



# Performance Improvement Guide

Fiscal Year 2004

**Purpose of the Guide:** This instrument is used on an annual basis by the ICON Management Team to assess program accomplishments. Asking the same questions each year fosters consistency in our approach to data analysis and provides us with information on our program that may be compared over a long period of time. We share these program outcomes with our customers, our staff, our funders, and the general public. This and related documents may be found on our website at <http://www.iconservices.org/pig.html> or requested by phone at 703-548-4048, ext. 101. We also use this information internally as a part of our ongoing quality improvement process.

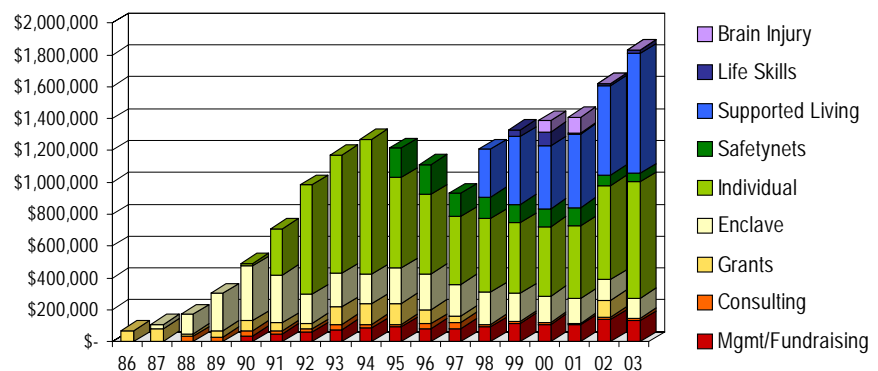
## Overview of ICON's Services

This section is intended to give the reader a basic understanding of the major activities of ICON and the source of funding for these services.

### 1. What sort of services does ICON deliver?

ICON was founded in 1985 to increase opportunities for people with disabilities to work in real jobs in the community. Until 1997 our services and

*Fig. 1 – Program Expenditures by Type of Service*



other projects were largely focused on employment. In July of that year, ICON acquired the assets of Shared Housing of Virginia, Inc., a provider of community living services. The acquisition of the community living program enabled ICON to expand its sphere of activities in pursuit of the long-term goal of full inclusion of people with disabilities in the life of the community.

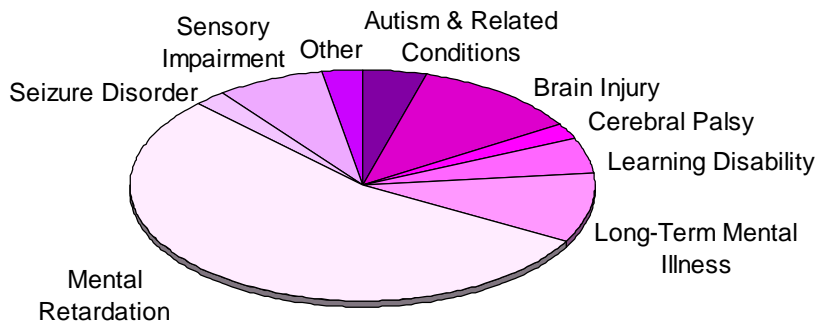
From its inception, ICON has engaged in demonstration grants and other projects funded by government and private sources. A complete list of these projects may be found on our website<sup>1</sup>.

## 2. Who does ICON serve?

During FY '04, ICON served 185 people: 136 in employment services and 49 in community living services.

Of those in employment services, 87 received long-term support – ongoing drop-in services delivered on a regular basis to both the employee and the employer to ensure long-term job success. The remainder received short-term 'place and train' services or other employment-related services such as assessment or travel training.

Fig. 2 – Primary Disability of ICON Consumers



The primary disability of approximately 55% of ICON's consumers is mental retardation, 12% are survivors of brain injury, 10% have long-term mental illness, 5% have a learning disability, 4% experience autism or a related condition, 2% have

cerebral palsy, and 8% experience one or more sensory impairments. The remaining 4% experience a variety of other disabilities such as epilepsy or mobility impairments. Forty percent experience multiple disabilities.

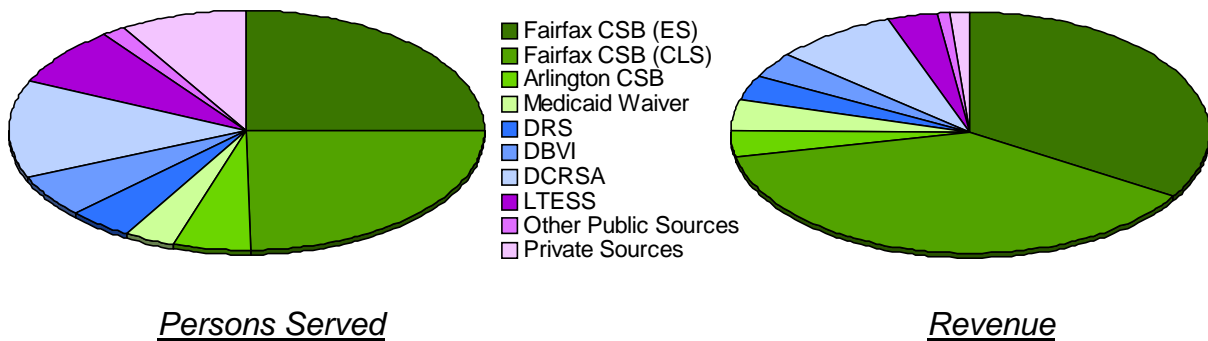
Our consumers range in age from 19 to 68; the average age is 38. Slightly more than 62% are men.

<sup>1</sup> <http://www.iconservices.org/www.html>

### 3. Who pays for this?

In FY '04, 99% of ICON's revenue came from fees for services delivered. The relative percentages of persons and dollars from the various funding sources are illustrated in Figure 3. The reason the Community Services Boards account for more than 75% of revenue, but less than 60% of persons, is that they supply long-term funding, while DRS and most other sources provide only short-term employment services funding. (LTESS is the primary exception; it supports those

*Fig. 3 – Number of Persons Served and Revenue, by Funding Source*



who need long-term services but have no other source of funding.) The Fairfax-Falls Church CSB also funds nearly all of the people served in community living services, which again are long-term services, and can be fairly intensive especially for those with medical issues. Figure 4 shows the actual numbers on which these graphs are based.

*Fig. 4 – Persons Served and Revenue*

Funder	No. of People	\$	Avg. \$ per Person
Fairfax CSB (Employment Services)	46	497,398	10,813
Fairfax CSB (Community Living Services)	46	557,315	12,116
Arlington CSB	10	53,750	5,375
Medicaid	6	62,672	10,445
Va. Dept. of Rehabilitative Services	8	47,310	5,914
Dept. for the Blind and Visually Impaired	11	47,087	4,281
DC Rehabilitation Services Administration	24	123,068	5,128
LTESS	15	51,094	3,406
Other Public Sources	3	10,655	3,552
Private Sources	16	21,617	1,351

## Customer Choice and Satisfaction

ICON is strongly committed to ensuring that our customers have the support and the tools they need to exercise real choice in all aspects of the services they receive, and that they are satisfied with the quality of the services. While ICON understands that employers, family members, and funders are also customers, the primary focus of this section is on individuals with disabilities.

### **4. How do customers participate in planning their services and supports?**

All consumers referred to ICON begin their services with an initial meeting with ICON staff; other interested persons such as family, funder representatives, etc. may be included if the consumer desires. The outcome of this meeting is an individual services plan agreement (ISPA) outlining the consumer's preferences, strengths, and needs, and a plan of action for achieving the consumer's goals.

For those receiving short-term services such as 'place and train' employment services, the ISPA is the primary document which determines the form and extent of the services ICON will provide. It may be revised over the course of time to reflect changes in the individual's situation and the outcome of assessment or career development opportunities.

For those receiving long-term services, the ISPA typically describes the services ICON will provide initially to help the consumer identify personal goals, strengths, and needs. Later a formal statement of goals and objectives is drafted, reviewed with the consumer, revised as necessary, and forwarded to the CSB or other funding agency. The individual's progress in meeting the objectives is monitored throughout the year and goals and objectives are revised if necessary based on the consumer's input. Quarterly reports on goals and objectives are reviewed with the consumer before being submitted to the funder.

In either case, constant informal feedback is solicited from consumers, funders, family members and others. This feedback is monitored, recorded, and acted upon as appropriate throughout the period of ICON's relationship with the consumer.

### **5. Describe ICON's system for assessing customer choice and satisfaction.**

Over the years ICON has experimented with many different systems for assessing customer satisfaction. At present, our approach consists of various formal survey instruments combined with ongoing solicitation of customer opinion, comments, and suggestions, as well as a substantial database of outcome measures.

A formal survey was conducted in July and August of 2004 with consumers of employment and community living services, the families of these groups, and

funding agents. During June of 2004, ICON conducted a survey of all Fairfax-Falls Church CSB consumers as requested by the CSB.

In recent years we have departed from the 'scale of 1 to 5' format for our stakeholder surveys, in the hope that a more free-form questionnaire would elicit more meaningful responses. We believe that it does, and plan to continue with this format, even though it makes it more difficult to summarize and present the responses, which range from basic yes/no answers to comments which fill both sides of the page. Because of this, the results of our surveys for this fiscal year have been summarized in another document, the *FY 2004 Stakeholder Satisfaction Surveys*.<sup>2</sup>

In addition to these surveys, our database captures many measures which can be used to assess customer satisfaction, such as length of time from referral to job placement and whether the person was placed in the type of job they had initially requested. These and other measures are presented later in this report.

## 6. What have we learned from this?

The fact that we now have a thirteen-year history of many different measures of our employment services lets us graphically see our progress and changes over time. In addition, we can use this historical data to measure the effectiveness of our efforts to improve in specific areas. Community living services is more difficult to measure, but we now have a five-year history of what we believe are the most significant measures of our effectiveness as well as the satisfaction of our customers.

## Employment Services

The desired outcome for these services is that individuals receiving employment or employment-related supports find and maintain jobs in integrated settings and earn a decent wage. The following questions are focused on assessing how well we are accomplishing this:

### 7. What percentage of supported employees work in integrated settings?

100%. ICON does not have a sheltered workshop or any other segregated facility; all of ICON's supported employees are fully integrated into the non-disabled workforce. The one remaining group employment site supported by ICON is a true enclave – supported workers are not 'interchangeable' but have their own individual

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<sup>2</sup> This document may be found on our website at <http://www.iconservices.org/pig.html> or requested by phone at 703-548-4048 ext. 101.

jobs; they are employed directly by the host company, work side-by-side with non-disabled employees, and receive the same benefits as other employees.

**8. What is the general response of people receiving ICON's services with respect to the quality of the services?**

In answer to the question "Are you satisfied with ICON's services, overall?" 77% of those receiving employment services responded with an unequivocal "yes"; the rest said they are satisfied "most of the time". Three-quarters of the family members of those receiving employment services responded "yes" to this question; 15% had some reservations but still indicated overall satisfaction with services. Two people (10%) were dissatisfied with the amount of time it had taken to find their family member a job. Detail on this and other direct measures of our consumers' response to services may be found in *FY 2004 Stakeholder Satisfaction Surveys*. (see p. 5 for information on obtaining this document).

**9. How many jobs were obtained in FY '04?**

Twenty-seven people started new jobs this year with ICON's support. Twenty-five were individual paid employment and two were volunteer positions. Of those starting paid jobs, ten were recipients of short-term 'place and train' services and fifteen were people who will receive long-term support.

**10. Do jobseekers obtain the type of job they initially indicated they wanted?**

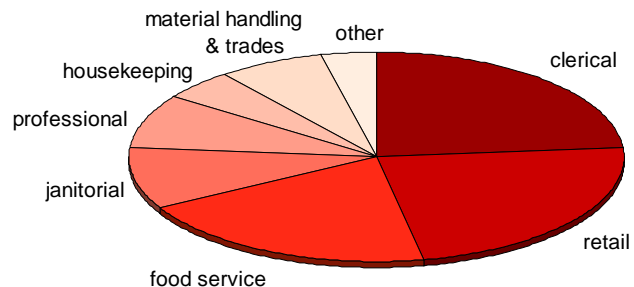
Of the 24 persons placed in FY '04 who indicated a clear preference, 19 (79%) got the type of job they initially said they wanted and five decided to take something else in order to be employed.

**11. What sorts of jobs have been obtained?**

Of the 85 paid jobs supported by ICON in FY '04, the most common were clerical (20) and retail (20).

Seventeen people worked in food service, eight were working in janitorial jobs, seven did professional work (including two who were self-employed), four worked in housekeeping, four in the trades, and two in material handling; one was in human services, one worked with animals, and one was an elevator operator on Capitol Hill.

Fig. 5 -- Types of Jobs Supported



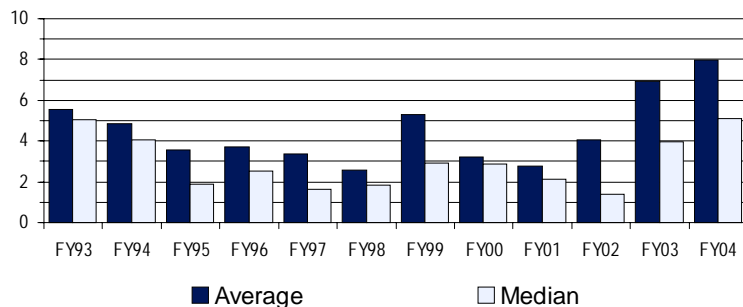
**12. How many FY '04 jobseekers were separated from ICON without getting a job, and why?**

Of 77 jobseekers, 24 separated from services during the fiscal year without having obtained a job. The reasons for separation varied widely, and most people had more than one reason for deciding to separate from services. Of the primary reasons, some 55% are factors outside ICON's control; the largest single category was people who were not actually ready to work when referred. The remaining 45% are situations that ICON might have been able to avoid: six felt we had taken too long to find a job, one refused a number of job offers, another refused services outright, and two were separated because of unrealistic expectations about the job market.

**13. How long does it take to obtain a job?**

For jobs obtained during FY '04, the average length of the job development process was almost eight months, the median was a little over five months, the low was just under two weeks, and the high was two years and nine months. It should be noted that just one person's experience in job development can have a significant effect on the average for a fiscal year; the median is a more accurate measure of our efficiency in this area. It must also be noted, of course, that each individual has different circumstances, and the difficulty of finding a job is also related to the state of the economy; therefore aggregate figures cannot predict what any given person's actual experience may be.

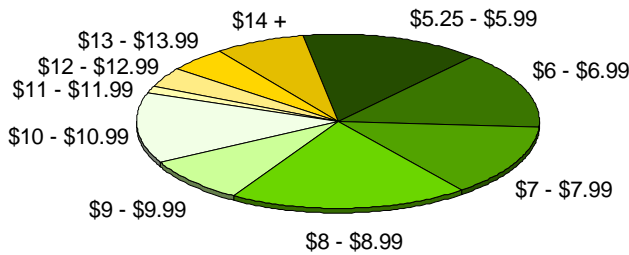
*Fig. 6 -- Months in Job Development For Those Placed During the Fiscal Year*



**14. What is the percentage of people who earn less than the minimum wage?**

Zero. All persons supported by ICON in FY '04 were earning at least 10¢ more than the minimum wage of \$5.15 per hour.

*Fig. 7 -- Hourly Wages Earned in FY '04*



**15. What are the hourly wages of the people who are receiving ICON's Employment Services?**

Hourly wages in the 85 jobs supported by ICON in FY '04 ranged from \$5.25 to \$35.00; the average of \$9.43 represents a 3.7% increase over the average in FY '03.

**16. What percentage of persons employed one year or more got a raise this year?**

According to our database, 48% of people with long-term support who have been employed for more than a year received a raise during FY '04. The average raise was \$0.81 per hour; raises ranged from 4¢ to a whopping \$7.37 per hour (this individual received a substantial promotion this year). This may be a good place to state that our wage data is not 100% reliable. We try to deliver the minimum level of support based on each individual's need, in order to maximize both funding dollars and individual independence. For this reason we often aren't aware that an individual has received a raise in pay unless we specifically ask. We do make a point of asking at the end of the fiscal year, but both the employee and the employer tend to forget that a raise has occurred, and both are frequently unsure of current wage rates.

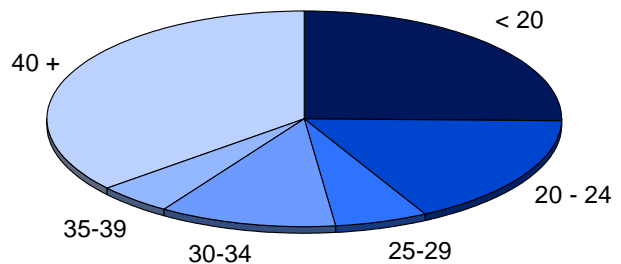
**17. How many people received promotions within the same work site, or through changing employers or job sites?**

Two people received a promotion within the same work site this year, and three moved on to better jobs.

**18. What is the percentage of jobholders who are working the number of hours they initially asked for?**

Of the 21 jobseekers placed in FY '04 who expressed a clear preference, 16 (76%) got the number of hours they had initially requested; four accepted positions at fewer hours than they'd requested, and one is working more.

*Fig. 8 -- Hours Worked Per Week*

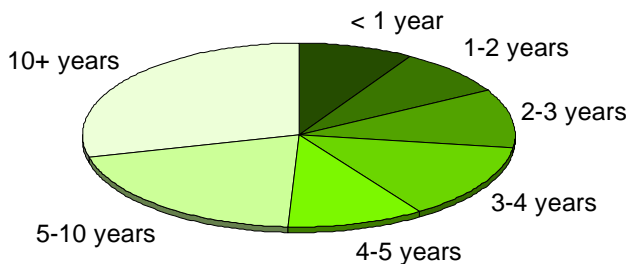


In ICON's Stakeholder Satisfaction Survey, 57% of respondents said they are happy with their current hours; 31% would prefer to be working up to ten more hours per week, and 12% would like to be working ten to twenty hours more.

Average hours worked per week by employees supported by ICON is just over 27 and the median is 30, with individual employees working from 2 to 40 hours per week.

**19. What is the length of current employment for those individuals receiving long term support?**

Fig. 9 -- Length of Time in Employment for Those Working at 6/30/04



The average length of employment for the 59 individuals with long-term support working at 6/30/04 was just over five years. Seventeen individuals have been employed in the same job for over ten years and an additional 12 have been employed five years or more. Individual lengths of employment range from less than a month to nearly 20 years.

**20. How many people have left their jobs and why? What percentage was due to employee issues and what percentage was due to employer issues?**

Eighteen people left a job in FY '04; of these, four were volunteer positions. Of the 14 individuals who left paid employment, two lost their jobs for reasons beyond their control, one as a result of an employer's economic layoff and the other because the funder was unable to authorize services in time to meet the employer's needs. Three left to go to a better job. Three were terminated for behavioral issues and another two because of absenteeism. Three made a personal choice to resign.

Overall, it seems that 7% of the reasons for job loss were employer related, 64% were employee related, and 29% were due to factors unrelated to the workplace.

**21. What kinds of barriers do ICON's Employment Services staff encounter in the course of pursuing and supporting employment in the community?**

In the spring of 2004 our Employment Specialists were asked to compare the barriers they encountered this past year with the barriers they identified in FY '02.

Attitudinal barriers continue to lead the way as the biggest obstacle Employment Specialists face when talking to potential employers. We continue to see employers

who ask for specific information regarding the disability or the diagnosis of the individual we are supporting. This happens with consistent frequency during the job development process. Another attitude or perception that Employment Specialists address is that the employers tend to think of disability as purely physical.

The process of applying for a job has changed significantly. Over the past two years many companies have computerized their employment applications, and computerized questionnaires and attitudes surveys are increasingly part of the screening for new applicants. The online application process, including completing the applications and personality surveys, can take up to two hours to complete even with the assistance of the job coach. Many of our consumers need the assistance of a job coach to understand and complete the questions on the personality surveys, which may number 100 or more. Sample questions include "You cannot count past 50: [yes][no]" or "Choose one word that is most like you: persistent, brave, clear thinking". Once the individual is hired, new employee orientation is often completed through an interactive computer program. Employment Specialists have reported that about 25% of the employers they have contacted are using the computer in hiring process.

Communication barriers are the next most frequent obstacles that the job coach address with employers. In many situation the staff or supervisors on a job site will address the job coach rather than their employee. For example, a supervisor will say to the job coach, while the employee is standing right there, "Tell him I need it done this way." In other situations we have seen supervisors ignore the questions of their employee and address their comments to the job coach.

Funding issues continue to be a barrier in adequately supporting our consumers. We continue to see that many of the funders have a limited understanding of the process that is required to secure employment for their consumers with severe disabilities. This process includes identifying the job lead, securing the interview, negotiate the duties, hours, and wages if needed, and then pre-employment testing. For one consumer the process with an employer began in March with the initial application. The individual did not begin working until the beginning of July.

Transportation issues continue to be a factor with employment. Many of our consumers are dependent upon other sources of transportation, such as Metro Access. The service continues to be unreliable and the drivers seem increasingly unprepared or unwilling to treat riders with respect.. While MetroAccess has attempted to improve this situation by requiring drivers to complete sensitivity training, a driver called one recent MetroAccess user a "crazy lady." These incidents are reported to the Metro Access Quality Assurance department as they occur.

## 22. Independent Assessment of ICON's Employment Services

In FY 2003 ICON's employment programs were surveyed by the Commission on Accreditation of Rehabilitation Facilities (CARF). CARF certification is required of all programs which are funded by the Virginia Department of Rehabilitative Services. The outcome of the process was a full, three-year CARF certification for Employment Planning Services and Community Employment Services.

### Safetynet Services

ICON's Safetynet service was developed in 1995 as an option for people who are between jobs, so that they will have an opportunity to maintain their job skills and interpersonal skills during periods of unemployment. As initially conceived, the program was to provide participants with substantial individualized support so that they could pursue a variety of activities in the community. Such an individualized program required a lot of one-on-one support, which made it expensive, and few people were referred. Because of the cost, those who were referred were largely those whose disability required that they receive one-on-one support, most often for behavioral reasons – not those who would simply benefit from that support. In subsequent years the one-to-one support component was curtailed, and in the fall of FY '04 funding for the program was cut to such a great extent that we could no longer afford to offer this option.

Of those who were participating in the program at 12/31/03, one had to quit anyway for medical reasons, one was referred to another program, two have found individual jobs, (one paid and one volunteer) and two who were participating on days when they didn't work at their regular jobs simply lost that opportunity.

### Community Living Services

The desired outcome for these services has been that individuals with disabilities will be supported in developing satisfying lifestyles. This is individually defined and can certainly be difficult to measure. We therefore assist people in developing and accomplishing specific goals that help them to attain competence and choice in the conduct of their daily lives.

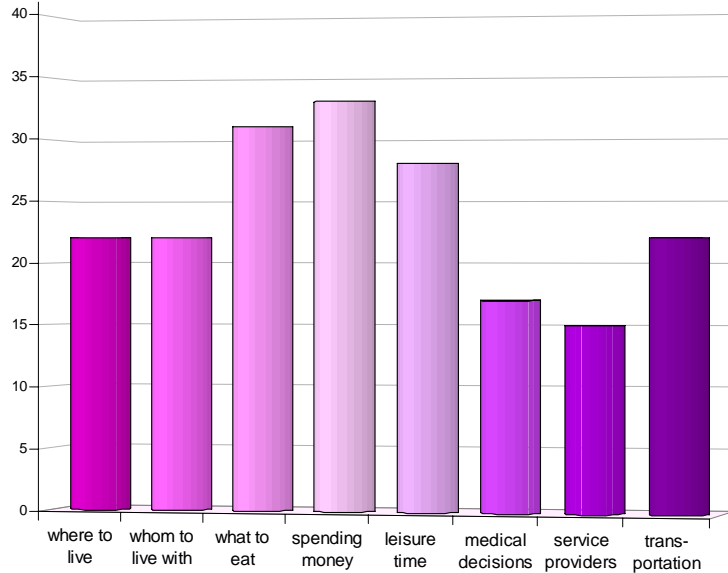
As part of the ongoing budget struggle, the scope of these activities was dramatically curtailed at the beginning of FY '04. Some individuals lost services altogether; nearly all had their authorized hours of service reduced, and our funder limited services to those which directly contribute to the health or safety of the consumers.

This new policy makes it very difficult for us to honor our commitment to the principle that consumer choice is paramount when it comes to choosing goals for the service. In some cases, the goals that the individuals chose had enough of a bearing on health or safety in the community that they were approved by the funder. In other cases, people simply lost an important part of their lives when we were no longer able to support their chosen activities.

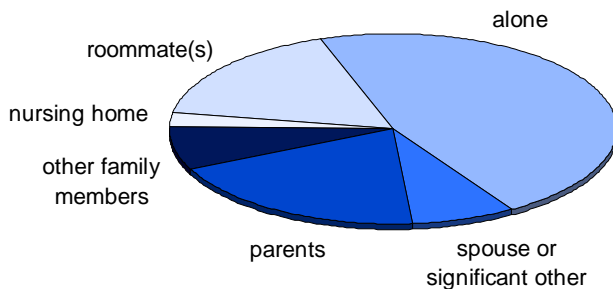
**23. What proportion of people make their own important life decisions? When answering this question, consider decisions such as where they will live, with whom they will live, how they will spend their time, and how they will spend their money.**

This is an area which is very difficult to measure objectively, yet it is central to our mission. This year, it appears that 54% of the people we serve have chosen where to live and 56% have chosen who to live with. More than 80% are able to choose what they will eat. Eighty percent have control of how they spend their leisure time, and 84% choose how they will spend their money. This area has seen a dramatic increase between FY '02 and FY '04, with individual categories of choice increasing between 10% and nearly 40%.

*Fig. 10 -- Measures of Choice*



*Fig. 11 -- Living Situation*



**24. What is the most common living situation?**

Forty-six percent of consumers of Community Living Services live alone, 17% live with one or more roommates, 20% live with their parents, and 16% live in some other situation – typically with another family member, a spouse or significant other, or children.

## 25. What types of activities are supported?

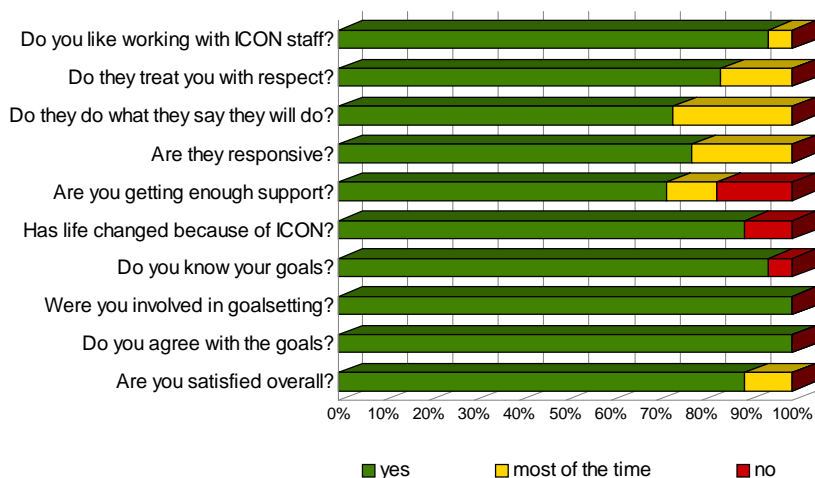
As mentioned, all consumers of community living services set goals and objectives for themselves each year, which serve to determine the types of service they will receive. Activities relating to these goals appear in the following table, as do other activities such as working on personal finances or housekeeping, which may not rate as a goal, but is nevertheless an essential part of independent living.

making choices / setting goals	93%	learning new things	63%
talk (counseling)	93%	academics (reading/math)	24%
basic living skills	66%	computer skills	10%
behavior / manners	46%	general community access	63%
personal hygiene	37%	eating out	49%
housekeeping	56%	learning public transportation	29%
grocery shopping	66%	physical recreation	32%
other kinds of shopping	59%	safety in the community	78%
cooking	37%	cultural activities	5%
help with health care needs	63%	group social activities	22%
help with personal finances	73%	individual social activities	32%
help with housing	32%	special olympics	5%
help navigating service system	34%	in-home leisure activities	12%

## 26. How many have relationships in their communities?

This year, 71% of consumers have at least one person they consider a friend, and 80% have what we have characterized as 'caring relationships'. These are typically family members, but not always. Seventy-one percent have acquaintances in the community – at the bank, the grocery store, the laundromat, etc.

*Fig. 12 – Community Living Services  
FY '04 Survey Response*



## 27. Are Community Living Services customers satisfied with the supports provided?

Yes -- according to the responses we received to a survey conducted in July, 2004, in which 89% of those responding indicated that they are completely satisfied; the other two are satisfied "most of the time".

Further detail on this survey may be found in the *FY 2004 Stakeholder Satisfaction Surveys* report (see p. 5 for information on obtaining this document).

Over 99% of the responses to the Fairfax-Falls Church Community Services Board's FY 2004 Consumer Satisfaction Survey indicated satisfaction with services.

## Organizational Management

The desired outcome here is that ICON maintain an organizational structure that supports its mission and ensures its financial viability.

### **28. Do the organizational structure, accomplishments, and strategies support the mission of the organization?**

Our core mission is to promote the integration of people with disabilities into the life of the community. That goal is a primary factor in every decision we make.

As ICON matures, we continue to refine our organizational structure to ensure that high-quality services are delivered in the most cost-effective manner possible. We continue to believe that a very flat structure is best as it tends to keep those with the most experience and most highly-developed skills closest to the consumer. It also keeps overhead to a minimum so that we can maximize the salaries of direct service staff and as a result attract and keep quality staff. With the recent proliferation of new regulations, unfunded mandates and ever-increasing paperwork demands from our funding agencies, we cannot escape the conclusion that additional administrative overhead is now a necessity. After the sharp reductions in services and revenue in FY '04, it is also an impossibility. We know from our relationships with other service providers in the area that all are experiencing this squeeze, which has reached crisis proportions.

### **29. What are the characteristics of the governing body?**

ICON's by-laws call for a Board of Directors of between five and fifteen "civic minded individuals who have an interest and/or capacity in the field of disabilities and/or business expertise and experience." Two board members resigned, Barbara Gilley in October 2003 and Elaine Viccora in June 2004. Two new board members, James Shank (12/03) and Janet Brown (6/04), were elected to replace them. At year-end, ICON's Board consisted of nine members, five from the business community, three from the disability community, and one who has both disability and business connections. Two of the nine experience disability themselves, an additional member is the parent of a person with a disability.

### **30. What is the relationship with public funders?**

The response rate from funders to ICON's annual satisfaction survey was very good – 45%. Their opinion of ICON's services was also up in almost every category, most notably in response to the question "Do ICON staff respond to your questions and concerns," which had been a focus area for our efforts in FY '04. Nevertheless, funders remain the least satisfied of our stakeholder groups, with only 67% satisfied at least most of the time.<sup>3</sup>

### **31. What are the characteristics of ICON's staff?**

At 6/30/04 ICON employed a total of 34 staff persons, 28 of whom were direct service staff. There were 28 full-time and 6 part-time staff; all of the part-time staff are Community Living Specialists. The median age of direct service staff is 39.

The length of employment with ICON ranges from 16 years to just over six months; the average is five years. More than 79% of staff have had at least some college-level education; 32% hold a four-year degree and the Directors of Community Living Services and Employment Services have earned masters' degrees in the field.

### **32. How are opportunities for staff job enhancement and advancement promoted by the organization?**

Because of our commitment to a flat organizational structure, there is not much room for advancement within the organization in terms of promotion to a new level. However, ICON believes strongly in enhancing the skills and the horizons of staff. This is accomplished through staff training, a limited tuition reimbursement program, an interest-free computer equipment loan policy, and by encouraging staff to pursue individual projects and specialized areas of expertise.

In FY '04, three staff persons took advantage of the tuition reimbursement program. We were able to help two individuals to expand their computer literacy through the computer equipment loan policy, and were able to provide three of our staff (and two consumers) with refurbished computers from among those donated to ICON by local businesses and individuals.

### **33. What are the outcomes of our financial analysis?**

We have not yet received our independent audit for FY '04 but the unaudited financial statement at 6/30/04 shows a year-end loss of \$31,546 on revenues of \$1.5 million. This loss can be traced directly to curtailment of services, particularly in Fairfax County, as well as the failure of rate increases to keep up with inflation,

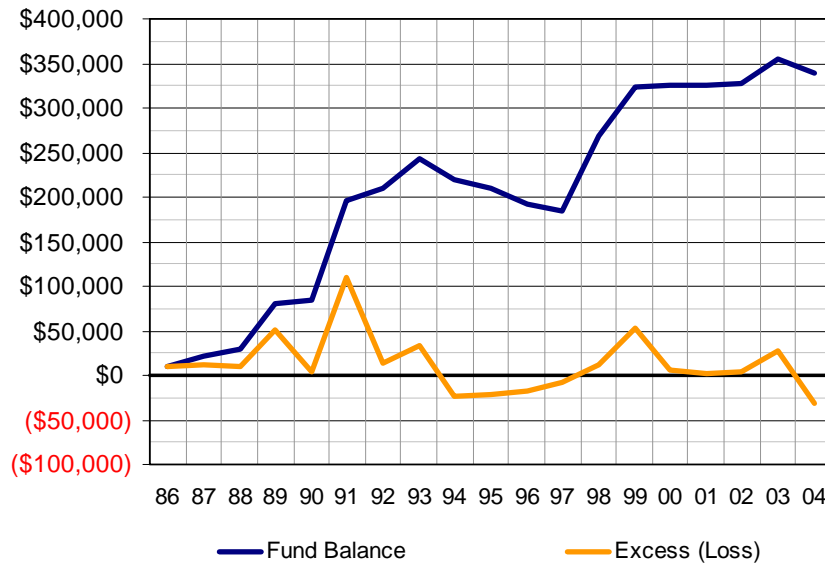
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<sup>3</sup> More detail on this year's survey may be found in *FY 2004 Stakeholder Satisfaction Surveys* (see p. 5 for information on obtaining this document).

both of which are a result of significant state and local budget cuts experienced in 2003 and 2004. The complete audit as well as an Audit Summary will be available on ICON's website<sup>4</sup> after September 30, 2004.

*Fig. 13 -- Fund Balance and Annual Excess (Loss)*

FY	Fund Balance	Excess (Loss)
86	10,021	9,680
87	20,889	10,868
88	30,192	9,303
89	80,228	50,037
90	84,582	4,354
91	195,256	110,674
92	209,682	14,426
93	243,918	34,236
94	220,416	(23,502)
95	209,003	(21,860)
96	192,221	(16,782)
97	183,653	(8,568)
98	268,306	10,819
99	324,450	52,537
00	325,792	6,406
01	326,327	2,710
02	327,982	3,615
03	355,278	27,296
04	338,630	(31,546)



<sup>4</sup> <http://www.iconservices.org/pig.html>

## Related Documents

- FY '04 Stakeholder Survey Summary:  
<http://www.iconservices.org/quality/surveys/icon-fy04surveyreport.pdf>
- FY '04 Stakeholder Survey Instruments:  
<http://www.iconservices.org/quality/surveys/icon-fy04surveys.pdf>
- FY '04 Independent Financial Audit:  
<http://www.iconservices.org/quality/audits/fy04/cover.html>
- FY '04 Audit Summary:  
<http://www.iconservices.org/quality/audits/fy04/summary.html>
- Similar documents from prior years:  
<http://www.iconservices.org/pig.html>

Any of these documents can also be requested either at 703-548-4048 or by email to [pig@iconservices.org](mailto:pig@iconservices.org).

## Final Words

This document is a work in progress. We plan to continue to work on this document during FY '05 to make it more accessible to readers outside the human services system. We also plan to condense the material into two much smaller brochures, one edited to answer questions important to the people we serve, and another for potential employers and donors.

Please check the Quality Documents area of our website at <http://iconservices.org/pig.html> to access the most up-to-date versions. Please also share your comments and questions with us either at 703-548-4048 or by email to [pig@iconservices.org](mailto:pig@iconservices.org).