

**Proposal Summary**  
**Meeting Date: 11/17/2016**

**Orchard Village**  
**Request # 115113**

<b>Project Title:</b>	InnOVations Program
<b>Duration:</b>	12 months
<b>Request Date:</b>	1/26/2016
<b>Request Amount:</b>	\$75,000
<b>Recommended Amount:</b>	\$75,000
<b>Program Area:</b>	Human Services\Jobs program (not E)
<b>Population Served:</b>	Developmentally Disabled
<b>Type of Support:</b>	Capital Support\Equipment
<b>Grantee Location:</b>	Skokie, IL
<b>Primary Contact:</b>	Ms. Allison Stark

**Project Abstract**

The proposal is to support a new, non-traditional, vocationally-oriented day program for adults with disabilities to engender new work skills and provide individualized work-site experience and employment options.

**Organizational Background**

**Annual Revenue Sources**

Grants	2%	Government	77%	Earned Income	0%
Fees	14%	Private Support	6%	Other	1%

**Finances**

	<b>Budget</b>	<b>Actual</b>	<b>Actual</b>
	06/30/2017	06/30/2016	06/30/2015
<b>Revenues</b>	\$6,934,900	\$6,919,658	\$6,720,262
<b>Expenses</b>	6,868,792	6,698,685	6,448,367
<b>Surplus (Deficit)</b>	66,108	220,973	271,895
<b>Net Assets</b>	\$3,913,416	\$3,847,308	3,626,335

Orchard Village was founded in Skokie, IL in 1972 by a group of parents concerned about the long-term care of their loved ones with developmental disabilities. The group purchased a six-flat building on a Skokie cul-de-sac to serve as a group residence. Within a few years, Orchard Village had purchased several surrounding homes to serve as additional residences and offices, comprising the “campus”—now primarily administrative—that exists to this day. Over time, Orchard Village’s core Residential program evolved toward a “community-integration” approach, leading to the purchase of more than a dozen

houses in various surrounding suburban communities. These residences serve as 24-hour supervised group homes (up to eight individuals) and, in some cases, “intermittently” supervised apartments (three-to-four individuals). At present, Orchard Village owns and maintains 12 residences in Skokie, Niles, Morton Grove and Glenview that together house 80 individuals. Orchard Village also intermittently serves 25 individuals with developmental disabilities living more independently in their own apartments in the community and nearly 75 families who benefit from services provided for a family member who resides in the family home. Also, Orchard Village provides Vocational/Job Placement supports to approximately 125 residents and other individuals with developmental challenges. Finally, Orchard Village operates Orchard Academy, an Illinois State Board of Education (ISBE) approved special education day program focused on transitioning uniquely challenged students from high school to post-school work training, employment, college course work opportunities and independent living.

### Program Description

The InnOVations program is an alternative day program focusing on the advancement of clients’ vocational skills with a mind toward increased workforce integration (i.e., real jobs in the community). This new program model will serve a maximum of 30 clients—most of them currently served by large sheltered workshops or other congregate day programs—to ensure a favorable 5:1 client/staff ratio at all times. Orchard Village anticipates serving 10-12 clients during the program’s initial year beginning July 2017. On an ongoing basis the program will be a certified day program funded mainly via the Illinois Department of Human Services (with anticipated initial payments beginning in September, 2017). Program activities (vocational, social and recreational) will make use of existing/planned Orchard Village building facilities as well as a large number of community-based sites.

At InnOVations, the day’s activities are divided into two sessions, morning and afternoon, with clients clustered into two smaller groups (and occasionally even further sub-divided for more attentive staff care and individualized attention). As much as possible, vocation-focused and recreation activities occur within community-integrated settings, off-campus. Activities are organized into a 12-week long “semester” and change at different times of the year.

*Vocational* skill-building activities include:

- **Classroom:** Job readiness workshops that focus on the skills needed before searching for a job. These include: hygiene, social skills, teamwork, work ethic, workplace safety, stress management etc.
- **Work Sites:** Multiple employers offer clients independent exposure to a variety of work environments and opportunities in response to individual client interests and aptitudes—the goal is to partner with employers that will allow for real work experiences by individuals, leading to the growth and development of skills. Possible individualized work experiences might come from the following occupational areas: clerical, food service, automotive, building trades, janitorial, animal care, patient care, horticulture, housekeeping, personal service, laundry service, materials handling.
- **Training:** Various job-training opportunities will be pursued, including ones that allow for certification to further demonstrate clients’ acquired skills and make them more employable. Possible certifications could include: food handler’s certificate, MOUS (Microsoft Office User Specialist) certification, janitorial cleaning certification, etc.
- **Technology:** Training to improve technology access for the purposes of direct vocational activities (such as improving typing speed, for example) or indirect activities (such as searching for jobs or exploring bus routes to get to and from local work opportunity sites).

- **Job Development/Hire:** For those ready to enter the competitive labor market, clients will work with the job coaches, who will help them with job development activities, take them to interviews, place them in a job, and support them upon placement with job coaching and job retention supports.

*Recreation* activities add an element of fun but support behavior objectives. Recreation provides staff with additional perspectives on client function and well-being while out in the community. Activities will include:

- **Health/Fitness:** Pursuits that focus on physical health and fitness, including working out at a local fitness center, yoga classes taken at a local yoga studio, and team sports at a local park or gym.
- **Expression:** Activities that allow for creative expression, such as art classes at the local community center.
- **Arts Appreciation:** Clubs that allow for art exposure and appreciation, including a book club taking place at a local coffee shop or film appreciation club at the local library.
- **Social Skills:** Small groups run by staff Behavior Analysts focusing on understanding expected behaviors in a variety of settings. Also a weekly outing that brings all participants together, with a focus on practicing social skills and developing meaningful relationships.
- **Tailored:** Groups that are conceived and implemented based on shared client interests and personal goals.

### Expected Outcome

By the end of the first fiscal year, 40% of all participants will be employed in a part-time, community-based job of their choosing, earning at least minimum wage. On an ongoing basis, Orchard Village hopes to have a “success” rate of at least 75% of program participants succeeding in finding paid work in the community, thus increasing their sense of fulfillment and their participation in the economy. Virtually all participants, including those who ultimately prove unable to achieve a job in the community, will demonstrate increased self-determination and higher quality of life as a result of the InnOVations program. All clients, whether employed or not, will be invited to continue participating in the program for as long as they wish.

### Program Budget

- Acquisition of vehicle (targeting Dodge Caravan) for transiting participants to community locations (\$26,000 or 35% of request).
- Partial salary support for Project Director, a full-time position beginning in May 2017, responsible for final program design, goal-setting, oversight, activities determination, coordination of the participants’ calendar, individual case management, training materials development/procurement and completion of client assessments (\$15,000 or 20% of request).
- Partial salary support for two Job Coaches, full-time beginning in June 2017, will provide direct service to all clients in the program, including on-site assistance and instruction, transportation, client activity reports, set-up/clean-up, job-site visits and more (\$15,000 or 20% of request).
- Partial benefits support for these three positions (\$13,000 or 17% of request).
- Partial management and general expenses calculated at 12.5% of total project costs (\$6,000 or 8% of request).

**Prior Grants**

<b>Last Grant Date:</b>	1/19/2016	<b>Number of Prior Grants:</b>	4
<b>Last Grant Amount:</b>	\$9,000.00	<b>Total Amount Granted:</b>	\$54,000

**Recommendation**

We have seen an increasing number of organizations which serve individuals with I/DD which have intentions to transition service delivery from large, congregate programs to smaller, community-integrated settings. These new programs take different forms but all focus on delivery of more individualized services based upon client interest. The recommended grant would enable another organization to provide a new like offering which does not replace its own large program but, instead, provides an option for individuals to whom it already provides residential services.

Orchard Village has had a historical focus on employment services along with its residential services. It has noticed many of its residential clients experiencing day programs provided by other agencies and has developed concerns that their individual needs and employment potential is not being served. Therefore, the organization intends to build a small-scale, responsive day program for these clients.

We connected Orchard Village to Clearbrook, UCP Seguin and Park Lawn to learn about the CHOICE program, CFI's first foray into smaller, community-based day programs. Good discussions ensued and Orchard Village developed its plans with a more direct focus on employment outcomes. This program is in development with application to DHS underway and approval anticipated in May, 2017.

As with our other similar grants for these start-up efforts, Orchard Village needs initial funding to ramp up to a level of client participation at which it will breakeven. 5-year proforma budgets project a conservative increase of annual clients from 10 in Year One to 20 in Year Three (at which breakeven occurs) to 30 in Year Five when the program would generate a 16% net margin. Even if these projections are too rosy, it appears that the model can operate profitably in delivering the type of person-centered, community-based program which is slowly becoming the expectation in the field.

We recommend approval of funding for this new program.

<b><i>Orchard Village</i></b>			
<b><i>InnOVations Program</i></b>			
<b><i>Submission Date</i></b>	9/26/2016		
		<b><i>Total Project Budget</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	75,000	75,000	
Government - Illinois DHS	38,089	38,089	
Private donations/grants	11,500	9,000	2,500
Organizational contribution	5,000		5,000
<b><u>Revenue Total</u></b>	<b>129,589</b>	<b>122,089</b>	<b>7,500</b>
<b><u>Expense</u></b>	<b><u>Project Budget</u></b>	<b><u>Coleman Funds</u></b>	<b><u>Other Sources</u></b>
<i>Personnel</i>			
Project Director	20,417	15,000	5,417
Job Coaches (2)	20,833	15,000	5,833
Program admin., benefits	31,941	13,000	18,941
<i>Occupancy</i>			
Maintenance, utilities, overhead	7,875		7,875
<i>Transportation</i>			
Purchase vehicle	26,000	26,000	
Gas, insurance, maintenance	1,725		1,725
<i>Other</i>			
Supplies, activity fees, phone/internet	2,700		2,700
Liability insurance, miscellaneous	3,700		3,700
Management and General	14,398	6,000	8,398
<b><u>Expense Total</u></b>	<b>129,589</b>	<b>75,000</b>	<b>54,589</b>