

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 website¹.

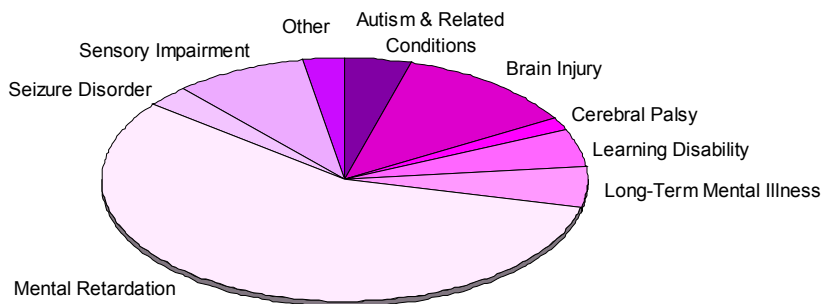
2. Who does ICON serve?

During FY '06, ICON served 191 people, 142 in employment services and 49 in community living services.

The vast majority (63%) of these people were residents of Fairfax County and Falls Church. Alexandria and Arlington account for an additional 25%. The remaining individuals live in Prince William, Loudoun, Fredericksburg, and Spotsylvania in Virginia (7%), Maryland (2%), and the District of Columbia (3%).

Men outnumber women in both services; in employment, the ratio is 53% to 47%; in community living it is 57% to 43%. This is closer to the distribution in the general population of 48% to 52%² than in prior years, but is still a bit difficult to understand. In terms of ethnicity, the people ICON serves are 3% asian, 22% black, and 76% white. For the DC Metropolitan Statistical Area the percentages of the general population are 5%, 26%, and 63% respectively. This may be due in part to differences in distribution across the DCMSA, which includes the District of Columbia and the Maryland Suburbs. Both ICON's data and census data show 6% of the population reporting hispanic origin.

Fig. 2 –Disabilities Experienced by ICON Consumers



The primary disability of approximately 52% of ICON's consumers is mental retardation (39% of those in employment services and 90% of those receiving community living services). The next largest categories of primary disability are sensory

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

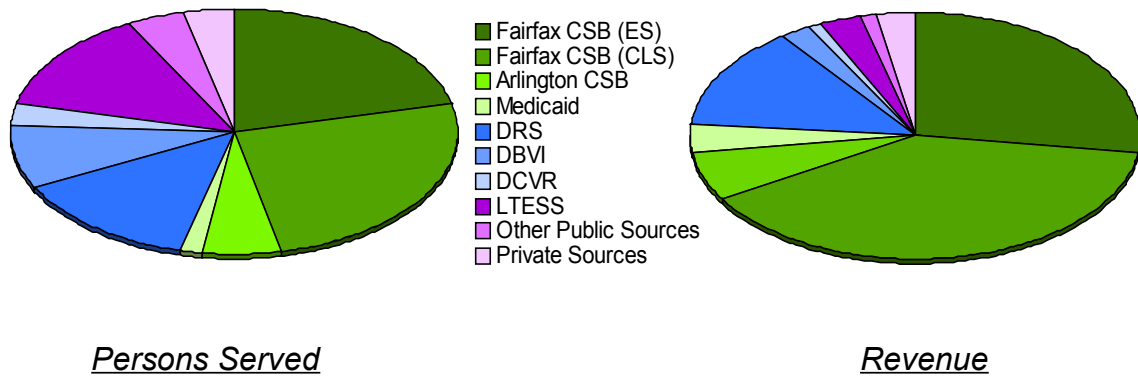
² 2000 Census data for the DC Metropolitan Statistical Area.

impairment and brain injury, each accounting for 10%. More than half experience multiple disabilities.

3. Who pays for this?

In FY '06, 99% of ICON's revenue came from fees for services delivered. Of those in employment services, 104 received long-term support; the remainder received

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



short-term 'place and train' services or other employment-related services such as assessment or travel training.

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 nearly 73% of revenue, but only 53% of persons, is that they supply long-term funding, while DRS and most other sources provide only short-term employment services (ES). The Fairfax-Falls Church CSB also funds nearly all of the people served in community living services (CLS), 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 (ES)	41	395,448	9,645
Fairfax CSB (CLS)	48	573,356	11,945
Arlington CSB	11	92,398	8,400
Medicaid	3	44,318	14,773
DRS	26	198,523	7,636
DBVI	16	29,998	1,875
DCVR	5	11,272	2,254
LTESS	26	44,587	1,715
Other Public Sources	8	18,053	2,257
Private Sources	7	33,066	5,511

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 functions in the same way to identify the services ICON will provide initially to help the consumer identify personal goals, strengths, and needs, and search for and secure employment. When the consumer becomes employed, a formal statement of goals and objectives to be pursued 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 maintaining a substantial database of outcome measures.

Formal surveys were conducted in June and August of 2006 with consumers of employment and community living services, the families of these groups, and funding agents. During July of 2006, ICON conducted a survey provided by the

Fairfax-Falls Church CSB with all consumers receiving funding through the Arlington, Prince William, and Fairfax-Falls Church CSBs.

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 2006 Stakeholder Satisfaction Surveys*.³

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 sixteen-year history of many different measures of our employment services lets us graphically see our progress and change 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 six-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, nor do we provide services in any other type of segregated environment. The one remaining group employment site supported by ICON is a true enclave – supported workers are not 'interchangeable' but have their own individual 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. The five employees supported at the Inova Fairfax

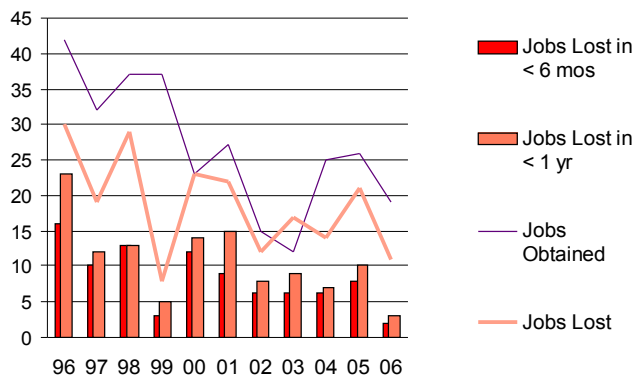
³ This document may be found on our website at <http://www.iconservices.org/pig.html> or requested by phone at 703-548-4048 ext. 101.

Hospital enclave work in different departments and are fully integrated within the Hospital's workforce of well over 5,000 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?" 87% of those receiving employment services responded with an unequivocal "yes", up from 69% in FY 05; the rest said they are satisfied "most of the time". Nearly 80% of the family members of those receiving employment services responded "yes" to this question, two (8%) said "most of the time", and three (13%) were mostly to completely dissatisfied. The number of dissatisfied family members was substantially higher than in previous years. Detail on this and other direct measures of our consumers' response to services may be found in *FY 2006 Stakeholder Satisfaction Surveys*.

Fig. 5 - Jobs Obtained and Lost



9. How many jobs were obtained in FY '06?

Nineteen new jobs were obtained this year. Two were volunteer positions, one was in our Fairfax Hospital enclave, and the remaining 16 were individual paid employment. Of those starting paid jobs, seven were recipients of short-term 'place and train' services and the rest were people who will receive long-term support.

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

All of the persons placed in FY '06 who indicated a clear preference got the type of job they initially said they wanted.

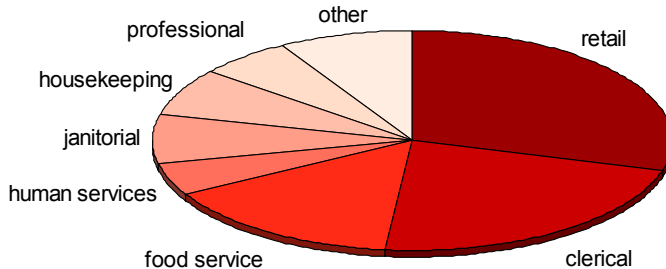
11. What sorts of jobs have been obtained?

Figure 6 shows the types of jobs supported, including both paid and volunteer positions. Of the 73 paid jobs supported by ICON in FY '06, the most common were retail (25), clerical (15), and food service (13). Six were working in janitorial jobs and five in housekeeping. Five did professional work (including one who was self-employed). The remaining four worked in material handling, child care, the printing trade, and operating an elevator on Capitol Hill.

12. How many FY '06 jobseekers were separated from ICON without getting a job, and why?

Of 90 jobseekers, 19 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 74% are factors outside ICON's control; the largest single category was funding issues, including three people who were determined by the funder not to be eligible for services after they had been referred. The remaining three were situations that ICON might have been able to avoid: one felt we had taken too long to find a job, one refused services outright, and one was unable to receive timely service because of ICON's staffing issues.

Fig. 6 -- Types of Jobs Supported



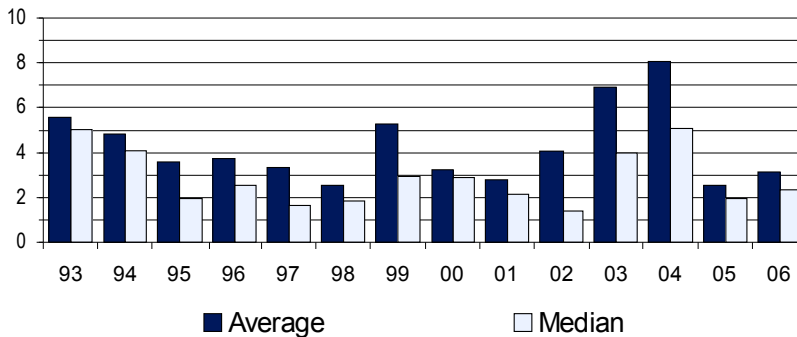
13. How long does it take to obtain a job?

For jobs obtained during FY '06, the average length of the job development process was just over three months, the median was 2.3 months, the low was just seven days, and the high was just over a year. 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 that each individual experiences different circumstances, and the difficulty of finding a job is also related to the state of the economy and the changing nature of the job market, therefore aggregate figures cannot predict what

any given person's actual experience may be.

Fig. 7 -- Months in Job Development For Those Placed During the Fiscal Year



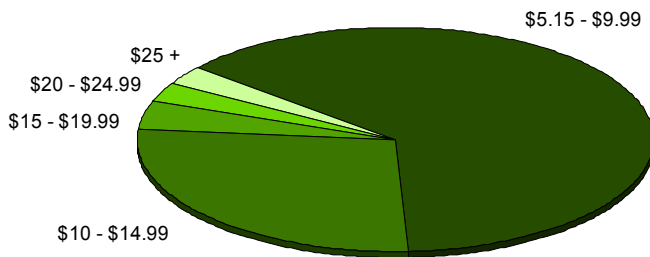
The number of hours billed for job development ranged from 12 to 160, with a median of 31. This almost certainly understates the number of hours actually required. Authorizations for

job development typically come in ten-hour increments, and many funders require a new authorization with the beginning of each month. As a result, Employment Specialists often deliver services which cannot be billed. Sometime this happens because to wait for an authorization would mean a lost opportunity for the consumer, and sometimes because staff develop a loyalty to the consumer that transcends the realities of the current funding climate.

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

Zero. All persons supported by ICON in FY '06 were earning at least the minimum wage of \$5.15 per hour; the only person earning less than \$5.50 was a young man who was working in a summer job before returning to school in the fall.

Fig. 8 -- Hourly Wages Earned in FY '06



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

Hourly wages in the 73 paid jobs supported by ICON this fiscal year ranged from \$5.15 to \$30.34; the average of \$10.10 represents a 4.47% increase over the average in FY '05.

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

According to our database, 34% of people with long-term support who have been employed for more than a year received a raise in the same job during FY '06; this represents a significant increase over the 20% receiving raises in FY '05. The average raise was 91¢ per hour (also significantly higher than the FY '05 average of 44¢); raises ranged from 10¢ to \$3.20 per hour. The average worker had gone 1.6 years since the last raise.

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.

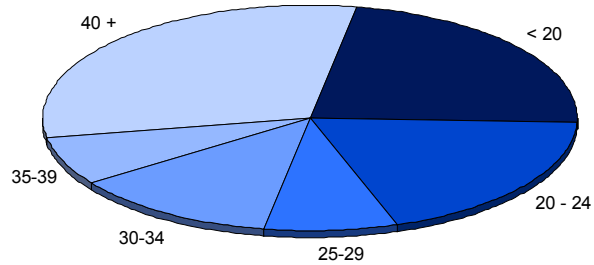
17. How many people received promotions within the same work site, or through changing employers or job sites?

One person received a promotion within the same work site this year, moving to a position with significantly higher wage and fewer hours of work per week. Two others moved to jobs they liked better, although the change in jobs did not result in an increase in pay.

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

Of the 19 jobseekers placed in FY '06 who expressed a clear preference, 79% got the number of hours they had initially requested.

Fig. 9 -- Hours Worked Per Week



In ICON's FY '06 survey of employed consumers, 85% of respondents said they are happy with their current hours; this represents a continuing improvement over 78% satisfied in FY '05 and only 57% in FY '04. The remaining two individuals (15%) would prefer to be working around ten hours more per week.

Average hours worked per week by employees supported by ICON is just over 27, 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?

The average length of employment for the 65 individuals with long-term support working at 6/30/06 was just under six years. Eighteen of these individuals have been employed in the same job for over ten years and an additional 15 have been employed five years or more. Individual lengths of employment range from less than a month to more than 20 years.

Fig. 10 -- Length of Time in Employment for Those Working at 6/30/06



20. How many people have left their jobs and why?

Twelve people left a job in FY '06; of these, one was a volunteer position. Of the 11 individuals who left paid employment, three moved directly to a better job. Of the remainder, three lost their jobs for reasons substantially beyond their control, including physical or mental health issues and a move away from the area.

Behavioral issues were responsible for the loss of three jobs; a personal choice to quit working and the end of a temporary position account for the remaining two.

21. Independent Assessment of ICON's Employment Services

In FY 2006 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.

CARF Accreditation is expensive – the cost to ICON in FY '06 was nearly \$6,000 in fees paid to CARF, plus more than \$10,000 in both management and direct service staff salaries and lost productivity directly related to preparation for the survey.

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.

22. What is the most common living situation?

Forty-seven percent of consumers of Community Living Services live alone, 19% live with one or more roommates, 17% live with their parents, and 17% live in some other situation – typically with another family member, a spouse or significant other. Four individuals (8%) referred in FY '06 were homeless at the time of referral.

Fig. 11 -- Living Situation

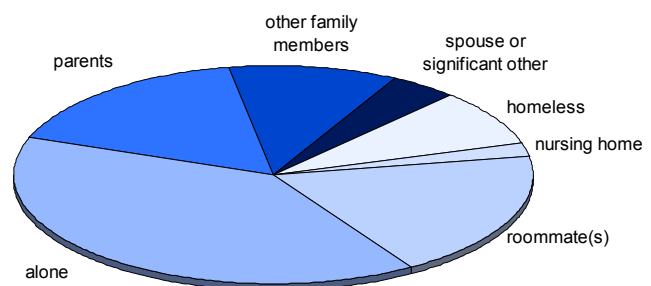
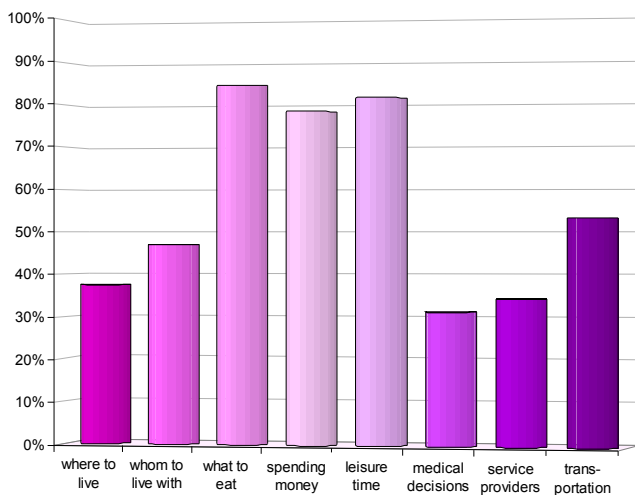


Fig. 12 -- Measures of Choice



23. What proportion of people make choices about their 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 38% of the people we serve have chosen where to

live and 47% have chosen whom to live with. Nearly 85% are able to choose what they will eat, although one-third of those must make their choices within a restricted diet, because of serious health conditions. Seventy-eight percent have control of how they will spend their money, and 81% choose how to spend their leisure time.

24. How many have relationships in their communities?

This year, 60% of consumers have at least one person they consider a friend, and 85% have what we have characterized as 'caring relationships'. These are typically family members, but not always. Sixty-eight percent have acquaintances in the community – at the bank, the grocery store, the laundromat, etc. Four percent had no relationships other than with paid staff.

25. How much support is provided?

The individuals served have a wide range of needs, which is reflected in the rates of service, ranging from one or two hours per month to over 30 hours per week. The median is 4.69 hours per week; eight individuals out of 49 (16%) receive more than ten hours of service per week. Those who require this level of support on an ongoing basis are people with significant medical conditions which they cannot manage on their own.

26. 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 are nevertheless an essential part of independent living.

making choices / setting goals	34%	parenting skills	3%
talk (counseling)	75%	learning new things	6%
basic living skills	19%	academics (reading/math)	9%
behavior / manners	19%	computer skills	3%
personal hygiene	25%	learning community access	25%
housekeeping	31%	eating out	28%
grocery shopping	56%	learning public transportation	25%
other kinds of shopping	47%	physical recreation	13%
cooking	19%	safety in the community	47%
help with health care needs	44%	cultural activities	3%
help with personal finances	59%	community social activities	19%
help with housing	3%	"special" activities	3%
help navigating service system	6%	in-home leisure activities	3%

27. Are customers satisfied with the supports provided?

Yes -- according to the responses we received to a survey conducted in July, 2005, in which 93% of those responding indicated that they are completely satisfied, and the remaining person characterized herself as "somewhat" satisfied. Responses to the Community Services Boards' FY 2006 Consumer Satisfaction Survey indicated that over 92% of consumers of community living services were satisfied with the services they receive.

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 achieve full 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 close to the consumers. 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. We know from our

relationships with other service providers in the area that all are experiencing this squeeze, which has reached crisis proportions.

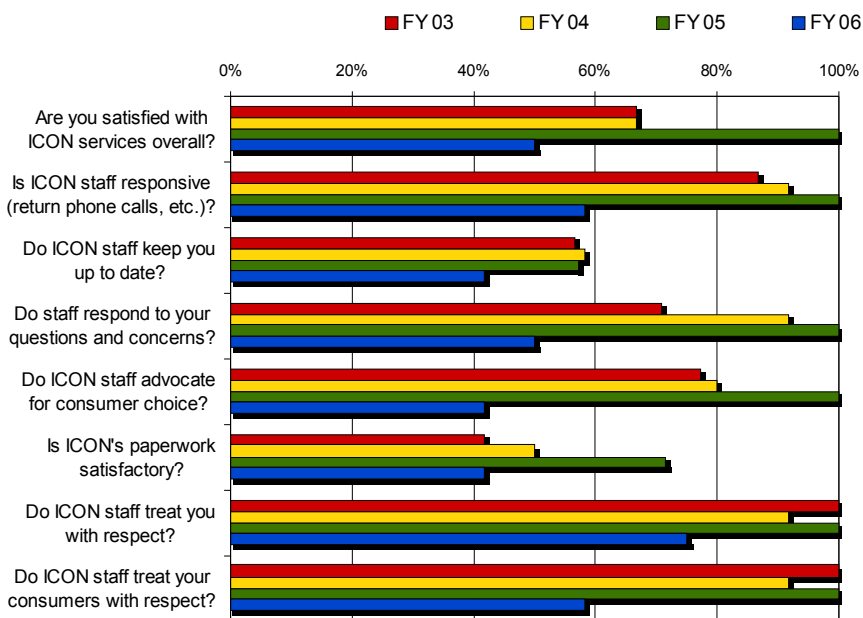
29. What are the characteristics of the governing body?

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." One new board member, Lisa Warner, was elected during the fiscal year. At year-end, ICON's Board consisted of eleven members, four from the business community, two from the disability community, and five who have both disability and business connections. Three of the eleven experience disability themselves; two others are parents 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 somewhat disappointing, with only ten people (23%) responding: three from a Community Services Board, four from the Virginia Department of Rehabilitative Services, two from the Department for the Blind and Visually Impaired, and one from the DC Rehabilitation Services Administration. As the graph illustrates, it is difficult to see a consistent pattern with such a small data set. However, in contrast with those who responded in FY '05, only half of this year's respondents reported being satisfied overall with ICON's services at least most of the time; 16% were satisfied rarely, if ever. Of the six people who responded beyond the 'scale of 1 to 5', three cited paperwork as a continuing problem, although two others cited it as a strength. Most of the remaining dissatisfaction focused on a bad experience with a particular staff person (none of the "problem staff" are still employed at ICON). Identifying staff persons who are not performing adequately is

Fig. 13 – Funder Satisfaction Survey Response (those responding "yes" or "most of the time")



respondents reported being satisfied overall with ICON's services at least most of the time; 16% were satisfied rarely, if ever. Of the six people who responded beyond the 'scale of 1 to 5', three cited paperwork as a continuing problem, although two others cited it as a strength. Most of the remaining dissatisfaction focused on a bad experience with a particular staff person (none of the "problem staff" are still employed at ICON). Identifying staff persons who are not performing adequately is

a difficult issue for the organization, because direct service staff spend nearly all of their time in the field, but this result indicates a clear goal for improvement in FY '07.

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

At 6/30/06 ICON employed a total of 33 staff persons, 25 of whom were direct service staff. There were 24 full-time and nine part-time staff; eight of the part-time staff are Community Living Specialists, and the ninth is engaged in a privately-funded special project to improve communication strategies and opportunities for community integration among people with severe disabilities in our area.

The median age of direct service staff is 39; it is 43 when all staff are considered. The length of employment with ICON ranges from 18 years to less than one month; the average is five and a half years. More than 88% of staff have had at least some college-level education; and 39% hold a four-year degree. Three have earned masters' degrees in the field.

Thirty-six percent are fluent in at least one language other than English; languages include Spanish, French, German, Hungarian, Romanian, Keobo, Ewe, Twi, Fanti, Amharic, Swahili, Urdu, Punjabi, Hindi and Bengali as well as American Sign Language and Signed English. Twenty-five percent were born in a country other than the United States.

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 loan program for the purchase of computer equipment, and by encouraging staff to pursue individual projects and specialized areas of expertise.

In FY '06, two staff persons took advantage of the tuition reimbursement program, and two were provided with refurbished computers from among those donated to ICON by local businesses and individuals.

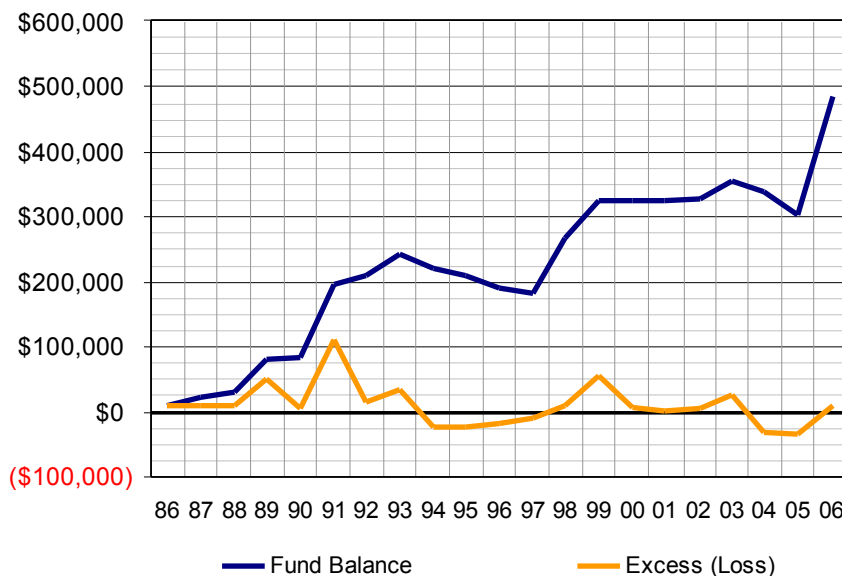
33. What are the outcomes of our financial analysis?

ICON's independent audit for FY '06 was prepared by Goodman and Company⁴. It shows a year-end excess of \$8,864 on revenues of \$1.5 million. The leap in the fund balance is attributable to a sizable donation which has been earmarked for services to enable avenues of communication and community integration for people with the most severe disabilities.

⁴ The FY '06 Audit is available at <http://iconservices.org/quality/audits/fy06/icon-fy06audit.pdf>.

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)
05	303,199	(35,430)
06	483,344	8,864

Fig. 14 -- Fund Balance and Annual Excess (Loss)



A Final Note

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