

jobs in the community. Until 1997 our services and 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 website¹.

2. Who does ICON serve?

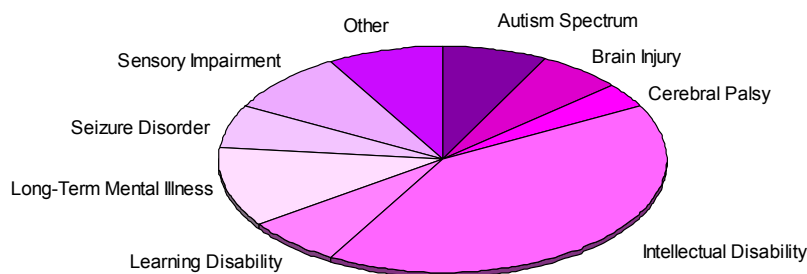
During FY '08, ICON served 157 people, 115 in employment services and 42 in community living services.

The majority (62%) of these people were residents of Fairfax County and Falls Church. Alexandria and Arlington account for an additional 28%. The remaining individuals live in Prince William, Loudoun, Fredericksburg, and Spotsylvania in Virginia (8%), and in the District of Columbia (3%).

Men outnumber women in both services; in employment, the ratio is 65% to 35%; in community living it is 52% to 48%. The distribution in the general population in the DC metro area is 48% male, 52% female. In terms of ethnicity, the people ICON serves are 3% asian, 18% black, and 79% white. For the DC Metropolitan Statistical Area in 2000 the percentages of the general population were 5%, 26%, and 63% respectively. The discrepancy may be due in part to differences in distribution across the DCMSA, which includes the District of Columbia and the Maryland Suburbs. Two percent of the people ICON served in FY '08 were of hispanic origin, down from 6% in prior years. Census data from 2000 showed that

6% of the general population in the DCMSA were of hispanic origin.

Fig. 2 –Disabilities Experienced by ICON Consumers



Approximately 54% of ICON's consumers have a primary disability label of intellectual disability (38% of those in employ-

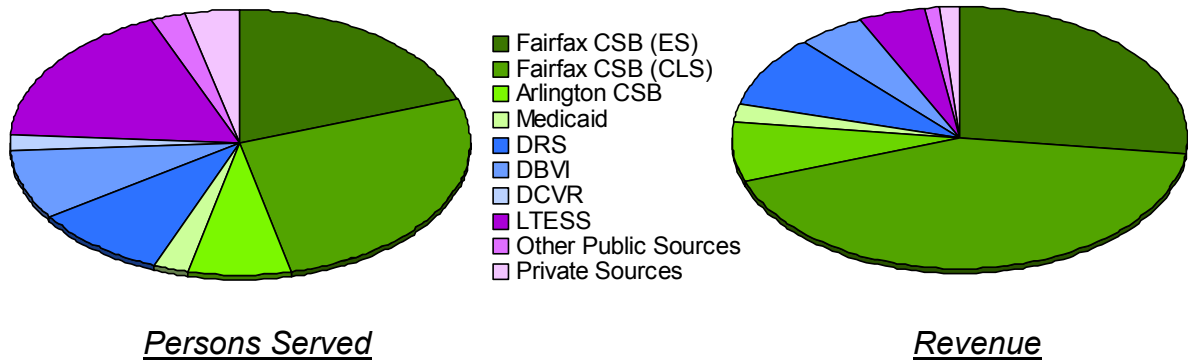
¹ <http://www.iconservices.org/www.html>

ment services and 95% of those receiving community living services). The next largest group is those on the autism spectrum, at 15%. Brain injury and sensory impairment account for 14% each. Half of those receiving employment services and over a quarter of those receiving community living services experience multiple disabilities.

3. Who pays for this?

In FY '08, 97% of ICON's revenue came from fees for services delivered. Of those in employment services, 80 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 over 75% of revenue, but less than 59% 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	\$
Fairfax CSB (ES)	41	395,448
Fairfax CSB (CLS)	48	573,356
Arlington CSB	11	92,398
Medicaid	3	44,318
DRS	26	198,523
DBVI	16	29,998
DCVR	5	11,272
LTESS	26	44,587
Other Public Sources	8	18,053
Private Sources	7	33,066

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 August of 2008 with consumers of employment and community living services, the families of these groups, and funding agents. During July of 2008, 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 2008 Stakeholder Satisfaction Surveys*.²

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 seventeen-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. This year we have abandoned our practice of attempting to quantify measures annually, because the highly individualized nature of the service and its tendency to change based on changes in peoples' lives means that there is very little that can be objectively quantified. In this arena, we believe that the satisfaction of our customers is really the only measure which is truly meaningful, and will rely on and expand our dedication to actively listening to 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

² 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.

decent wage. The following questions are focused on assessing how well we are accomplishing this:

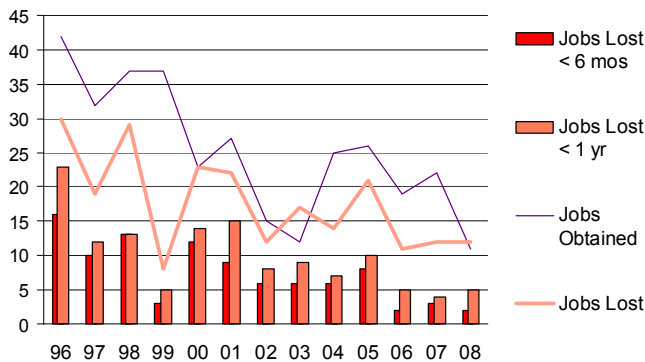
7. What percentage of supported employees work in integrated settings?

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 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?” 86% of those receiving employment services responded with an unequivocal "yes"; one person was satisfied "most of the time" and one was not satisfied at all. All of the family members of those receiving employment services responded "yes" to this question. Detail on this and other direct measures of our consumers' response to services may be found in *FY 2008 Stakeholder Satisfaction Surveys*.

Fig. 5 - Jobs Obtained and Lost



9. How many jobs were obtained in FY '08?

Thirteen new jobs were obtained this year with ICON's support. One was in our Fairfax Hospital enclave, and the remaining 12 were individual paid employment. Of those starting jobs this year, one was receiving short-term 'place and train' services and the others were people who will receive long-term

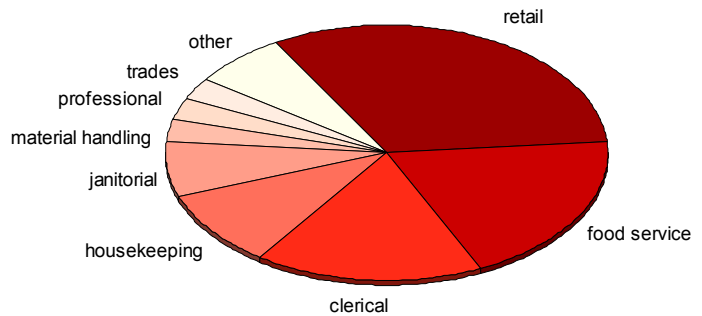
support.

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

Of the eight persons placed in FY '08 who indicated a clear preference, half got the type of job they initially said they wanted. This is the lowest percentage we've ever

experienced in this measure. Two of those who didn't get the jobs they'd initially targeted did get something related; still, this is an outcome which will be closely monitored and targeted for improvement in FY '09.

Fig. 6 -- Types of Jobs Supported



11. What sorts of jobs have been obtained?

Figure 6 shows the types of jobs supported, including both paid and volunteer positions. Of the 72 paid jobs supported by ICON in FY '08, the most common were retail (23), clerical (12), and food service (14). Six were working in housekeeping jobs and five in janitorial. Two did professional work, two material handling, two worked with animals, two were in the trades, and one operated an elevator on Capitol Hill.

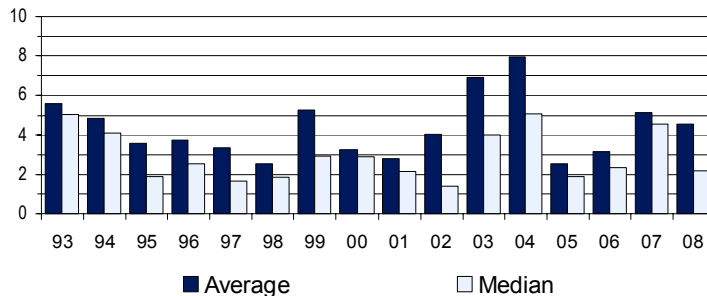
12. How many FY '08 jobseekers were separated from ICON without getting a job, and why?

Of 59 jobseekers, 29 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 56% are factors outside ICON's control; the largest single category was people who were referred by funders but were not actually interested in finding a job. Of the factors that ICON might have been able to avoid, the largest category was the people who felt (or whose funders felt) that it had taken too long to find a job. Three refused services. In two cases, the problem was that ICON did not provide timely services due to our own staffing issues (which will be discussed below).

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

For jobs obtained during FY '08, the average length of the job development process was just over four and a half months, the median was a bit more than two months, the low was just three days, and

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



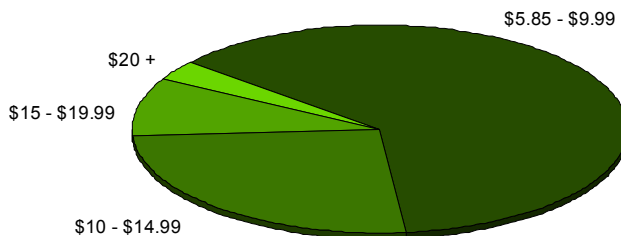
the high was just over 14 months. It should be noted that just one person's experience in job development can have a significant effect on the average for a fiscal year; the median is therefore a more accurate measure of our efficiency in this area.

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.

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

Zero. All persons supported by ICON in FY '08 were earning at least the minimum wage, which was increased on the national level to \$5.85 per hour on July 24, 2007. The increase in July of this year did not have a significant impact on average wages since all but one person was already making \$5.85 or more, but the increase to \$6.55 in July of 2008 and \$7.25 in July of 2009 will affect two dozen people or more.

Fig. 8 -- Hourly Wages Earned in FY '08



the average in FY '07.

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

Hourly wages in the 68 paid jobs supported by ICON this fiscal year ranged from \$5.85 to \$32.54; the average of \$9.86 represents a 19¢ decrease as compared with

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

According to our database, 25% of people with long-term support who have been employed for more than a year received a raise in the same job during FY '08; this is just slightly less than the number receiving raises in FY '07. The average raise was 78¢ per hour (8.47%); raises ranged from 15¢ to \$1.45 per hour. For comparison, the Federal cost of living increase in 2008 was 4.49%. The average worker had gone 1.9 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.

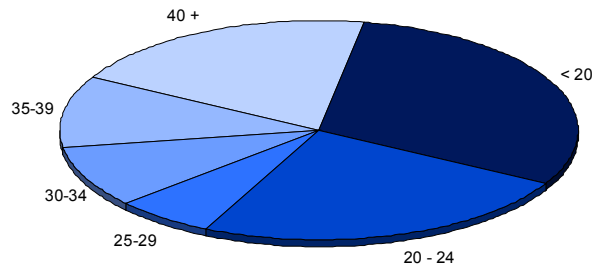
17. How many people received promotions within the same work site, or through changing employers or job sites?

One person moved to a new job within the same company which was a better fit for his skills and afforded more work hours. Another moved to a new job with better pay, and two moved to new jobs with more hours per week.

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

Of the seven jobseekers placed in FY '08 who expressed a clear preference, four got the number of hours they had initially requested.

Fig. 9 -- Hours Worked Per Week



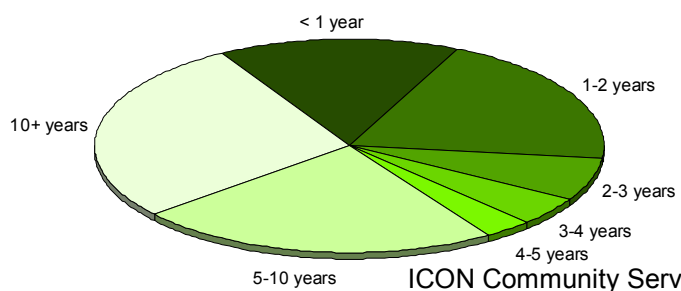
In ICON's FY '08 survey of employed consumers, we asked how many hours the respondent was working, and how many hours they'd like to be working. Most people told us how many hours they are working, but didn't respond about how many hours they'd like, which seems to indicate that they are happy as they are. Of those who did answer both questions, half are happy with the number of hours they are working and half would prefer to be working up to ten hours more per week.

The average hours worked per week by employees supported by ICON is 24.5, 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 49 individuals with long-term support working at 6/30/08 was just under six years. Ten of these individuals have been employed in the same job for

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



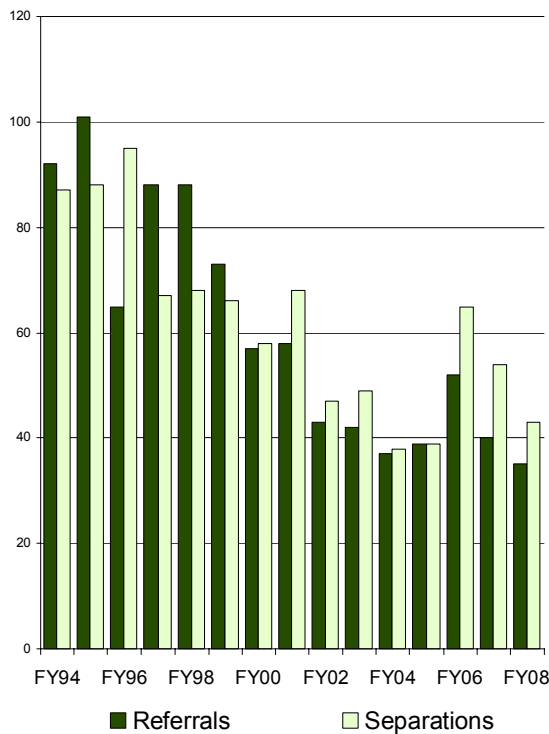
over ten years and an additional eleven have been employed five years or more. Individual lengths of employment range from less than a month to 18.5 years.

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

Thirteen people left a job in FY '08. Six lost their jobs for reasons substantially beyond their control, including physical or mental health issues and economic conditions resulting in business closure or layoffs. Three chose to quit their jobs; one of these went back to school. Two were terminated for on-the-job behavior.

One moved to a different job with the same employer, and one was terminated by a new supervisor (this person found a better job six months later).

Fig 11 – Employment Services Referrals and Separations



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, and is now required by the Fairfax-Falls Church Community Services Board as well. 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 sort of services are provided?

ICON's vision for this service is to provide the precisely tailored supports each individual needs in order to enjoy the benefits and responsibilities that come with full participation in the life of the community.

In recent years, however, our range of activities has been substantially restricted by funding cuts to supports directly related to "health and safety only." These supports tend to include shopping; banking; safety in the community; cooking; housekeeping and medical appointments – largely solitary activities which do not contribute to helping people become contributing members of the community.

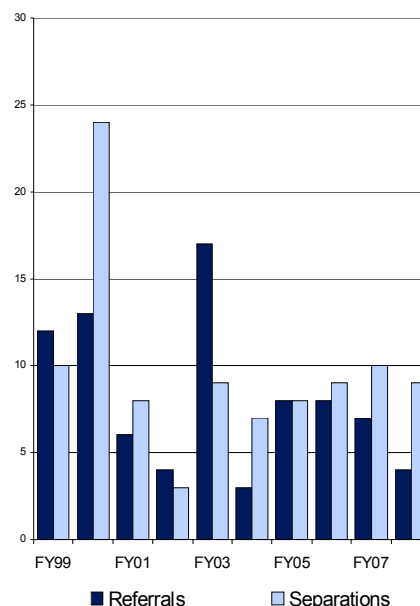
23. What are the characteristics of the people served?

In FY '08, all the persons receiving community living services were funded by the Fairfax-Falls Church CSB, and thus they all live in one of those two jurisdictions. The greatest number are in Annandale (10), followed by Falls Church (9), the portion of Alexandria lying in Fairfax County (6), and Herndon (4). The remaining twelve live in other areas within Fairfax.

Fifty-two percent are male, and 48% are female. Half are between the ages of 36 and 49; 36% are over 50 and 14% are between 26 and 35 years old. The median age is 46.54; consumers range in age from 26 to 83. Eighty-one percent are white; 17% black, and 2% asian. One individual (2%) is of hispanic descent.

Reflecting the that Community Services Boards provide funding for people with developmental disabilities, all but two (95%) have a primary label of Intellectual Disability; of the remainder one sustained a brain injury in childhood and the other experiences Autism but not Intellectual Disability. One-third experience multiple disabilities. Eight have diabetes and an

Fig 12 – Community Living Services Referrals and Separations



additional eight have other serious medical issues. Sixty percent take at least one medication on a daily basis.

24. How much support is provided?

The individuals served have a wide range of needs, which is reflected in the rates of service, ranging from three or four hours per month to more than 25 per week. The median is six hours per week; twelve individuals out of 42 (29%) receive ten or more hours of service per week. Those who require the greatest level of support on an ongoing basis are people with significant medical conditions which they cannot manage on their own.

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 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	0%
personal hygiene	35%	learning community access	25%
housekeeping	35%	eating out	9%
grocery shopping	61%	learning public transportation	5%
other kinds of shopping	47%	physical recreation	13%
cooking	25%	safety in the community	51%
help with health care needs	44%	cultural activities	3%
help with personal finances	59%	community social activities	8%
help with housing	5%	"special" activities	2%
help navigating service system	6%	in-home leisure activities	1%

26. Are customers satisfied with the supports provided?

Yes -- according to the responses we received to a survey conducted in August, 2008, in which 86% of those responding indicated that they are completely satisfied, and the remaining person characterized herself as basically satisfied, but would rather have her old staff person back. Responses to the Community Services Boards' FY 2008 Consumer Satisfaction Survey indicated that 100% 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.

27. 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. The proliferation of new regulations, unfunded mandates and ever-increasing paperwork demands from our funding agencies in recent years has placed considerable stress on the organizational structure. We know from our relationships with other service providers in the area that all are experiencing this squeeze, which has reached crisis proportions.

28. 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." Three new board members, Clark Bavin, Paul Berger, and Christine Parker, were elected during the fiscal year. At year-end, ICON's Board consisted of eleven members, six from the business community, two from the disability community, and three who have both disability and business connections. One of the eleven experiences disability himself; three others are parents of a person with a disability.

29. What is the relationship with public funders?

ICON mailed its annual satisfaction survey to 25 funders in August, 2008. Only one survey form was returned. The response rate from funders to ICON's annual satisfaction survey has never been very large, but this result was a shock. We have made a point this year of trying to meet at least once with every funding agent to discuss the services we can provide and solicit their feedback; we also solicited their input as part of our board development process. Perhaps there was a feeling that we had already been apprised of their degree of satisfaction with ICON's services.

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

At 6/30/06 ICON employed a total of 26 staff persons, 20 of whom were direct service staff. There were 19 full-time and seven part-time staff; six of the part-time staff are Community Living Specialists, and the seventh 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 40; it is 42 when all staff are considered. The length of employment with ICON ranges from 20 years to less than one month; the average is five and a half years. More than 82% of staff have had at least some college-level education; and 33% hold a four-year degree. Five have earned masters' degrees in the field.

Fifty-five percent are fluent in at least one language other than English; languages include Bengali, Fanti, Farsi, French, German, Spanish, and Swahili, as well as American Sign Language and Signed English. Twenty-three percent were born in a country other than the United States.

31. 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, although our Director of Community Living Services was promoted to the position from Community Living Specialist. 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 '08, three staff persons took advantage of the tuition reimbursement program; two of the three were working toward Masters Degrees in the field.

32. What are the outcomes of our financial analysis?

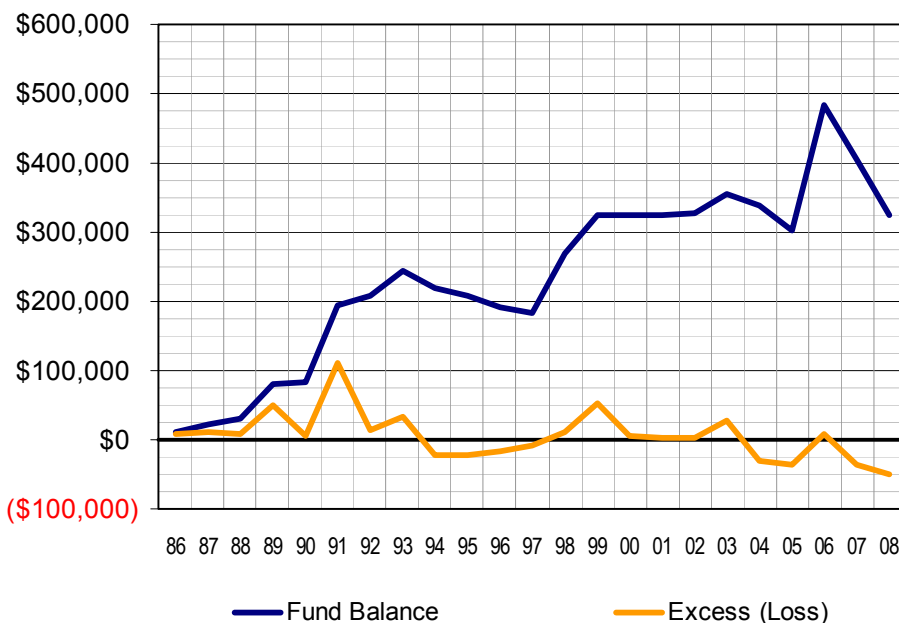
ICON's independent audit for FY '08 was prepared by Goodman and Company³. It shows a year-end deficit of \$79,452 on revenues of \$1.175 million. This is the largest deficit in ICON's history, and is a cause for serious concern. It can be traced to a number of causes, but the greatest is the shrinking funding base in Fairfax County, and in the Commonwealth of Virginia as a whole. This has caused

³ The FY '08 Audit is available on the ICON website at <http://iconservices.org/quality/audits/fy08/icon-fy08audit.pdf>.

a substantial decline in new referrals as well as a reduction in the number hours authorized for persons currently being supported. The situation has reached crisis proportions, and is being addressed, with little effect so far, by support organizations and stakeholders statewide. We encourage all those who are interested in the continued provision of community-based supports to become active in the political process and stay up-to-date on initiatives during the next budget season.

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
07	404,993	(35,095)
08	324,027	(49,452)

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



A Final Note

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