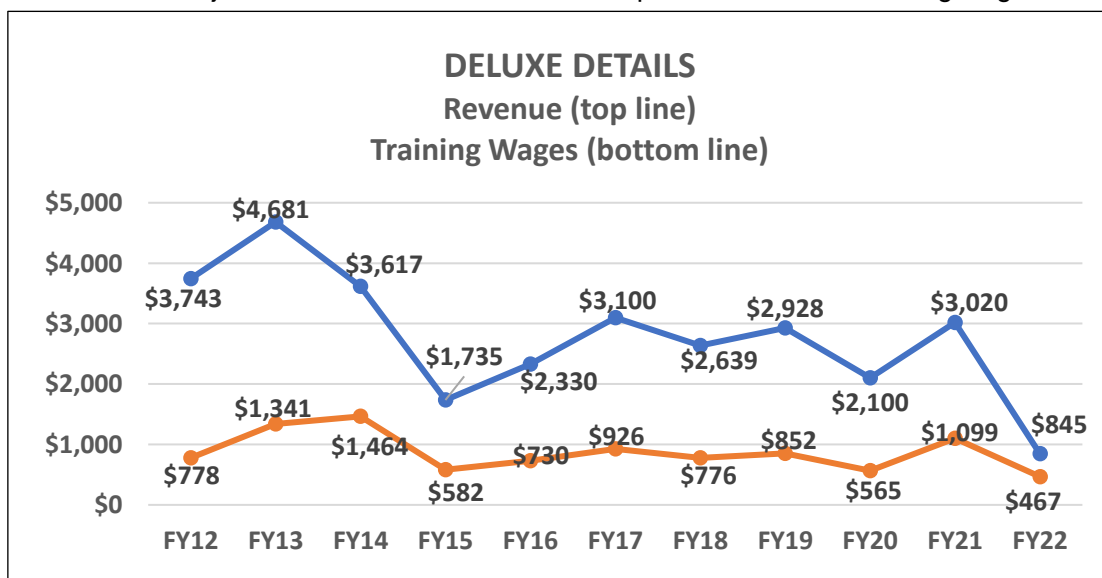
- 6 individuals received consistent work experience
- 2 others worked as-needed
- 8 job sites – no new contracts



Clients worked a total of 1683 hours and earned \$19,786 in wages. The chart at the left provides a comparison to the past decade. Revenue was slightly less than last year, however client wages were 28% more than in FY21.

At the end of FY22, this program was discontinued. It consistently operated at a deficit and had become increasingly more difficult to hire staff to support individuals at the training site..

**DELUXE DETAILS** is a microbusiness operated by FUI that cleans and details vehicles for the public while providing job specific training. This year one man participated in the training program for a total of 42.25 hours. The business began operation in 2012, however has struggled to grow, primarily because it is a seasonal operation with the work being done in an unheated building at the Torrance Avenue campus. This year staffing shortages further hindered the business and gross revenue for FY22 was just \$845. The chart below details past revenue and training wages.



**PRODUCTION SERVICES** has been a mainstay of FUI, almost from the beginning when the agency packaged nails and screws. Now the department provides work training for FUI clients while doing contract labeling, sorting, packaging and inspection for various industries. This year gross revenue was almost 500K but the department operated at a loss. **MANAGED SERVICES** also does sorting and inspection, primarily for Caterpillar and CAT suppliers. Gross revenue this year was 961K.

**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. These are described below.**

**HOME BASED SUPPORT** services (HBS) are funded through the IL Department of Human Services and provide supports to both individuals who live with their family, and those who live in their own home or apartment. HBS is designed to be a more economical alternative to 24-hour residential services. Services are customized and chosen by the individual and can include:

- Participation in Community Day Services
- Home Health Care
- Assistive Technology
- Job Coaching

**AT A GLANCE**

- 44 individuals received Self Directed Assistance from FUI
- All have an intellectual disability
- Client ages ranged from 18 to 79
- 11 new clients in FY21
- 100% satisfaction on recent survey

- Support workers for days, evenings or weekends
- A variety of other supports as desired

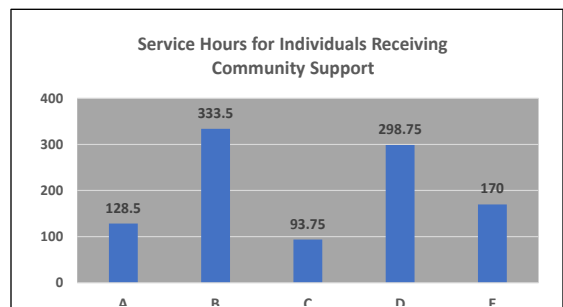
Eligibility for this program is through the PUNS database (Priority for Urgency of Need for Services). This is a listing of Illinois citizens with developmental disabilities who are potentially in need of services. Individuals are prioritized and selected as funding becomes available through a needs-based lottery. When selected, individuals and their family can select services that best meet their needs and hire their own support workers. Others rely on FUI staff to provide self-directed assistance and secure HBS services and support workers. FUI earned a small amount of revenue from this program totaling just under \$45,000 this year, a 24% increase from FY21.

**COMMUNITY SUPPORT** (CS) 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 (i.e. CILA, Home Based Support). In FY22, 5 women who ranged in age from 45 to 76 received these services. Four live in their own home or apartment and one lives with a spouse who also has a disability.

This year CS clients received between 94 and 333 hours of assistance as indicated in the chart at the right. These supports are individualized and help to teach and reinforce independent living skills such as budgeting and bill paying, meal planning, food preparation, shopping, caring for their home, and attending medical appointments and social activities.

**AT A GLANCE**

- 5 individuals received supports
- 1024.5 hours of support provided
- 169% of grant utilized





**REPRESENTATIVE PAYEE SERVICES** are available to assist individuals to manage their Social Security benefits, when the SSA determines there is a need for this. FUI has been an Organizational Representative Payee since 2011 and is able to charge a very modest fee to provide this service. Revenue this year totaled \$8,022, a 36.6% decrease from FY21, and the lowest amount since FY13.

**AT A GLANCE**

- 24 individuals receive payee services
- 10 are not involved in other FUI programs
- 8 also receive Employment Services
- 4 also receive Community Day Services
- 2 also participate in Supported Employment

Payee services were provided to 13 men and 11 women who ranged in age from 23 to 64, including 15 who have an intellectual disability. Most live independently or with a partner or sibling, however one individual lives with his parents.

**CLIENTS DISCHARGED FROM AGENCY SERVICES** This year there were 43 individuals discharged from agency services, just 3 less than last year. This was the lowest number of persons discharged in the past 19 years, and significantly lower than the 10-year average of 78. One reason for this may be that fewer individuals have sought Employment Services after the pandemic shutdown in the spring of 2020.

The chart at the right indicates the primary reasons given for leaving services and provides a comparison to the previous three years. As noted, 30% of the clients left FUI services because they obtained jobs in the community. Forty-one (41) of the clients discharged had participated in the Employment Services (ES) program and assisting individuals to obtain jobs in the community is one of the primary goals of this program.

<b>Reason for Discharge</b>	<b>FY22</b>	<b>FY21</b>	<b>FY20</b>	<b>FY19</b>
Obtained Community Employment	<b>30%</b>	41%	33%	38%
Unable to Contact / Locate	<b>14%</b>	7%	26%	20%
Deceased	<b>5%</b>	9%	3%	6%
Health	<b>7%</b>	11%	3%	4%
Not Following Policies	<b>12%</b>	13%	13%	15%
Moved From County	<b>5%</b>	7%	7%	13%
Not Happy / Interested in Services	<b>16%</b>	11%	9%	3%
Did Not Continue-Reason Unknown	<b>7%</b>	0%	3%	0%
Department of Corrections / Jail	<b>5%</b>	2%	4%	1%

Sometimes individuals who have previously been discharged from agency services will return when life become challenging, or finances get tight. This year 15 persons (35%) discharged had also been discharged during a previous year and returned for additional supports and services. Over the past decade this has ranged from 30% to 52% annually. Six of these returning individuals left services in FY22 with a community job.



## AGENCY OPERATIONS

**HEALTH and SAFETY** are a priority at FUI and the agency is committed to providing a safe work and training environment. All staff are required to attend comprehensive annual safety trainings on topics including safe lifting, ergonomics, infection control, safe transportation, emergency evacuations, universal precautions, and a variety of other safety-related topics. 100% of all CILA and CDS staff and 75% of staff from other departments maintain CPR and first aid certifications. Clients also attend regularly scheduled safety meetings and trainings.

### AT A GLANCE

- 111 Injury Reports
- 277 Critical Incidents
- 40 Medication Errors

The agency reviews all injury and critical incident reports to track trends and improve safety practices. All injuries to clients, staff members and guests are reported, even very minor injuries. This year there were 111 reports, an increase from 71 reports in FY21, but lower than the 10-year

<b>Injury Reports</b>	
Staff Members	34
CDS Clients	21
CILA Residents	55
ES, SEP, CS & Manpower	1

average of 125. Most injuries took place at CILA group homes as noted in the chart at the left. Injuries primarily resulted from aggressive behaviors (53) or were mobility related/falls (30). Two injury reports were for broken bones, one for a client fall and the other for a staff injury from an aggressive client.

This year 277 Critical Incidents were reported, up from 192 in FY21, but similar to the 294 reports in FY20. A few trends were noted:

- Most reports included aggressive behaviors (229). Three individuals were involved in 97% of these, and one was involved in 80%.
- 133 of the reports included property damage. One individual was cited in 120 of these reports which included damage to drywall, furniture, electronics and appliances.
- 20 calls to 911 were made; 4 were for medical assistance, 1 for neighborhood noise (made by a CILA resident) and 1 for an agitated visitor in the Torrance Avenue lobby. The remaining 14 calls were for police assistance involving CILA residents with aggressive behavior (13 involving the same individual).
- 6 reports were for agency vehicles involved in very minor scrapes that occurred on agency property; two other reports involved forklifts causing very minor damage to agency buildings.
- 8 reports documented elopement or wandering, including 5 for the same CILA resident.

<b>Critical Incidents by Department</b>	
CILA Residents	173
CDS Clients	3
ES, Production, MS	4
Other	12

Group home staff complete approximately 11,600 medication passes each year and there were just 40 medication errors in FY22. All took place at agency group homes, with most errors occurring at the Timber (13) and Blackhawk (12) homes. Errors were primarily for omissions and errors in documentation. None of the medication errors required medical treatment, however physicians were consulted as appropriate.

A number of staff members and clients were away from work and services due to positive Covid-19 tests during the year and others were absent because of close contact policies. Contact tracing could not identify that anyone was infected through FUI related contact though.

**TRANSPORTATION** services are an essential part of agency operations and FUI operates a fleet of 27 vehicles while maintaining an impressive safety record. This year the agency logged 157,217 miles on the fleet of 27 vehicles; the cars, vans and busses are used for morning and afternoon routes to bring clients to agency services, to transport individuals to jobs, appointments, activities, and for agency business and maintenance. Each CILA group home also has vans available for client services and activities. The fleet includes:

- 13 Mini-vans and passenger vans
- 7 IDOT vans
- 2 cars
- 2 pick-up trucks
- 3 larger 22 and 28 passenger vehicles
- 2 golf carts

**AT A GLANCE**

- 27 vehicles and 2 golf carts
- 157,217 Miles Logged
- No citations or injuries

The Production and Managed Services departments lease two box trucks used for product delivery and utilize two forklifts for production services. FUI also partners with Show Bus to provide daily routes for clients in the southeast part of the county to avoid route duplication. This is a cost-effective partnership, as it reduces the need for additional vehicles, fuel and drivers.

During FY22 there were no accidents, injuries or citations involving agency vehicles. There were however five very minor scrapes involving FUI vans, all on agency property and one report of a van hitting a garbage can in the street.

Mileage on agency vehicles is typically low, however busses and vans are all utilized each morning and afternoon for established routes and client activities. Eleven (11) of the vehicles have under 50,000 miles logged, and just 7 have been driven over 100,000 miles. Sixteen (16) of the vehicles are 2014 models or newer, with the newest being a 2019 22-passenger van and a 2021 14-passenger van.

In past years FUI was reimbursed for transporting qualified individuals to medical appointments through the IL Department of Healthcare and Family Services. This has averaged \$5,000 annually, however Managed Care policy changes have made this much more difficult to access and this year the reimbursement was just \$504.

**REASONABLE ACCOMODATIONS** are made so that persons with disabilities have full access to their environment, facilities, services and opportunities for increased independence. These accommodations are a natural part of agency services and are made daily. Some of the many reasonable accommodations made for clients in FY22 include:

- Adjusting client lunch hours due to health concerns
- Flexible scheduling based on individual needs and desires
- Automatic light switches in some group home bathrooms for safety
- Safety bars installed in restrooms
- Adjusted door closures for safety when residents have mobility issues
- Acquired 3D printed presses for SeedBallz, to allow more individuals to do this work
- Constructed a 'clean room' in SeedBallz to reduce dust
- Provide chairs for specific accommodations, i.e. larger chairs for comfort, chairs with arms and backs for individuals with seizures
- Card blocks used to hold cards during games
- Meal/eating adaptations, inc. cups with straws, plates with sides, raised platforms on tables, etc.

- Hoyer and sit-to-stand lifts for transfer assistance
- Tables with height adjustment for wheelchair accessibility
- Use of earbuds as needed to avoid over-stimulation
- Hand-over-hand assistance to complete certain activities.

Accommodations for visitors and staff members are also available, and included:

- Schedule accommodations for staff with family members with health needs
- Changes in office space/location for best mobility
- Acquiring a sit/stand desk to ease physical pain
- Light filters for led lights to reduce brightness
- A staff member who uses speech-to-text for spelling assistance
- Free, confidential and professional counseling services through the EAP

**RISK MANAGEMENT** practices continue to be a priority as FUI is committed to providing a healthy environment and operating in a safe and secure manner, as well as safeguarding assets while promoting the agency mission. A risk management plan and risk assessment action plan are in place and updated regularly to aid in controlling possible risks in agency operations, finances, reputation and health and safety.

FUI practices fiscal responsibility and annually reviews and updates policies and procedures; these include the Code of Professional Ethics and safety, human resources, computer use, abuse and neglect, and emergency and disaster policies. Insurance coverage is verified directly with each insurance company. The agency has contracted with a human resource consultant to ensure that we are in compliance with employer regulations and laws. The agency also has an agreement with an area law firm for consultations. FUI continues to participate 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 7 required background checks. Annual background and DMV checks are completed on existing staff and all staff 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.

**TECHNOLOGY** What started out as a productive year in the tech department ended quietly. A systems analyst was hired to provide dedicated support for all FUI staff this year. This was a newly created position, as past tech duties were shared by two staff who have other full-time responsibilities. The systems analyst was able to upgrade some users to Windows 11 but after a few months left for other employment. The open position has been advertised for several months but is yet to be filled.

Staff members continue to use Relias software for a variety of required and optional training courses. This software was acquired in FY21 through Livingston County 708 Board funding.

## QUALITY and SYSTEMS

### AT A GLANCE

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

Agency policies and procedures, and oversight by numerous government and private organizations provide checks and balances to insure that FUI programs and services meets quality and safety standards. ISO 9001:2015 standards are followed to ensure quality operations in the Production and Managed Services departments and are audited annually. Agency programs and services are surveyed by the Commission on Accreditation of Rehabilitation Facilities (CARF); this survey reviews over 1000 standards for quality

and occurs every three years.

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

- Quarterly program billing audits
- Weekly attendance record reviews
- Monthly Board of Directors meetings to review finances and operations
- Quarterly Quality Assurance Committee meetings
- Quarterly Behavioral Support and Human Rights Committee meetings
- Quarterly case records reviews
- Semi-annual review of the Strategic Plan and the agency Risk Assessment goals/objectives
- Annual satisfaction surveys of individuals in 8 agency programs and/or their family members
- Annual review of demographics and accomplishments in each program
- Annual survey of businesses that FUI contracts work with

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

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

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

**MARKETING** goals and objectives identified in the strategic plan focused on promoting agency microbusinesses, increasing community awareness of programs and services and developing a stronger presence in the community. The agency website and social media sites shared agency information, and presentations were made to civic groups and at career fairs. The Executive Director was also featured on a local radio forum. A holiday newsletter was mailed to all homes in the Livingston County area, promoting agency services. FUI also held its annual golf outing. The annual Breakfast with Santa was again scheduled, after taking a year off due to the pandemic. This year it was a drive-thru, with carryout breakfast and an outdoor visit with Santa and Mrs. Claus.

SeedBallz was marketed through product placement at area shops and through social media. Due to staff shortages, none of the other microbusinesses were promoted. The agency continues to maintain memberships in the Greater Livingston County Economic Development Council, the Pontiac Area Chamber of Commerce, Dwight Economic Alliance, and the Business Connection.

## HUMAN RESOURCES

FUI staff members are the most important asset for providing quality services and care for our clients. At the end of FY22 there were 85 staff members employed in the following departments:

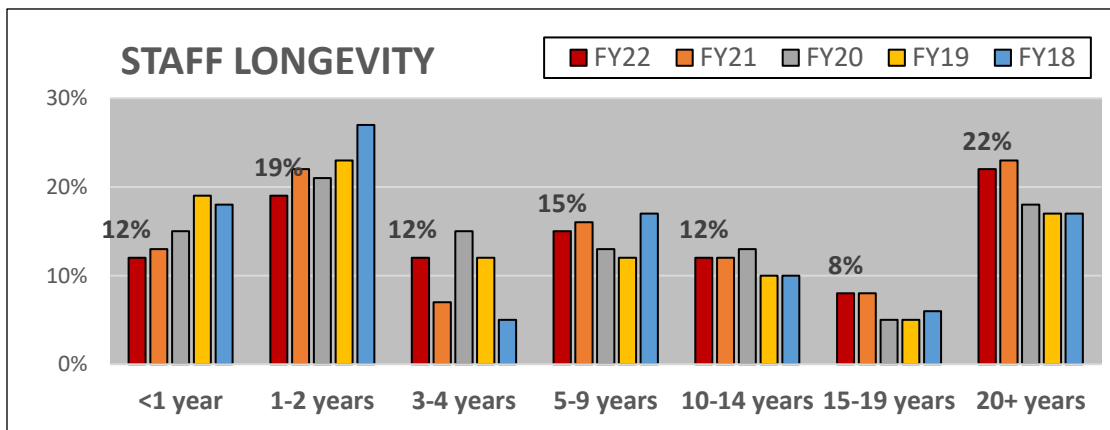
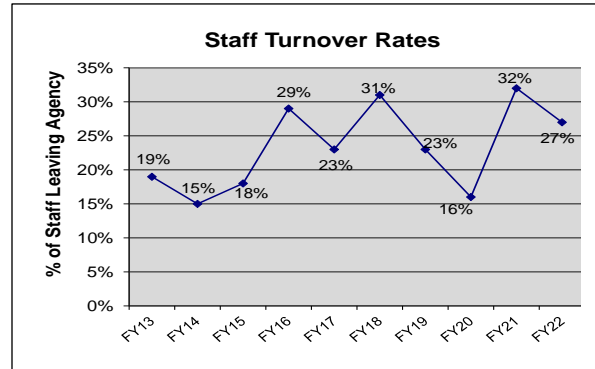
- 27 in Community Day Services
- 21 in CILA and Residential (and 7 prn staff)
- 11 in Administration
- 11 in Production/Managed Services
- 5 in Transportation
- 5 in Employment Services
- 5 in Building Maintenance

Staff turnover continues to be a challenge for many businesses and FUI is no exception. Although the turnover rate (27%) this year was lower than some of the past years, FUI had fewer staff members at the end of the year than during any of the past 20 years. In FY22, 23 staff members left employment, including 10 who had worked here for less than a year. Four were long-time employees, working for 10 to 25 years. 17 of these 23 staff provided direct support to clients.

The agency has many long-time staff, as evidenced by the chart below, including 22% with 20 or more years of experience and 30% with 15 or more years of employment; 31% of staff have been with FUI for less than 3 years.

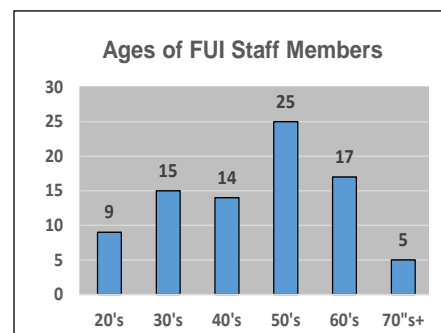
## AT A GLANCE

- 85 Staff at the end of FY22
- 27% Turnover rate
- 30% of staff employed for 15+ years
- 26% of staff are age 60+



Also important to note is that 22 of the current staff members are over age 60. Many bring vast knowledge and experience to the job but will likely consider retirement over the next few years. Succession planning, cultivating talent, and promoting management training of the current workforce will be important to focus on over the next few years.

At the beginning of the year FUI contracted with a Human Resources Consultant to help navigate HR laws and regulations, as well as with recruitment of new staff members.



A staff satisfaction survey conducted this year indicated that staff show a deep commitment to FUI's mission and pride in contributing to this mission. Two areas that rated lowest were "I rarely think about looking for another job outside of FUI" and "I have opportunities for advancement."

**FACILITIES** Futures Unlimited operates 3 program sites and 4 residential homes, including the following:

- The Torrance Avenue site includes offices for administrative and program staff, Community Day Services and Employment Services programs, production work areas, a warehouse and an 8-bay bus garage. Buildings total over 41,000 sq. ft. and are owned by the agency and located on land leased from the county.
- The Mary Beth Taylor Learning Center, Pontiac, is an agency owned 3300 sq. ft. building used for Community Day Services.
- The Dwight Learning Center is also used for Community Day Services and is an agency owned 6800 sq. ft. building.
- FUI owns three CILA group homes, all located in residential neighborhoods in Pontiac. One is a duplex, and the others are all 3- or 5-bedroom homes.
- Another FUI CILA group home in Pontiac is a 3-bedroom home that is owned by the family of a resident.
- FUI continues to manage the HUD owned Prairie Horizons apartments, located just south of the Torrance Avenue facility. Apartments in the north building are rented to individuals with a developmental disability and clients of the Institute for Human Resources live in the south building.

**AT A GLANCE**

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

Building improvements during FY22 included needed repairs and required renovations to comply with Office of State Fire Marshall regulations. At the Mary Beth Taylor Learning Center updates included a roof replacement and installation of a fire-rated door to the basement furnace room. At the Torrance Avenue campus HVAC improvements were made in several areas; a cyclone air filter system was installed, the Vocational Lunchroom flooring was replaced, a clean room was installed in the SeedBallz work area, and heat detectors were installed in the bus barn.

Building modifications at agency operated CILA homes included a roof replacement at the Division Street home. At the Blackhawk home a new fence was installed, two windows were replaced, light fixtures were changed out and water lines were replaced. All CILA homes had door closures installed.

The Prairie Horizons apartment buildings that FUI manages through HUD were constructed in 1994 and have had minimal updates until recently. Over the past few years, renovations to 6 apartments in building A and 5 apartments in building B have been completed.

**FINANCES** The agency struggled financially while attempting to regroup from significant pandemic restrictions over the past two years. Revenue this year included:

- 38% from the State of Illinois
- 29% from the sale of goods and services
- 14% from other federal sources
- 7% from donations
- 6% from Livingston County 377 and 708 Boards
- 3.5% from other sources
- 1.5% from local government source



**AT A GLANCE**

- 4,970,635 annual budget
- Negative year-ending balance
- Sale of goods and services increased by 11.7% from the previous year

The sale of goods and services increased 11.7% from last year as demonstrated on the chart at the left. For many years, Production Services and Managed Services have provided steady revenue for the agency as well as providing work and soft skill training for clients. Revenue this fiscal year was the third highest during the decade, grossing over \$1.4 million.

This year SeedBallz gross sales decreased by 5% while expenses increased by just over 2%. This

microbusiness was purchased by FUI in FY15 and provides many CDS clients with opportunities for paid work training. SeedBallz products are primarily sold through national catalog retailers including Modern Sprout and LTD Commodities.

Prior to FY20, grants and fee-for-service contracts from the State of Illinois accounted for 50% to 59% of the total revenue each year. This year 38% of total revenue came from the state. The CDS program has not been able to operate at full capacity due to masking restrictions, client health concerns and other pandemic issues as well as staffing shortages. The CILA program has had significant staffing shortages and because of this has not been able to add any new residents to homes. The ES program has struggled to attract new clients for training, job placement or Supported Employment and therefore has not maximized contracts.

Most departments ended FY22 with negative net balances. The Managed Services and Supported Employment departments were the only two that showed a positive net balance at the end of the year. Managed Services provides paid job training while doing rework, sorting and inspection for Caterpillar and their suppliers. The Supported Employment program supports clients with job coaches while working at community jobs and is funded by IL DHS-DRS and the Livingston County 377-708 Boards.



## SUMMARY and CONCLUSIONS

Futures Unlimited, Inc. has provided services to individuals with disabilities, their families, and the Livingston County community for 51 years. During this time there have been numerous successes and challenges, and the past few years have been no exception. During FY22, agency programs and services worked to regroup and adjust to ongoing pandemic restrictions in order to continue to provide quality services. Some of the changes and accomplishments made this year include:

- 75 individuals attended in-person Community Day Services (CDS) and 7 more attended virtually.
- CDS clients earned training wages totaling \$50,906 in FY22, a 58% increase from FY21.
- The CILA residential program has been in operation for 32 years and 7 of the 14 residents have lived in FUI operated homes for more than 20 years.
- Livingston County Advocates In Action has 28 local members who are supported by FUI staff; 11 members attended various conferences in FY22 and 3 are active on state boards and committees.
- The Employment Services program provided services to 77 clients, including many with barriers to employment. 30% have a legal conviction and 49% have a mental health diagnosis.
- Job Coaches provided supports to 13 clients at community jobs including 3 new clients this year.
- The Home-Based Support program added 11 new clients in FY22.
- The Community Support program provided 1024 service hours to 5 individuals to assist them to live independently in the community.
- 24 individuals receive payee services to help manage their Social Security benefits. 10 of these men and women do not receive any other FUI services.
- 100% of FUI staff members completed comprehensive health and safety training; additionally, all CILA and CDS staff members are CPR certified and over 75% of other staff members are also.
- CILA staff members complete over 11,600 medication passes each year and there were just 40 medication errors noted in FY22. Most of the errors were for inaccurate documentation and none of these errors required medical treatment.
- The agency owns 27 vehicles and logged over 157,000 miles this year, with no citations or injuries. Just 7 vehicles have total mileage of over 100,000.
- Agency Production and Managed Services follow ISO 9001:2015 standards and there were no non-conformities during the most recent audit review.
- The agency has external oversight and compliance reviews from 14 funders and state agencies.
- FUI contracted with a Human Resources consultant to aid with staff recruitment and HR regulations.
- 30% of FUI staff have been employed at the agency for 15+ years.
- Building modifications and upgrades included roof replacements at a MBTLC and a CILA home, an air filtration system and upgraded flooring at the Torrance Avenue site, fencing at a CILA home, and several renovations to comply with State Fire Marshall regulations.
- Sales of goods and services increased by 11.7% from the previous year.

Clients at FUI have learned new skills and worked to accomplish goals while gaining independence and participating in community life. This year there were 309 clients (207 unduplicated) who participated in services at FUI, with many individuals involved in more than one program during the year. They ranged in age from 18 to 79 and had a variety of disabilities, including intellectual disabilities, mental illnesses, physical disabilities, learning disabilities and autism. Attendance data indicates that the agency is currently providing services to 20% less clients than before the pandemic changed life for so many individuals.

During FY22 some of the agency programs returned to a similar format as pre-pandemic, however many things are very different from two years ago. At Futures Unlimited, all clients, staff and visitors were expected to wear masks. Gathering in cohesive small groups was a requirement in many programs, following mandates from the IL Department of Human Services and other government entities. These directives also meant that some clients who could not properly mask, maintain social distances or follow other safety requirements were unable to attend in-person services with their peers. Several clients decided not to return until they feel safer or have become comfortable remaining at home; as a result, some programs are not yet operating at full capacity.

Staffing was a significant challenge to many agencies and businesses during FY22 and FUI was no exception. Some staff resigned to take other jobs and hiring to fill open positions proved to be more difficult than ever before. At the end of FY22, there were 16 open positions and during many weeks, there were no applicants. The staffing shortage has also meant that some programs could not safely expand to increase their census. During FY22 the FUI Human Resources department worked with a consultant to increase applicants for the many open positions in the CILA and CDS programs, as well as for openings in transportation, technology, and administrative departments, however traditional and creative outreach efforts have been only slightly successful. The agency ended FY22 with 85 staff. This is 25 less staff members than were employed by FUI in July 2020.

In addition to outreach for new staff members, staff retention and succession planning should continue to be priorities. This year 23 staff members left employment, including 7 who had been employed for 5+ years and three who worked at FUI for 10 to 25 years. Additionally, 26% of all staff are over age 60 and will likely be considering retirement in the next few years. Finding ways to increase wages and promote the good benefit package that FUI has in place may help with this, however the staffing shortage continues to seriously impact client services in many departments.

Both the pandemic restrictions and staffing shortages factored into the reduced number of clients served in FY22. Funding for most of FUI programs is based on client census and the number of service hours provided. None of the main programs (CDS, CILA, and ES/Job Placement) were able to maximize contracts and all operated at losses during the year. The CDS and CILA programs will need to increase staffing numbers in order to add clients and grow programs to access all available funds; the ES program will need to continue to focus on client recruitment and develop innovative job placement services to maximize funding. Recruiting both staff members and clients should remain top priorities in the coming year for the agency to maintain financial solvency.

Agency operated microbusinesses provide important work training for FUI clients and generate much needed revenue for the agency. SeedBallz and Deluxe Details have had difficulty growing during the past few years and the Community Contracts program was discontinued at the end of FY22. Production Services continued to do labeling, primarily for one large business and Managed Services provided steady revenue for the agency doing inspection and rework for CAT and CAT suppliers. Promoting these microbusiness services should also remain a priority.

It will be important for FUI to continue to regroup and reorganize to meet the needs and interests of current and potential clients, while also focusing on staff recruitment and retention, and fiscal responsibility. FUI has been in operation for over 5 decades and by making shifts in service delivery and business operations, the agency will continue to provide quality services for many years ahead.

*“Growth is a spiral process, doubling back on itself, reassessing and regrouping.”* Julia Margaret Cameron

Lana Brown, Director of Quality Assurance

December 2022