

FUTURES UNLIMITED, INC.

PERFORMANCE EVALUATION REPORT

FISCAL YEAR 2023 JULY 2022 – JUNE 2023

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.

Futures Unlimited, Inc. annually reviews all programs and business operations to ensure that agency clients receive high quality and individualized services. Data from agency programs, business practices, satisfaction surveys and client characteristics are reviewed for trends and used to evaluate satisfaction, efficiency, effectiveness, and service access. This report is a summary of this assessment and will be used to identify strengths as well as areas for service improvement.

PROGRAMS AND SERVICES

COMMUNITY INTEGRATED LIVING ARRANGEMENT (CILA)

The CILA program experienced many changes during FY23. At the beginning of the year, Futures Unlimited, Inc. (FUI) operated three CILA homes providing 24-hour residential services for 13 individuals. Ongoing staffing challenges and the continued aggressive behavior issues of one resident impacted services and FUI made the difficult decision to downsize the program. There were 7 men residing in 2 agency homes at the end of FY23. During the year, three men relocated to group homes in different counties, one woman and one man temporarily moved into their parent's homes and one woman transitioned to a nursing home.

AT A GLANCE

- 13 Clients in July 2022
- 7 Clients in June 2023
- 24-hour staffing
- All residents have own bedrooms for privacy
- Program in operation 33 years

| LOCATION of CILA HOMES | CILA Residents as of June 2023 | | |
|--|--|----------|----------|
| | MEN | WOMEN | TOTAL |
| Blackhawk Dr. | 4 | 0 | 4 |
| Mill Street | 3 | 0 | 3 |
| 201-203 E. Timber | Home closed in FY22 and property sold during FY23 | | |
| Division Street | Home closed temporarily in FY22-residents relocated to Timber CILA-then to other services; FUI owns the home | | |
| TOTALS | 7 | 0 | 7 |
| 13 Total Residents in CILA at start of FY2023 | | | |

This year CILA residents ranged in age from 32 to 76 with an average age of 51. The residents had a variety of disabilities, including 23% with a diagnosis of Severe Intellectual Disability (ID), 38% with a Moderate ID diagnosis and 39% with a Mild ID. Additionally, 38% had an Autism diagnosis and 23% were non-verbal.

As noted above, staffing challenges continued to impact the program. This year 9 CILA staff members and 2 on-call CILA staff left agency employment, most for other jobs. The agency was only able to hire 2 new CILA staff and one left employment after just a few months. This intensified staffing difficulties from past years, resulting in the program changes.

The CILA program has been in operation at FUI since 1990. From FY09 through FY19 the program consistently provided services to 20 to 23 residents annually. During the past four years the number of residents decreased notably. At the end of FY20 there were 17 residents, and this decreased to 14 at the end of FY21, 13 at the end of FY22 and just 7 at the end of FY23. In spite of these challenges, staff continue to focus on community inclusion, supporting residents to visit local and area shops, restaurants, and parks and to participate in community activities.

COMMUNITY DAY SERVICES (CDS) are provided to individuals with intellectual disabilities, with the goal to provide educational and social experiences as well as supporting persons to participate in community activities of their choice, while developing and reinforcing adaptive living skills, positive behaviors and social skills.

AT A GLANCE

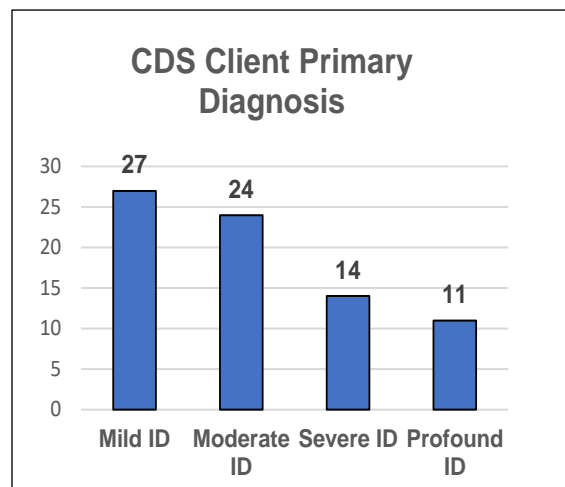
- Program focuses on Community Integration
- 76 active clients
 - 42 at Torrance Ave site
 - 15 at MB Taylor Learning Center
 - 19 at Dwight Learning Center

This year 76 individuals attended Community Day Services (CDS) in-person, either full or part-time; 3 others are on a waiting list to return. Six of these men and women attended but discontinued services during the year. There

were 25 other clients who were discharged from the CDS program during the year, including 3 who continue to be served in other FUI programs. Sixteen (16) of these discharged individuals live at Fox Center and may return when staffing levels increase to safely provide services for them.

The 41 men and 35 women in the CDS program ranged in age from 23 to 79, and 51% were over age 50. Less than 10% were under age 30. All individuals in CDS have an intellectual disability (see chart at the right), and many have additional disabilities, including:

- 30% Non-ambulatory
- 25% Seizure disorder
- 22% Non-verbal
- 34% Mental Illness
- 28% Cerebral Palsy
- 13% Vision Impairment



FUI operates two CDS training sites in Pontiac and one in Dwight, however the program focuses on supporting individuals to spend time in the community, at restaurants, local rec centers, stores, libraries, parks, and at a variety of community activities. Volunteer opportunities are also available for individuals in the CDS program and this year 10 individuals volunteered through the Salvation Army.

A small group of CDS clients also earned training wages during the year, primarily in the production department (\$11,766) and SeedBallz (\$4,884). This was notably lower than the previous year when CDS clients earned over \$50,000 in training wages. A survey of CDS clients indicated that 98% feel they have choices in activities they participate in while at FUI.

LIVINGSTON COUNTY ADVOCATES IN ACTION (LCAA) is a self-advocacy group open to both FUI clients and community members that promotes disability awareness, accessibility and service improvement. It is supported by FUI staff. This year 21 FUI clients participated in LCAA, meeting both in-person and virtually. Monthly meetings helped to teach skills in self-advocacy and to practice positive communication skills. One LCAA member is also involved on the state level, as a member of the Illinois Council on Developmental Disabilities.

EMPLOYMENT SERVICES (ES) are available to individuals seeking training and supports with the goal of obtaining community employment. This year 61 men and women were involved in these services, which can include individualized assistance in job placement, vocational skill training, work readiness, paid work training or classroom instruction in specific areas.

AT A GLANCE

- 61 individuals in ES
- 35 new to program in FY23
- 48% have mental health diagnosis
- \$74,209 wages paid to ES clients for contract and production work

Individuals in the ES program attend classes for self-improvement, academics or a specific skill training of their choice. In addition to these services, all individuals receive supports from a Service Facilitator. Most of the ES clients live independently or have a family of their own and the Service Facilitator can assist with referrals to link with needed community resources such as housing, supports for energy assistance, food, and medical appointments. Five staff provide these supports.

The 61 individuals in this program include 31 men and 30 women who range in age 18 through age 59. They have a variety of disabilities. The following are their primary disability.

- 43% Mental Illness
- 31% Developmental Disability
- 11% Medical/Physical
- 8% Learning Disability
- 7% Other

Several persons have more than one diagnosis; for example, a person with a mental illness may also have a physical limitation. This year 48% of all ES clients had a mental illness as a primary or secondary diagnosis.

Many of the individual in the ES program participate in paid work training in the Production and Managed Services departments, doing tasks such as labeling, sorting, and parts inspection. This helps them to prepare for community employment by reinforcing positive work skills such as staying on task, following directions and appropriate communication with supervisors and co-workers. Wages paid to ES clients totaled \$74,209 in FY23. The chart at the right provides a comparison to the number of individuals in ES and wages paid during the past decade.

| | FY23 | \$74,209 | 61 | |
|--|-------------|-----------------|-----------|------------------------------------|
| 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 | |

| Fiscal Year | % Under Age 30 | % with Legal Conviction | % with Mental Illness |
|--------------------|-----------------------|--------------------------------|------------------------------|
| FY23 | 48% | 31% | 48% |
| 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% |

As noted in the chart above, the number of clients has significantly decreased over the past 10 years. Staff continue to provide outreach in a variety of ways, as it is critical to program funding.

Past trends indicate that many of the ES client have barriers to employment, including mental health concerns, legal convictions (misdemeanor or felony) or are young with limited work experience. The chart at the left compares these trends.

Job Placement and Supported Employment services are offered at FUI to support individuals in obtaining community employment.

JOB PLACEMENT According to a recent Gallup poll, people work to survive, to gain status, for social interaction, to learn skills or to gain a sense of purpose in their life. Men and women with disabilities often want a job for similar reasons, however getting hired and maintaining employment can be more challenging. This year 16 FUI clients were hired at 21 community jobs. This is a comparison to past years:

- FY23 16 clients 21 jobs
- 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

AT A GLANCE

- 16 Clients obtained 21 jobs
- Average hourly wage of \$14.14
- Placement assistance includes:
 - Job search and referrals
 - Resumes-applications-interviews
 - Skills for job success
 - Supports to maintain job

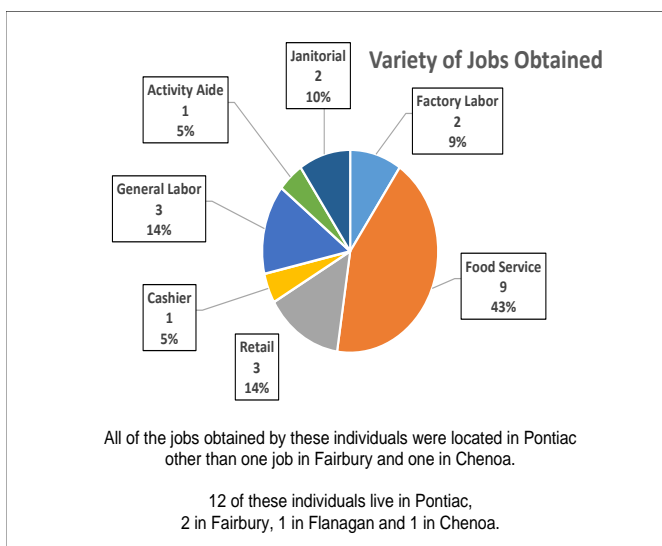
- FY17 47 clients 62 jobs
- FY16 46 clients 52 jobs
- FY15 55 clients 71 jobs
- FY14 63 clients 83 jobs

Covid-19 significantly impacted data in recent years. There were reduced client services during FY21 due to pandemic restrictions and in FY22 and FY23 staff did considerable outreach, but there was limited client interest in Job Placement services.

| Data on Barriers for Placement Clients | % in FY23 | % in FY22 | % in FY21 | % in FY20 | % in FY19 |
|--|-----------|-----------|-----------|-----------|-----------|
| Under Age 30 | 25% | 41% | 59% | 37% | 46% |
| Mental Health and/or Substance Abuse History | 69% | 76% | 76% | 74% | 72% |
| Misdemeanor or Felony Conviction | 50% | 53% | 53% | 46% | 41% |

The 8 men and 8 women in this program ranged in age from 19 to the mid-60's and earned an average hourly wage of \$14.14. Many of these individuals have employment barriers including legal problems, a mental health or substance abuse history or inexperience due to age. The chart at the left provides a comparison to past years.

Funding for this program is through a milestone contract with 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 FY23, staff provided both in-person and virtual supports, and 14 individuals met the employment goal of 15 days, 12 met the 45-day goal and 9 met the 90-day goal. Because of the low census and challenges in maintaining jobs, only 56% of the original contract and 62% of the revised placement contract was met this year.



SUPPORTED EMPLOYMENT (SEP) is a program offered to individuals who have not previously held a community job or have been unsuccessful in maintaining employment. Job Coaches are available to provide on-the-job training and supports to learn job tasks and soft skills for job success.

AT A GLANCE

- 11 Clients
- No new clients
- 7 Businesses hired SEP clients

During this time, coaches also work with supervisors and co-workers to provide natural supports. This allows coaches to fade from the job site while still being available for assistance as needed, both at and away from the worksite. This program provides more intensive and longer-term supports than the Job Placement program.

This year 10 men and 1 woman who ranged in age from 23 to 60 participated in the program. Most preferred to work part-time, working an average of 11.5 hours weekly and earning an average of \$13.50 per hour. Individuals worked at 7 different area businesses and employers provided positive feedback with the program. Individuals worked in the following industries:

- 2 in Food Service
- 1 in Ag Labor
- 4 in Retail
- 4 in Janitorial Services

FUI made changes in some programs and services during FY23 to best address client needs and interests, and in response to community input and shifting business and operational demands. These included the following microbusinesses:

The **Community Contracts** program that provided contract work to area businesses (primarily janitorial) and paid job training for clients was discontinued this year. The program had operated at a deficit for many years and it had become increasingly more difficult to fill these staff positions.

Deluxe Details, a vehicle detailing operation that started in 2012, had a reputation for providing excellent quality work. It operated in an unheated building, and therefore was limited to seasonal work. The first few years were the most successful, but earning less than \$5k annually. This operation has provided very limited services in FY22 and FY23, primarily due to staff shortages.

Production Services provides work training for FUI clients with primary jobs of labeling, sorting, packaging and inspection work for area businesses. **Managed Services** also provides sorting, inspection and rework of products primarily for Caterpillar and CAT suppliers. Both Production and Managed Services are Certified to ISO 9001:2015 by TUV Rheinland. These departments both ended the year with a net profit of over \$260,000 each.

In past years the clients who participated in work training in these departments were paid on a piece-rate basis, depending on productivity; many persons became proficient at the work and earned above prevailing wages. The Federal Department of Labor is moving toward ending sub-minimum wage certificates and to prepare for this, FUI opted begin paying an hourly wage for all work done by clients during FY23. This will benefit some individuals but may impact others who are unable to produce at certain levels after a training time and can no longer receive this type of training.

SeedBallz is another agency microbusiness that provided work training opportunities, primarily for individuals in the CDS program, making rolled balls of various flower and herb seeds. This business was purchased in FY15; at the end of FY23, the agency made the difficult decision to search for a buyer for SeedBallz. Changes in training wage policies (see above paragraph) and retail trends have made this a less viable operation for the agency.

FUI 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 Illinois Department of Human Services (IDHS) and the Livingston County 377 Board. These two programs are described below.

IDHS HOME BASED SUPPORT services are provided to both individuals who live with family members and those who live in their own home. These services are self-directed by the individual who hires their own support worker and selects services that best meet their needs. Some individuals do this independently, while others seek help from FUI staff to secure services and support workers for them. When FUI provides this assistance, the agency receives a small amount of revenue, which is limited to 3 hours monthly for each individual. These IDHS funded services can include:

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

AT A GLANCE

- 37 active clients
- No new HBS clients
- All have intellectual disability
- Clients ranged in age from 19 to 80; average age was 39
- Clients from 10 communities in Livingston County
- 100% satisfaction on recent survey

The state of Illinois has funded this program for more than 15 years, and it was developed as an alternative to 24-hour residential services. Eligibility for this program is through a lottery system using the PUNS database (Priority for Urgency of Need for Services).

COMMUNITY SUPPORT services (CS) are funded by the Livingston County 377 Board and are

AT A GLANCE

- 5 Individuals received supports
- 609.75 hours of support provided
- 28.25 hours of transportation provided

provided to individuals who have an intellectual or developmental disability and have significant needs, but are not eligible or not yet receiving state-funded residential supports (i.e. CILA or Home Based Support). This year 5 women received assistance through this program. During the year one of the

women became eligible for the IDHS Home Based Support Program and another moved to a local Supported Living facility.

Services are individualized and help to teach and reinforce independent living skills such as meal planning, food preparation, shopping, budgeting and bill paying, caring for their home and attending medical appointments and social activities.

REPRESENTATIVE PAYEE SERVICES were provided to 23 individuals that the Social Security Administration determined require assistance to manage their benefits. FUI was approved as an organizational payee in 2011, and can charge a modest fee to provide this service. Revenue totaled just over \$15,000 for this support service. FUI also provides this service to CILA residents with no additional fee charged.

AT A GLANCE

- 23 Individuals receive payee services
- 9 Are not involved in other FUI services
- 8 Also receive Employment Services
- 6 Also receive Community Day Services

The 12 men and 11 women who receive payee services range in age from 24 to 65. They have a variety of disabilities, including 15 with an intellectual disability and 5 with a primary diagnosis of mental illness and 3 with other disabilities. Sixteen live in their own home or apartment, 6 with a spouse, partner or sibling and 1 with parents. During the year, 7 individuals discontinued payee services. This included one man who moved out of state and a woman who chose to have her mother provide assistance; 5 other individuals required intensive case management supports but opted to not receive other FUI services that would have provided these supports and as a result, payee services were discontinued.

CLIENTS DISCHARGED FROM AGENCY SERVICES During FY23 there were 50 clients discharged from agency programs, slightly higher than the previous 2 years, but notably less than the 10-year average of 73. Individuals were discharged from the following programs during the year:

- 19 from Employment Services
- 23 from Community Day Services (CDS)
- 5 from CDS and CILA
- 2 from Supported Employment
- 1 from Home Based Support

In past years the majority of individuals discharged were from Employment Services (an average of 56 persons over the previous 5 years). During the past few years, the CDS program experienced staffing shortages, which impacted the number of individuals that could be provided services safely; as a result, several clients in this program were discharged. The chart at the right indicates the primary reason that individuals gave for leaving agency services.

| Reason for Discharge | FY23 | FY22 | FY21 | FY20 |
|------------------------------------|-------------|-------------|-------------|-------------|
| Obtained Community Employment | 10% | 30% | 41% | 33% |
| Unable to Contact / Locate | 10% | 14% | 7% | 26% |
| Deceased | 4% | 5% | 9% | 3% |
| Health | 6% | 7% | 11% | 3% |
| Not Following Policies | 2% | 12% | 13% | 13% |
| Moved From County | 10% | 5% | 7% | 7% |
| Not Happy / Interested in Services | 8% | 16% | 11% | 9% |
| Did Not Continue-Reason Unknown | 0% | 7% | 0% | 3% |
| Department of Corrections / Jail | 8% | 5% | 2% | 4% |
| Staffing Shortage in CILA and CDS | 42% | | 0% | |

AGENCY OPERATIONS

HEALTH and SAFETY remain a priority for FUI clients, staff members and visitors. Safe work habits, an active safety management team, regularly scheduled inspections and drills, and ongoing safety training for both staff members and clients all provide a strong foundation for workplace safety. FUI practices quarterly safety drills for fires, tornados, bomb threats, etc. at all program and residential sites and provides general safety training, CPR, first aid, and non-violent crisis intervention training for staff members. Various building inspections are also completed at all agency sites.

AT A GLANCE

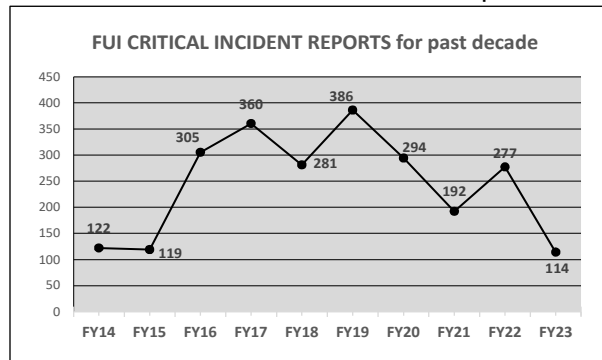
- 54 Injury Reports
- 114 Critical Incidents
- 14 Medication Errors

FUI reviews all injury, critical incident and medication error reports to track trends and improve safety practices. Data for FY23 looks very different from recent past years. Much of this can be attributed to changes in the client census as discussed in the CILA and CDS sections of this document.

Injury Reports All injuries to clients, staff members and guests are reported, even very minor injuries. This year there were just 54 reports, less than half of the 111 injuries reported in FY22 and notably lower than the 10-year average of 122. Most of the injures this year required in-house first aid, but 2 staff injuries required medical treatment and one client received medical care for a broken bone that occurred while on a family visit. This year there were 8 mobility related injuries/falls, compared to 30 last year. There was also a significant decrease in injuries caused by aggressive behaviors, from 53 in FY22 to just 8 in FY23. There were also 4 staff injuries and 1 client injury related to wheelchairs and chair lifts.

| Injury Reports | |
|-----------------------|----|
| Staff Members | 11 |
| CDS Clients | 33 |
| CILA Residents | 9 |
| ES, SEP, CS, Manpower | 1 |

There were 114 **Critical Incidents** reported in FY23. During the past decade there was an average of 245 reports each year. The chart at the right indicates the dramatic decrease in these reports. Most of the reports over the past 10 years have involved just a few clients who no longer receive FUI services. Trends during FY23 included:



- 65% involved aggressive or inappropriate behaviors, including 35 peer-to-peer incidents, 21 for self-injurious behaviors, and 17 client-to-staff incidents.
- Property damage reports decreased from 133 incidents during FY22 to just 14 this year, and 8 of these took place during a 2-week period at a CILA home with an individual who no longer resides there. All property damage incidents were minor.
- There were 11 elopement reports; 10 involved one client who receives services at the Dwight Learning Center. In all of these situations, staff followed the individual to ensure his safety.
- 58 incidents took place in the CDS programs and 41 at various CDS program sites.

Medication Errors were reported 14 times during the year, all occurring at CILA homes. This is notably lower than any of the past years, but corresponds to the decline in CILA home residents. None of the errors caused adverse reactions or required medical treatment and most were because of documentation errors and omissions. This year there were over 6,600 medication passes that included over 25,200 medications given.

TRANSPORTAION services are provided through a fleet of 25 vehicles. The busses, vans and cars are used for morning and afternoon routes to bring clients to services, to transport individuals to activities, appointments, jobs, and for agency business and for maintenance needs. CILA homes also have vans available for client services. Included in the FUI owned fleet are:

- 13 Mini-vans and passenger vans
- 5 IDOT Vans
- 2 Cars
- 2 Pick-up Trucks
- 3 Larger 22 and 28 passenger vehicles
- 2 Golf carts

AT A GLANCE

- 25 vehicles and 2 golf carts
- 2 leased box trucks
- 141,127 miles Logged
- No injuries – 1 citation

There are also two leased box trucks used in the Production and Managed Services departments for product delivery. Two forklifts are also used for production needs. The agency continues to partner with Show Bus to provide daily routes to transport clients in the southeast area of the county to avoid route duplication. This is a cost-effective partnership and plans continue for FUI to transfer more of the transportation services to Show Bus in the near future.

Mileage on agency vehicles decreased by over 17,000 miles this year, to a total of just over 140,000 miles. During recent years FUI has made efforts to upgrade the fleet, though no new vehicles were purchased this year. Nine (9) of the vehicles have less than 50,000 miles of use, and just 4 have been driven over 120,000 miles. During FY23 there was a minor accident involving an agency pick-up truck and another vehicle. No injuries were reported in this collision.

MARKETING goals in the strategic plan include increasing community awareness of programs and services, developing a stronger community presence and continuing to promote agency microbusinesses including SeedBallz and production services. FUI shares agency information on their webpage and through regular posts on social media. The holiday newsletter is a collaboration with a community organization and is mailed to all homes in Livingston County. This promotes agency services and is an excellent catalyst for fundraising. Additional marketing was done through career fairs, presentations to community groups, tours and attendance at community events. The agency administrative staff also appeared on a local radio forum during the year.

FUI continues to maintain membership in the Greater Livingston County Economic Development Council, the Fairbury Chamber of Commerce and the Pontiac Area Chamber of Commerce. Staff regularly attend networking events sponsored by these groups. Marketing to recruit new staff members has also continued to be a focus during the past year.

TECHNOLOGY A critical employee position was filled with the addition of a systems analyst, who assumed the tech responsibilities that were previously shared by two staff members who have full-time responsibilities in other areas. A primary focus during the year was on cyber security within the agency. Software upgrades to Windows 11 were made for many users during the year, as well.

In recent years, FUI has been able to upgrade technology for all billing and staff training. The agency recognizes the need to transition client case records to an electronic format and is currently researching options to best meet current and future needs.

REASONABLE ACCOMODATIONS are an everyday part of operations at Futures Unlimited, allowing clients greater access to resources and more independence in the areas of mobility, accessing the community, communication and self-care. Some of these many accommodations for clients include:

- A golf cart was retrofitted to include seats and seatbelts for 4 persons (for community activities)
- A cleanroom was installed in SeedBallz for dust reduction
- Safety bars installed in additional group home bathrooms
- Rearranged furniture for increased accessibility
- Designed and 3D printed presses for SeedBallz so more clients could participate in production
- Clients in the Loom Room have learned to support other clients to do weaving
- Client with a specific disability given a workspace accommodation in the Production Department
- Stools provided for Production and Managed Services clients as needed
- Schedule accommodations made based on needs and requests
- Calming props are encouraged for clients with heightened anxiety
- Hoyer and sit-to-stand lifts for transfer assistance
- Table heights adjusted for wheelchair accessibility and other physical needs
- Card blocks used to hold playing cards during games
- Meal utensil adaptations with cups, straws, plates with sides, etc.

Staff and visitor accommodations have also been made and include:

- Chairs and office furniture changes for medical and physical comfort
- A reserved parking spot for a staff member with a medical need
- Staff schedules accommodated for staff with family health needs
- Light filters for LED lights to reduce brightness
- Responsibility changes based on disability needs
- Free and confidential professional counseling services through agency health insurance program

FACILITIES operated by FUI included 3 program sites and 3 residential homes during FY23.

These include the following:

- The main campus at Torrance Avenue, Pontiac, includes administrative and program offices, Community Day Center and Employment Services programs, production work areas, a warehouse and an 8-bay bus garage. Buildings total over 41,000 sq. ft. and are all agency owned but located on land leased from Livingston County.
- The Mary Beth Taylor Learning Center in Pontiac is agency owned and provides Community Day Services in a 3300 sq. ft. building.
- The Dwight Learning Center is also used for Community Day Services and is a 6800 sq. ft. building located in Dwight.
- FUI owned 3 homes in Pontiac used for CILA group homes for all or part of FY23. These properties are all located in residential neighborhoods. The Timber Street duplex was sold in the fall of 2022. FUI continues to own the Blackhawk and Division Street homes.
- The agency also operates another CILA home in Pontiac; this home is owned by the family of one of the residents. The family sold it during the year.
- FUI continues to manage the HUD owned Prairie Horizons apartments, located south of the main campus. The apartments in the north building are rented to individuals with a developmental disability and clients of the Institute for Human Services live in the south building.

FY23 building improvements included replacing the asphalt parking lot areas on the Torrance Avenue main campus, as well as concrete replacement on the east side of the north building. Additionally, two dock plates were replaced in the warehouse area. Door replacement included replacing the front entrance west door and the CDS activity room doors, both at Torrance Avenue.

QUALITY and SYSTEMS Providing high quality programs and services as well as business

AT A GLANCE

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

operations have always been a high priority for FUI administration and staff members. There are numerous checks and balances in place to ensure that FUI is providing quality services for the individuals in agency program and their families. Standards established by state and federal agencies and the Commission on Accreditation of Rehabilitation Facilities (CARF) are followed for oversight of agency programs. During the 3-year CARF survey to review

'best practices' in the fall of 2022 there were just 3 recommendations from over 1000 standards. ISO 9001:2015 is utilized to ensure quality in Production and Managed Services operations. There were no nonconformities cited in the ISO 9001:2015 surveillance audit during 2023.

Internal quality controls are practiced in all agency departments, and 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

FUI is also monitored for compliance from state and local funders as well as regulatory bodies at the local, state and federal level. Some are scheduled, but others are unannounced and include:

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

The US Department of Labor, OSHA, Equip for Equality, Illinois Office of Inspector General, and the Illinois Disability Rights Bureau can also provide oversight for agency programs and business operations.

RISK MANAGEMENT Futures Unlimited strives to provide quality services in a safe, secure, and healthy environment for the individuals we serve, as well as for staff members, visitors, and volunteers, while safeguarding assets and promoting the agency mission. A risk management plan and risk assessment action plan continue to be updated regularly. Several goals and objectives have been developed and prioritized relating to reducing the risk of abuse and neglect, enhancing safety awareness, and decreasing exposure to a variety of other risks.

FUI practices fiscal responsibility and annually reviews and updates policies and procedures; these include safety, human resources, computer use, abuse and neglect, and emergency and disaster policies, as well as the Code of Professional Ethics. Insurance coverage is verified with each insurance company and safety, loss control and legal advice are provided through our insurance carrier and the payroll/human resources provider. The agency contracts with a human resource

consultant to ensure that we are in compliance with employer laws and regulations. FUI also participates in a supplier financing program with two of its largest production contractors and maintains an expedited payment status with the state. New staff are fingerprinted, screened for drug use, complete a physical function test and a series of background checks. Annual background and DMV checks are completed on existing staff and all drivers are subject to random drug screenings.

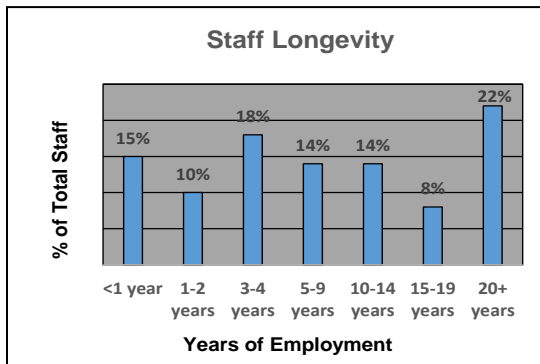
A variety of staff trainings help to provide a safe work environment. Annual trainings include CPR and first aid, crisis prevention (CPI), abuse and neglect reporting, general safety practices and transportation safety. Clients in both CDS and ES programs receive ongoing safety training, and all clients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

HUMAN RESOURCES Dedicated and well-trained staff are key to providing high quality services for individuals in agency programs. The agency employed 84 staff members at the end of FY23, and 11 of these were prn workers or staff who are not regularly scheduled. This is the least number of employees in the past two decades. This included staff in the following departments:

- 24 in Community Day Services (and 5 prn staff)
- 11 in CILA (and 5 prn staff)
- 10 in Production
- 7 in Administration
- 6 in Management
- 5 in Employment Services
- 5 in Maintenance
- 5 in transportation (and 1 prn staff)

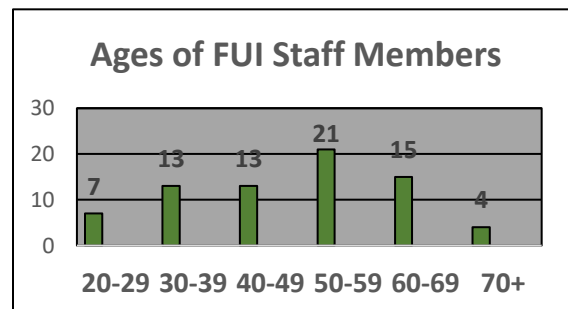
AT A GLANCE

- 73 Staff – regularly scheduled at the end of FY23
- 11 additional prn staff, work as needed or on-call
- 30% of staff employed for 15+ years
- 20 regularly scheduled staff and 8 prn staff left agency employment during the year
- 41% of staff are age 55 or older



Staff turnover continues to be a concern. This year 20 scheduled staff and 8 prn staff left jobs at the agency. This included 8 who had been employed for less than 1 year and 4 more who had worked at FUI for less than 2 years. Staff orientation has been restructured to address this over the past few years, but retaining new employees continues to be challenging. This year four long-term employees also left the agency after 35, 27, 16 and 10 years of employment respectively.

Data indicates that 30 of the current staff members are age 55 or older and 19 (26%) are age 60 or older. This is a trend that FUI has been tracking for several years. The agency benefits from the knowledge and experience that long-term and mature staff provide, but should continue to focus on staff recruitment as well as cultivating talent internally and promoting management training in order to plan for the future.



FUI continues to contract with a Human Resources Consultant while working to recruit a HR Generalist. This has been an open position for several months. The consultant provides guidance with HR laws and regulations as well as with recruitment of new staff members.

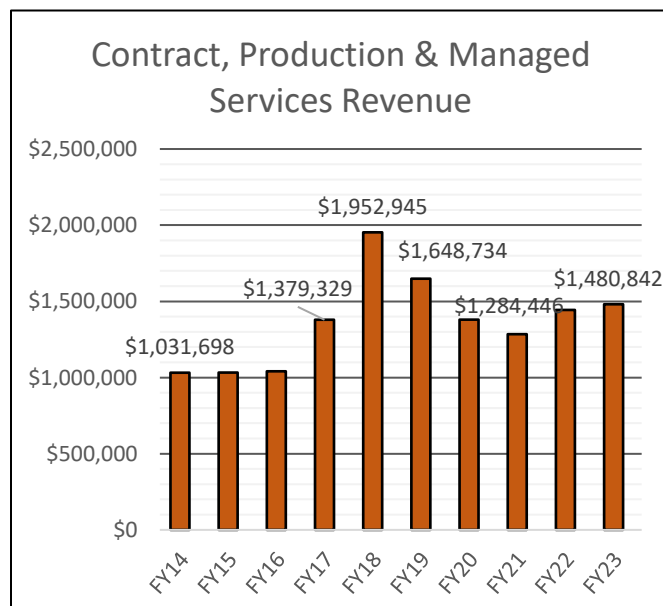
FINANCES FUI operated with an annual budget of more than \$5 million dollars and ended fiscal year 2023 with positive balance. The agency receives revenue from a variety of sources. During FY23, revenue sources included:

- 33% from the State of Illinois
- 29% from sale of goods and services
- 23% from Livingston County ARPA funds
- 6% from donations
- 5% from Livingston Co. 377 & 708 Boards
- 5% from other sources

AT A GLANCE

- \$5,162,784 annual budget
- Positive year-ending balance
- Sale of goods and services increased slightly
- ARPA funds positively impacted overall budget

The positive year-end balance is due in part to American Rescue Plan Act (ARPA) federal funds channeled through the county. These are federal relief funds provided to state and local governments that have been negatively impacted by the coronavirus pandemic. FUI has been notably affected over the past few years, which has required a hard review of viable operations and



services. As noted earlier in this report, some operations have changed or been discontinued. The agency also recognized that fundraising, outsourcing transportation and continuing to research opportunities for new programs will be important for future growth.

The sale of goods and services increased by just \$37K from FY22, but was the third highest this decade. The Production Services and Managed Services departments have provided steady revenue for the agency while providing work training for FUI clients. Some adjustments were made this year to discontinue SeedBallz, Community Contracts and Deluxe Details microbusinesses because of continued lost revenue.

The Employment Services, Community Support, Production Services and Managed Services departments all had positive balances at the end of FY23. The CDS and CILA programs continued to reflect negative year-end balances, but losses were notably lower than in past years. These state-funded programs provide essential services to individuals at FUI with the most significant disabilities, however continue to be underfunded. The FUI administration partners with directors in other social services agencies to communicate these concerns with legislators and state officials, but have had limited success to increase funding levels to meet programming costs.

SUMMARY AND CONCLUSIONS

Futures Unlimited, Inc. has provided services to individuals with disabilities and their families in Livingston County for over 52 years. During this time the agency has supported individuals to gain new skills, to achieve greater independence, obtain employment and to participate in the life of the community. This year the agency provided services to 276 clients (189 unduplicated) who participated in one or more agency programs through the year. They ranged in age from 19 to 80 and had a variety of disabilities including intellectual disabilities, physical disabilities, mental illness, learning disabilities and autism.

Some notable accomplishments this year include:

- 76 individuals attended Community Day Services, either full or part-time as they desired.
- 21 FUI clients participated in the Livingston County Advocates in Action group, along with community members, to learn about and promote disability awareness, accessibility and service improvement. This club is supported by FUI staff members.
- The Employment Services program provided services to 61 individuals. 48% of these clients have a mental health diagnosis.
- The agency provided supports to individuals to live more independently in the community. This included 37 individuals receiving Home Based Supports, 5 who received Community Support, and 23 who received Representative Payee Services.
- Injury reports were notably less than in past years, with just 54 injuries reported in FY23, compared to the 10-year average of 122.
- Critical Incident reports were also significantly lower, with just 114 incidents reported in FY23, compared to 245 reports averaged each year during the previous decade.
- There were just 14 medication errors during the year, with over 6,600 medication passes that included over 25,200 medications given. None of these 14 errors caused adverse reactions or required medical treatment.
- Agency vehicles logged over 141,000 miles this year. There was one minor accident with no injuries. The agency fleet includes 25 vehicles and 2 golf carts.
- The annual ISO 9001:2015 surveillance audit noted no nonconformities.
- The 3-year CARF survey to review agency services and operations cited just 3 recommendations from over 1000 standards.
- FUI has external oversight and compliance reviews from 14 state agencies and funders.
- There were 73 regularly scheduled staff members employed at FUI at the end of FY23 and 11 prn staff.
- 30% of staff have been employed at FUI for 15 or more years.
- Building and property modifications during FY23 included much needed parking lot replacement and repairs at the Torrance Avenue site. Two dock plates were replaced in the warehouse and several doors in the CDS program area were also replaced.
- The agency had a \$5,162,784 annual budget and ended the year with a positive balance.
- Sales of goods and services increased slightly from the previous year.

FUI has begun initiating plans to modify programs and services to better prepare for the future and to remain fiscally solvent. Some of these include:

- Downsizing the CILA program to two homes in the Pontiac community.
- Considering discontinuing some programs and services including Community Contracts, Deluxe Details and SeedBallz.
- Paying clients a base rate and ending the sub-minimum wage certificate.

- Working to partner with Show Bus to transfer more transportation services to them.
- Expanding fundraising opportunities.
- Developing a new Behavioral Health program, funded by the state of Illinois.

It will be important to continue to address staffing issues, including staffing recruitment, retention and succession planning. Outreach for new staff continues to be challenging in all departments. Twenty (20) staff and 8 prn staff left agency employment during FY23, and many positions in direct support and administrative roles remained unfilled. Interestingly, 12 of these employees were newer staff, including 8 who were hired during the past year. New staff orientation was restructured a few years ago and continues to be modified as needed with the hope of addressing this turnover, but new employee engagement continues to be challenging.

FUI is fortunate to have many staff members who have made a career of working at the agency. 44% of all staff have been employed at FUI for 10+ years, including 22% with a 20+ year history. This longevity benefits client contentment as well as helps to ensure safety and quality service delivery. During the next few years there will likely be staff turnover in several departments due to aging staff, as 26% of staff are over age 60. Developing leadership opportunities for younger staff members to help reduce attrition and focusing on staff retention will remain a priority as more long-term staff prepare for retirement.

During the past few years, the agency has seen a significant decline in the client census. In FY18 services were provided to 497 individuals (311 unduplicated) and in FY20 411 individuals (256 unduplicated) participated in agency programs. This year just 276 (189 unduplicated) individuals received agency supports. Much of this decline appears to be related to the pandemic. Some never returned to services after the stay-at-home mandates were lifted and others may have found opportunities on their own and do not need agency services. Recruitment for clients who would benefit from Job Placement services should remain a priority. Additionally, developing innovative placement and job retention services will help clients to maintain community jobs and will maximize grant funding.

The agency ended the year with a positive balance, in part due to American Rescue Plan Act (ARPA) funds. These were federal funds channeled through state and local governments to provide relief from the impact of the pandemic. This was a one-time grant. FUI has been researching options to remain fiscally solvent and administrative staff have been working toward opening a Behavioral Health Clinic. The state of Illinois has begun funding this type of program during the past few years to provide additional supports to individuals with behavioral and mental health concerns. It is possible that this could become a reality during the next fiscal year and could provide needed services and supports for individuals, as well as a new funding stream for FUI.