

**Proposal Summary**  
**Meeting Date: 3/1/2017**

**Envision Unlimited**  
**Request # 115314**

<b>Project Title:</b>	Day Program Disaggregation and Community Hub Development – Phase II
<b>Duration:</b>	24 months
<b>Request Date:</b>	1/18/2017
<b>Request Amount:</b>	\$1,500,000 over three years
<b>Recommended Amount:</b>	\$800,000 over two years
<b>Program Area:</b>	Human Services\Multipurpose
<b>Population Served:</b>	Developmentally Disabled; Poor/Economically Disadvantaged
<b>Type of Support:</b>	Program Support
<b>Grantee Location:</b>	Chicago, IL
<b>Primary Contact:</b>	Ms. Susan Gardner

**Project Abstract**

The proposal is to support the second stage in a transformation of the agency’s day treatment program from a large-setting, segregated model to a smaller-setting, community integrated model that enables clients to build more self-directed and fulfilling lives as active and engaged members of their community.

**Organizational Background**

Envision Unlimited (Envision) offers a comprehensive, innovative, and individualized set of high-quality programs, activities, and housing options that promote choice, independence, and community inclusion. In addition to having a range of intellectual and developmental disabilities, more than 90% of clients live at or below the Federal Poverty Line and many have physical disabilities. Each year, Envision serves more than 1,000 individuals with I/DD at 35 neighborhood-based locations throughout Chicagoland, including five major sites where approximately 100 to 150 individuals receive day program services. Through Coleman Foundation funding received in 2015, Envision established a Host Family program as a new residential option. This program continues to expand and is projected to serve 40% of Envision’s community living clients by the end of 2019.

**Annual Revenue Sources**

Grants	5%	Government	84%	Earned Income	3%
Fees	7%	Private Support	1%	Other	0%

**Finances**

	<b>Budget</b>	<b>Actual</b>	<b>Actual</b>
	06/30/2017	06/30/2016	06/30/2015
<b>Revenues</b>	\$26,350,040	\$23,214,442	\$21,617,749
<b>Expenses</b>	26,350,040	22,364,667	22,252,435
<b>Surplus (Deficit)</b>	--	849,775	(634,686)
<b>Net Assets</b>	NA	\$6,481,101	\$5,631,326

**Program Description**

The traditional developmental therapy (DT) center model is no longer aligned with the expectations of individuals today. In 2015, the National Council on Disability concluded that “individuals receiving home and community-based services and supports in smaller, more dispersed, and individualized community settings demonstrated signs of greater community integration and positive life outcomes.” National trends indicate that providers are paying attention: 46.6% of adult DT centers now serve 25 or fewer people and 94% serve fewer than 100 each day, with mean weekday daily attendance of 39 participants.

The Department of Justice has stated that in order to be in compliance with the Americans with Disabilities Act, disability services must be provided in integrated settings that offer access to community activities. The Center for Medicare and Medicaid Services has expanded its rulings around the provision of reimbursable services in integrated, community-based settings, providing indications that funding streams for large, congregate programs is at risk. Currently, Envision operates three small settings: Back of the Yards, which serves 50 clients; Edgewater, which serves 30 clients; and Hamilton Park, which serves 25 clients. This means that 105 of Envision’s 650 DT program clients (16%) are being served in small settings which comply with emerging expectations.

In recognition of national best practices and trends, federal guidelines, an expected State of Illinois mandate, and the expectations of individuals with I/DD to realize choice, independence, and inclusion in their lives, Envision is entering a transformational process which will provide choice, self-determination, vocational training, skill acquisition, creative expression, therapeutic interventions, community inclusion, and a host of other benefits to all 650 Envision clients through the transition of 8 existing sites to a series of 17 Community Hubs. Hubs would serve as epicenters for community integration, offering robust opportunities for individuals with I/DD to enjoy a wide range of social service, commercial, and artistic pursuits. 4 hubs would open within during Envision’s 2018 fiscal year and 5 would open in fiscal year 2019. Five are planned to open during the 2020 fiscal year which would take place after the end of the proposed grant period.

Local partnerships with for- and non-profit organizations will allow clients to take part in non-Envision employment, as well as artistic, volunteer, and other experiences, within their communities. Those same partners will be invited into Envision’s hubs to grow their enterprises through the participation of people with I/DD. One example of such a mutually beneficial relationship is with Swarm – a summer residency program for “underrepresented” artists. In 2016, three Envision program participants enjoyed a weeklong retreat of totally immersive work alongside a diverse community of artists. These clients made such an impact on Swarm that it has invited them to participate for its entire month of the 2017 residency (four groups of three clients will participate for one week each).

Envision artists have also forged strong partnerships with the Chicago Park District at Hamilton Park and Pullman Park. Clients teaching textile arts at the Hamilton Park afterschool program led to a permanent presence at Hamilton Park, a shared community activity space that became the pilot of Envision’s Community Hub model. Envision’s urban agriculture program participants now volunteer alongside other gardeners at several community gardens, combating food deserts in the Englewood and Back of the Yards neighborhoods. At least two Envision Community Hubs are anticipated to participate in a culinary collaboration of multiple I/DD agencies currently planned to generate organizational revenue and client employment opportunities.

Each Community Hub will be strategically located based on the availability of inclusion opportunities within clients’ neighborhoods and serve no more than 50 clients, all of whom will self-direct their experiences. At each hub, Envision staff will support clients in setting their own schedules, developing their own Individual Service Plans, facilitating their own annual ISP meetings, evaluating their own progress, recording their own data, writing their own Monthly Summaries, maintaining their own files, interviewing, hiring, and evaluating staff, and constructing and implementing community access lesson plans. Clients will engage in their choice of community activities alongside community members who do not have disabilities. Envision’s strong community partnerships will allow clients to engage with local enterprises and initiatives – both inside Envision hubs and at partners’ stores, shops, studios, office spaces, gardens, day care centers, food pantries, temples, churches, mosques, etc.

Envision plans to locate its Community Hubs on streets with active foot traffic, busy shops, and thriving businesses; ideally, many hubs will be in store fronts with large windows that catch the attention of passersby and entice them to come into the building, creating an immersion in community life that will open up a new world of opportunity, understanding, and inclusion for Envision clients and their neighbors. Hub sites will offer classes in yoga, dance, and other subjects to both Envision clients and the larger community. Other community classes in these settings will be taught by Envision client instructors. For example, one such Envision instructor has taught the Back of the Yards Library staff how to make Mardi Gras masks in preparation for co-teaching a workshop for area children. Other locations will use partner or public spaces, such as the pilot hub Envision operates in a Chicago Park District facility at Hamilton Park.

### **Expected Outcome**

- 4 facilities will open within the organizations 2018 fiscal year; 5 will open in fiscal year 2019
- All clients in Years 1 and 2 will actively participate in the Self-Directed Individual Service Plan (ISP) process
- All clients in Years 1 and 2 will self-record at least 50% of their ISP goals
- At least 50% of clients will be employed or in volunteer positions – often stepping stones to employment – within the community by the end of Year 3.
- 75% of client post tests will demonstrate an increased level of independence, self-determination, satisfaction, and improved quality of life.

### **Program Budget**

Grant funds would primarily support incremental staff necessary in order to achieve lower client-to-staff ratios of 6:1 to 7:1 compared to existing ratios of 8:1 to 10:1. This represents 3 new direct care staff in FY18 and 4 new hires in FY19 as well as supervisory staff. These staff costs comprise \$762,000 or 95% of recommended funds. Additional support would fund rent and other startup costs.

**Prior Grants**

<b>Last Grant Date:</b>	12/19/2016	<b>Number of Prior Grants:</b>	4
<b>Last Grant Amount:</b>	\$20,000	<b>Total Amount Granted:</b>	\$322,750

**Recommendation**

The Immediate Outcome of our Disabilities Impact Plan is that “grantees must discern the vocational and residential goals of program participants and facilitate their efforts to achieve them.” Since the fall of 2013, CFI has funded six organizations to develop and launch variations of smaller-scale programs. These programs have met an emerging need in the disabilities population for more customized, community-integrated offerings. Envision’s transformation is aligned with the efforts we have supported in the recent past.

What is different about the Envision initiative is its scope -- an entire organizational restructuring as opposed to an incremental program – and its locations – serving low-income, largely minority populations in Chicago rather than primarily a suburban clientele. Envision’s locations which would be within the scope of this grant period would include: Auburn Gresham and Calumet Heights on the Southside and Humbolt Park on the near northwest part of the City.

Envision’s initial request was for support of their entire transformation. We believe that a three-year horizon is too long to commit to an effort which will likely take turns based upon lessons learned in its earlier stages. Additionally, Envision relies heavily on State of Illinois funding and generates very limited levels of private support. Therefore, we see in this request an opportunity to support both the launch of the organization’s service delivery transformation as well as its effort to connect to new private funding sources.

Through multiple conversations we arrived at mutual agreement for the proposed level of funding which would be structured as a partial dollar-for-dollar matching grant as follows:

- FY18: \$150,000 unmatched award plus \$150,000 matched award
- FY19: \$250,000 unmatched award plus \$250,000 matched award

We recommend approval of this opportunity to support the first stages of service transformation at Envision.

<b><i>Envision Unlimited</i></b>			
<b><i>Community Hub Project</i></b>			
<b><i>Submission Date: January 18, 2017</i></b>			
		<b><i>Year 1</i></b>	
<b>Revenue</b>	<b>Funds Needed</b>	<b>Funds Requested</b>	<b>Funds Committed</b>
Coleman Foundation	300,000	300,000	
Private donations/grants (Capital)	-	-	
Organizational contribution	31,000		31,000
Private donations/grants (Operations)	235,000		235,000
Program Revenue	7,667,000		7,667,000
<b>Revenue Total</b>	<b>\$8,233,000</b>	<b>\$300,000</b>	<b>\$7,933,000</b>
<b>Expense</b>	<b>Project Budget</b>	<b>Coleman Funds</b>	<b>Other Sources</b>
Total Program Expenses	7,902,000	-	7,902,000
Incremental Community Hub Costs:			
Salaries	201,000		
Fringe Benefits @20%	40,000		
Division Director	20,000		
Rent & Occupancy	30,000		
Other Expenses	20,000		
Hub Startup	20,000		
Total Community Hub Costs	331,000	300,000	31,000
Capital Expenditures	-	-	-
<b>Total</b>	<b>\$8,233,000</b>	<b>\$300,000</b>	<b>\$7,933,000</b>

<b><i>Envision Unlimited</i></b>			
<b><i>Community Hub Project</i></b>			
<b><i>Submission Date: January 18, 2017</i></b>			
<b><i>Year 2</i></b>			
<b><u>Revenue</u></b>	<b><u>Funds Needed</u></b>	<b><u>Funds Requested</u></b>	<b><u>Funds Committed</u></b>
Coleman Foundation	500,000	500,000	
Private donations/grants (Capital)	500,000	500,000	
Organizational contribution	143,000		143,000
Private donations/grants (Operations)	433,000		433,000
Program Revenue	7,667,000		7,667,000
<b><u>Revenue Total</u></b>	<b><u>\$9,243,000</u></b>	<b><u>\$1,000,000</u></b>	<b><u>\$8,243,000</u></b>
<b><u>Expense</u></b>	<b><u>Project Budget</u></b>	<b><u>Coleman Funds</u></b>	<b><u>Other Sources</u></b>
Total Program Expenses	8,100,000	-	8,100,000
Incremental Community Hub Costs:			
Salaries	401,000		
Fringe Benefits @20%	80,000		
Division Director	20,000		
Rent & Occupancy	70,000		
Other Expenses	52,000		
Hub Startup	20,000		
Total Community Hub Costs	643,000	500,000	143,000
Capital Expenditures	500,000	-	500,000
<b>Total</b>	<b>\$9,243,000</b>	<b>\$500,000</b>	<b>\$8,743,000</b>