



# Performance Improvement Guide

Fiscal Year 2000

**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 continuous 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 to further the opportunities for people with disabilities to work in real jobs in the community, and until 1997 our services and other projects were primarily focused on employment.

In July of 1997, 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.

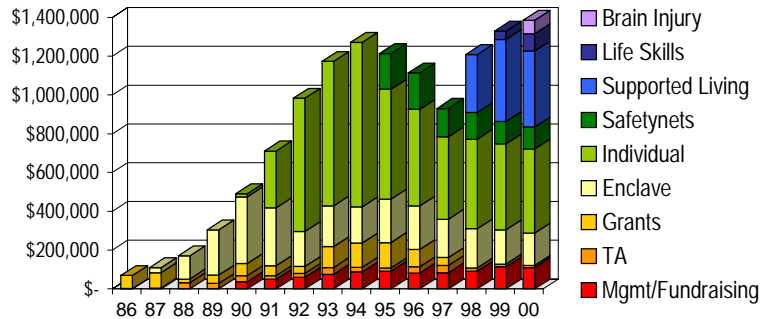
During FY '99, ICON began its Life Skills Training program: an intensive, short-term service designed to provide survivors of brain injury with the compensatory strategies they will need in order to meet the demands of the

workplace. Beginning in October, 1999, we have been delivering a variety of services to survivors of brain injury in the four-county region around Fredericksburg, through funding provided by the Virginia Department of Rehabilitative Services (DRS). We refer to this as the Fredericksburg Brain Injury Project (FBI).

**2. Who does ICON serve?**

During FY '00, we served a total of 272 people: 69% received employment services, 23% received community living services, 3% received life skills training, and 5% received services through the Fredericksburg Brain Injury Project.

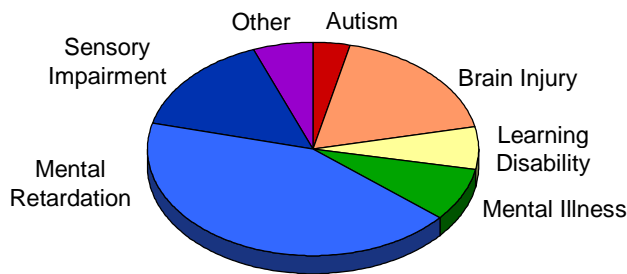
*Fig. 1 – Expenditures by Type of Service*



Of those receiving employment services, 52% were people who receive long-term support; the remainder received short-term 'place and train' services (35%) or other employment-related services (13%). Until recently, the Community Services Boards were virtually the only source of long-term funding, and they only serve people with developmental disabilities. Since FY '98, however, DRS has provided funding through Long Term Employment Support Services (LTESS) for people who need ongoing support and have no other source of funding.

Approximately 60% of ICON's consumers have a developmental disability,

*Fig. 2 – Primary Disability of ICON Consumers*

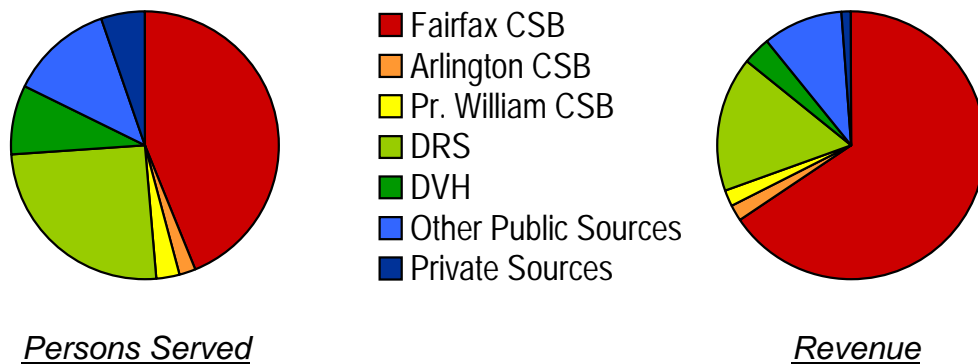


20% are survivors of brain injury, and 12% experience one or more sensory impairments. The remaining 8% experience a variety of other disabilities, including cerebral palsy, epilepsy, and mobility impairments. Almost 30% experience multiple disabilities.

### 3. Who pays for this?

In most years, a small portion of ICON's programs are funded by research or demonstration grants, but in FY '00 nearly all 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.

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



## 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 service plan (ISP) 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 life skills training or 'place and train' employment services, the ISP 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 ISP 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.**

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 for improvement, as well as a substantial database of outcome measures.

This year, a formal survey was conducted in May and June, 2000, with consumers of employment services, safety net services, and community living services, and the families of those receiving long-term support. At the same time, ICON conducted a survey of Fairfax-Falls Church CSB consumers as requested by the CSB.

In addition, our database captures many measures which can be used to judge customer satisfaction, such as length of time in job development 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 nine-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. We are working to build a similarly useful set of measures for our other services.

The relatively small number and more homogenous population served in the Fredericksburg area brain injury project and the more holistic nature of the services we deliver there will enable us to track a comprehensive set of measures of the nature and effectiveness of our activities in this area. We hope that this data will help to validate our belief that rehabilitation services offered in the survivor's home environment are substantially more effective than those delivered in the traditional facility-based model.

We are still experimenting with an effective, useful survey of consumers' responses to our services. We believe fairly strongly that surveys should be anonymous so that responses will be honest, but the response to this year's mail-in surveys was disappointingly small (less than 30% overall). However, we continue to feel strongly that a survey conducted by ICON staff cannot encourage a truly honest response. The ideal would be to be able to hire several of our consumers to conduct phone surveys. Our schedule and finances this year did not permit this option but we hope that we will be able to administer the surveys for FY '01 in this manner.

We departed this year from the 'scale of 1 to 5' format we have used in years past, in the hope that a more free-form questionnaire would elicit more meaningful responses. We believe that it did, and that it was a positive move, even though it makes it more difficult to summarize and present the responses, which ranged from basic yes/no answers to comments which filled both sides of the page. Because of this, the results of our surveys for this fiscal year have been summarized in another document, *FY 2000 Stakeholder Satisfaction Surveys*. This document may be found on our website at <http://www.iconservices.org/icon-fy00surveys.pdf> or requested by phone at 703-548-4048 ext. 101.

One of our goals for this fiscal year was to develop an agency-wide database for the recording of individual, anecdotal feedback, which has not been systematically captured heretofore. We have made a bit of progress toward this goal, but we do not yet have a systematic way to ensure that this type of data is captured. We expect to have this in place by January, 2001.

## 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 increased wages. 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. The three group employment sites supported by ICON are true enclaves -- supported workers are employed by the host company, work side-by-side with non-disabled employees, receive the same benefits as other employees, and have their own individual jobs.

**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?" 75% of those receiving employment services responded with an unequivocal "yes"; the remaining people said they are satisfied "most of the time". Over 90% of the family members of those receiving employment services indicated they are satisfied with ICON's services. Detail on this and other direct measures of our consumers' response to services may be found in *FY 2000 Stakeholder Satisfaction Surveys* (see p. 5 for information on obtaining this document).

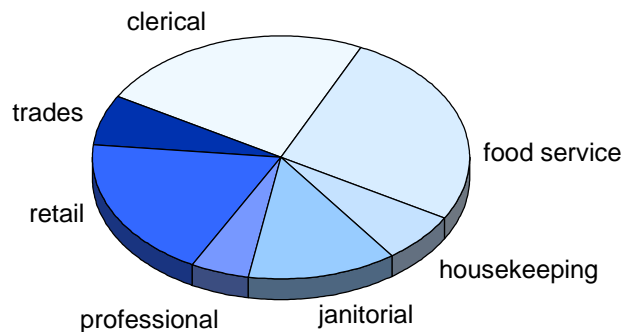
**9. How many jobs were obtained in FY '00?**

Thirty-three consumers entered new positions this fiscal year – 25 of these positions were regular paid employment, four were volunteer positions in our Safetynet services, three were unpaid work experiences (two of which have since turned into paying jobs), and one was a volunteer placement in the community. Of those starting paid employment, 13 were recipients of short-term 'place and train' services, seven were people who will receive long-term support, two are employees at ICON enclaves, and three persons had obtained jobs without ICON's help but turned to ICON for on-the-job training.

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

Of the 119 paid jobs supported by ICON in FY '00, the most common were food service (31), clerical (28), and retail (22). Fifteen people were working in janitorial jobs, eight in housekeeping, eight in the trades, six in professional jobs, and one in human services.

Fig. 4 -- Types of Jobs Supported



**11. Do job seekers obtain the type of job they indicated that they wanted in their service plan?**

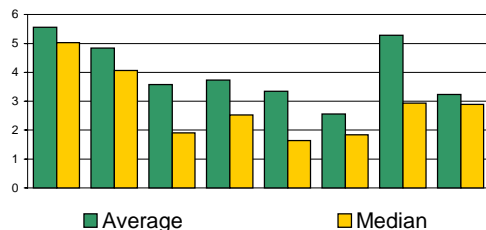
Of the 12 persons placed in FY '00 who indicated a clear preference, ten (83%) got the type of job they initially said they wanted.

**12. How many FY '00 jobseekers were separated from ICON without getting a job, and why?**

Of 64 jobseekers in FY '00, 17 separated from services during the fiscal year without having obtained a job. The reasons for separation varied widely, and of course most people had more than one reason for deciding to separate from services. Of the primary reasons, some 70% are factors outside ICON's control, such as moving away or medical complications. The remaining 30% are situations that ICON might have been able to avoid: a perception that job development had taken too long and what we have termed 'unrealistic expectations'. 'Too long' ranged from 90 days to nine months, with an average of less than six months, which is well under the national average for the general population. It should also be noted that 'unrealistic expectations' most often pertain not to the individual's potential but to factors such as the amount of paid vacation required, or the number of available jobs of a particular type located within walking distance of the person's home.

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

*Fig. 5 -- Months in Job Development*



For jobs obtained during FY '00, the average length of time in job development was 3.23 months, the median was 2.89, the low was less than a week, and the high was less than eight months. This was an area which we had targeted for improvement in last year's performance improvement guide.

While the average does show improvement over the FY '99 average of 5.29 months, this figure can be substantially influenced by the needs of just one person. The median provides a more accurate measure; here we show a slight improvement over FY '99's median of 2.94, but we still have not returned to the efficiency of the period FY '95 – FY '98.

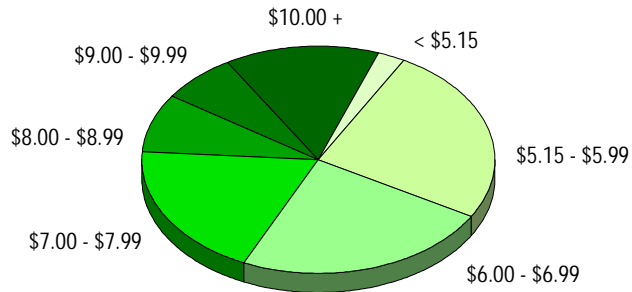
**14. What are the percentages of people who earn above and below the minimum wage?**

Three people (2.5%) made less than the minimum wage in FY '00; all are supported employees at ICON's Fairfax Hospital enclave and are paid on the basis of their productivity. The remaining 97.5% earned at or above minimum wage during FY '00.

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

Hourly wages in the 119 jobs supported by ICON in FY '00 ranged from \$3.86 to \$22.00; the average was \$7.64. The median wage of \$6.65 represents a 2% drop compared with the median in FY '99.

Fig. 6 -- Hourly Wages Earned in FY '00



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

Thirty percent of people with long-term support received a raise in wage during FY '00 – the average raise according to our database was \$0.62. 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, 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 the current wage.

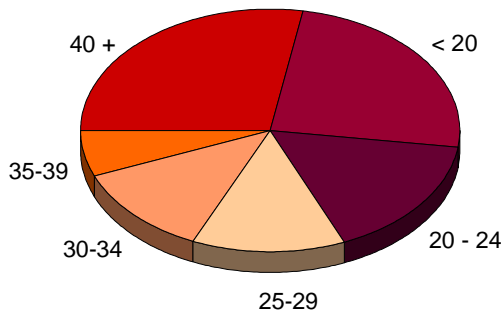
**17. How many people received promotions within the same work site, or through changing employers or job sites?**

No one received a promotion within the same work site this year. Five people left their jobs to go to other jobs, most of them not supported by ICON. None of these represented a substantial promotion, either in terms of work duties or monetarily.

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

Of eight jobseekers placed in FY '00 who expressed a clear preference, only two got the number of hours they had initially requested. This outcome is far worse than the same measure in previous years, and represents a clear target for improvement in FY '01.

*Fig. 7 -- Hours Worked Per Week*



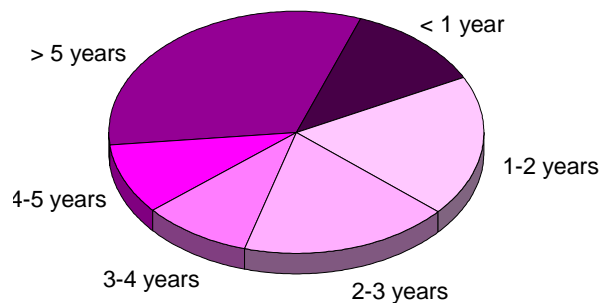
ICON's Consumer Satisfaction Survey results indicate that of those responding, 61% said they are happy with their current hours; 17% would prefer to be working up to ten more hours per week; an additional 17% would prefer to be working between 10 and 20 hours more per week, and 5% would prefer to be working 20 to 30 hours more per week

Average hours worked per week by employees supported by ICON is just over 27, with individual employees working from 6 to 45 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 84 individuals with long-term support working at 6/30/00 was 3.98 years. Five individuals have been employed in the same job for over ten years; at the opposite end of the scale, the most recently hired individual in this category started work on June 13, 2000.

*Fig. 8 -- Length of Time in Employment for Those Working at 6/30/00*



Thirty-one people left their jobs in FY '00, either voluntarily or involuntarily. Fourteen had been employed less than one year (five were employed less than one month). Two of these were temporary placements which were not intended to be long-term and another three were situations in which ICON was called in to do training in an existing job. Reasons for job loss included medical issues, personal choice to quit working, economic layoffs, moving to another area, and poor job matches.

**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?**

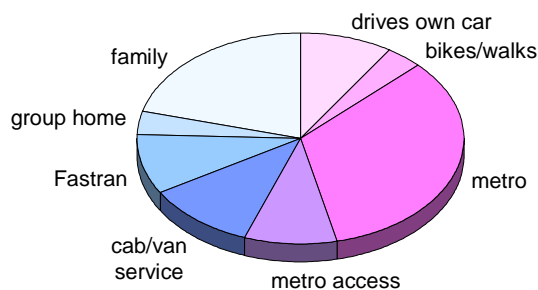
Thirty-one consumers lost a job or resigned in FY '00. No one reason stands out. Just over half were issues outside anyone's control such as medical problems and moving away. Around 28% were performance-related; 15% represent resignations in order to accept another job. Overall, it seems that 42% of the reasons for job loss were employer related and 58% were employee related.

**21. What are the barriers to employment for the people we serve?**

This year we have begun to survey our employment specialists periodically to document what types of barriers they face when pursuing community employment opportunities.

Preliminary data suggests that attitudinal barriers are changing. While there certainly still is prejudice in individuals, it is not encountered as frequently, and corporate diversity programs seem to have had an impact on corporate behavior. On the other hand, job coaches still encounter ignorance every day. One notes a government employee in charge of her agency's initiative for the employment of people with disabilities who had never heard of supported employment. We try to respond to these situations with the offer of a seminar or educational materials, to the extent possible given the restrictive nature of the funding stream (only those activities *directly* related to an individual are reimbursed).

Fig. 9 -- Transportation To Work



Without question, transportation is the greatest barrier faced by our consumers. The rise of paratransit opportunities has helped, but Metro Access in particular is unreliable and imposes barriers of its own. We have found that employers are generally tolerant up to a point since they understand that individuals are dependent upon a

service which is outside their control. Still, transportation factors can place a severe restriction on the number of employment opportunities available to any given individual and in the extreme case can make employment impossible.

Architectural barriers are not much of an issue. They may place a minor restriction on the jobs available to some individuals but no more than location or other similar factors. We have found that employers are usually quite willing to make reasonable physical modifications in order to enable the employee to function more effectively.

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

In FY '00 ICON's employment programs were surveyed by the Commission on Accreditation of Rehabilitation Facilities (CARF). CARF certification is now required of all programs which are funded by the Virginia Department of Rehabilitation Services, and FY '00 was the first year we had participated in this process. The outcome of the process was a full, three-year CARF certification for Employment Planning Services and Community Employment Services. Recommendations were made in only three areas; all addressed administrative rather than program issues.

## **Safetynet Services**

The desired outcome for these services is that, during times of unemployment, individuals with disabilities have the opportunity to maintain their job skills and interpersonal skills. For some people, this will be a time to explore new opportunities through volunteer experiences and job trials.

## **23. What percentage of the day do participants spend in integrated settings in the community?**

All participants in ICON's safetynet services are volunteers in community locations; most perform their volunteer service at Fairfax County RECenters. All activities are fully integrated.

## **24. How many individual objectives were met on service plans, and what percentage is this of the whole?**

The seven consumers supported in Safetynet sites at 6/30/00 had collectively achieved 69 of 96 possible objectives; this represents an achievement rate of 72%. Individual rates ranged from 47% to 100%.

## **25. What are the new skills which individuals are demonstrating that are being used in everyday life?**

Safetynets participants are improving their communication skills, increasing their independence, and learning that with independence comes responsibility.

With respect to communication, one woman is learning not to let negative statements be the sole topic of her conversations; another who rarely speaks is saying 'good morning' more often, and has even shared a secret with another RECenter volunteer.

All are increasing their independence by learning to use time management tools such as a picture schedule or personal timer.

All are also learning that as RECenter volunteers they are responsible for performing their volunteer work so that they can participate in the activities which are offered to all volunteers. Some are also learning that they have a responsibility to act appropriately when they are in an integrated setting in the community, and learning other ways to express the feelings that they have been accustomed to express through extremes of behavior.

**26. What sorts of jobs have been obtained for individuals in safetynet services?**

Seven of the participants in the safetynet program during FY '00 were looking for a job for at least part of the year. Four are now employed – one is actually working at two jobs now. Another has found what she feels is the perfect job, working in a crafts store. This job was developed through an unpaid work experience which allowed the employee and the employer to explore whether the job match was right for both.

**27. What proportion of people have made friends with people at the RECenter other than those who are paid to work with them?**

All of the individuals who participate in the safetynet program have made friends among the RECenter staff, patrons, and other non-disabled volunteers.

**28. To what extent have we helped people to expand their horizons? Consider the kinds of individual goals that have been chosen and the activities in which people are engaged.**

One man who has been participating in Safetynets for almost five years has had an opportunity to complete several data entry projects this year and has determined that he is ready now to pursue paid employment. One of his goals for the coming year will be to convince the others in his life that this is something he really is prepared to do.

The individual mentioned above who is working at two jobs now has come to believe that he is ready to move into an apartment on his own – and so has

his family, an outcome no one would have expected when he entered Safetynets a little more than a year ago.

Several individuals are expanding their ability to interact in the community by learning to tell time and count money, improving their reading ability, and learning to eat right and exercise, so that they are interested in getting out more often instead of sitting at home.

**29. Describe the mechanism for obtaining feedback from the Fairfax County Park Authority. What do county employees say about the program?**

ICON staff hold regular meetings with staff at both RECenters. In addition, staff communicate daily with RECenter staff to make sure we are aware of any issues before they have a chance to become major issues. A formal evaluation system has been instituted at Lee District which is completed every six months.

## **Community Living Services**

The desired outcome for these services is that individuals with disabilities develop 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 gain competence in conducting their daily lives, live in a place of their choosing, live with people of their choosing, participate as independently as possible in both necessary and preferred activities in their community, and spend time with their friends. We then look to see if individuals are accomplishing their goals. In order to provide a framework within which to assess outcomes for community living services, we have chosen to focus on community inclusion, self-determination, supporting families, independence, and relationships.

**30. What proportion of people use community resources independent of staff? When answering this question, consider the broad range of community resources such as banks, post offices, hairdressers, places of worship, and medical services.**

As we noted in our response to this question last year, we realize that the aggregate of these measures leads to conclusions which are fuzzy at best, and we had not found a method that would yield a result we were happy with. Still, we believe that the answers to these questions lie at the heart of what we hope to accomplish with our community living services, so we have continued to address the issue. We have developed a new method of tracking this information which will be followed in FY '01 and which we hope will begin to give meaningful measures of this data.

**31. 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.**

Here again, we have an area which is very difficult to measure objectively, yet is central to our mission. This year, it appears that 72% of the people we serve have chosen where to live and 74% have chosen who to live with. These figures are in line with the figures from FY '99. People seem to have gained a good deal of financial independence, with 93% choosing how they will spend their money (up from 73% last year). The number exercising choice in basic areas such as what to eat is also up significantly, from 67% in FY '99 to 86% in FY '00. Choice in how to spend leisure time is essentially unchanged from last year, at 86%. Consumers feel less able to choose their service provider; this year's figure of 77% is down from last year's 89%, but is still higher than the 60% which was recorded in the previous year.

As we have said, this can be a very difficult question to answer and the answers ultimately must be a matter of opinion. Even so, this is one of the core measures. We aren't really satisfied with the way we've been summarizing this measure and feel that it needs to be approached in a different way in order to yield more meaningful statistics.

**32. Are customers satisfied with the supports provided?**

Yes -- according to the responses we received to a survey conducted in May, 2000, in which 92% of community living services customers indicated that they are satisfied (the remaining 8% said they are satisfied 'most of the time'). All consumers said they like working with ICON staff, and 100% indicated that ICON staff treat them with respect. Eighty-three percent of respondents agreed that ICON staff are responsive to them (down from 97%

in FY '99). This last statistic is disturbing and is an area we have been targeting for several months and will continue to work on during FY '01.

Further detail on the responses to the FY '00 consumer surveys may be found in the *FY 2000 Stakeholder Satisfaction Surveys* report (see p. 5 for information on obtaining this document).

**33. How many individual objectives were met on service plans, and what percentage is this of the whole?**

The 40 consumers supported in Community Living Services at 6/30/00 had collectively achieved 241 of 368 possible objectives; this represents an overall achievement rate of 65%. Individual rates ranged from 8% to 100%.

**34. To what extent have we helped people to expand their horizons? Consider the kinds of individual goals that have been chosen and the activities in which people are engaged.**

A long-time consumer had a banner year, successfully passing two computer courses at Northern Virginia Community College and living with a non-disabled roommate, something neither she nor her parents ever thought she could do. Another long-time consumer convinced her employer to let her take computer classes which were being offered in her workplace.

ICON staff has helped a young consumer with very little work history to become connected with DRS for employment services, and she is currently looking for her first real job. Another woman refused to give up her desire to get a second job over the opinions of others in her life; she is working both jobs now and loves it.

A young man had expressed his desire to form a relationship with a woman – nothing truly dramatic here but he has met someone at work and now has lunch with her occasionally. We helped an older man to become connected with the Senior Center in his area, where he has found friends his age and participates in activities he would not have thought possible.

For all these people, a little extra support from ICON has meant that they have been able to take a big step toward becoming fully integrated members of their communities.

## **Life Skills Training Program**

ICON's Life Skills Training program entered its second year in FY '00. We continue to find that there is a good deal of confusion among funding agencies over just what this program is and how it may be used. Only seven people received Life Skills services in FY '00, and less than half of them were survivors of brain injury, toward whom the service was initially directed.

As a result, we still have few statistics to gauge its effectiveness. In concept, each person receiving this service has the same major goal: to develop personal strategies to overcome the effects of their disability which impact their ability to get or maintain a job. Thus a primary measure of the program's success will be the number of people who go on from the program to get and keep the job of their choice or are able to maintain their present employment. In practice, individual differences obscure any general trends in such a small population. We will continue to track this and other measures, as well as initiating an education program with funders in the coming year.

## **Fredericksburg Brain Injury Project**

In October, 1999, ICON began to deliver services to survivors of brain injury in the four-county area surrounding Fredericksburg, Virginia. The project is funded through a contract with the Virginia Department of Rehabilitative Services and provides a variety of services including facilitating community integration, providing service coordination, advocacy, skills training, and community education and outreach. The project employs a Service Coordination Specialist and a Community Integration Specialist who work out of their homes; all of the activities of the project take place in the community. An Advisory Committee made up of stakeholders and businesspeople in the area meets four times a year.

Because we are still in the early stages of this project, we do not have a bank of data for comparison. A database has been created which will track a comprehensive set of measures of each survivor's situation upon entry and how they progress toward achievement of their goals.

Through 6/30/00, thirteen people had received services; eleven were still active at that time. ICON has provided or helped people link with services such as: linkage with DRS and other agencies, cognitive remediation and training in compensatory strategies, tutoring for GED and reading skills, computer training, linkages with transportation providers and personal assistance services, opportunities for social and recreational activities, assistance with personal finances, and assistance negotiating the human services system.

## Organizational Management

The desired outcome here is that ICON maintain an organizational structure that supports its mission and is financially solvent.

### **35. 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. We also have attempted to keep overhead to a minimum so that we can maximize the salaries of direct service staff and as a result attract and keep quality staff.

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

Generally the feedback received from CSB and DRS personnel is positive in that our administrative practices provide information that is easily understood, to the point, and timely. When issues of concern have been brought to our attention, they have been resolved quickly.

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

ICON believes strongly in enhancing the skills and the horizons of staff. While this has been difficult in recent years due to financial constraints, the easing of these constraints in the last two years has meant that more staff have had the opportunity to attend training and conferences.

In addition, in FY '00, one staff person took advantage of our limited tuition reimbursement program for job-related courses. We were able to help an additional three individuals to expand their computer literacy through our no-interest computer equipment loan program.

During FY '00 we developed our internal website which now provides a source of information and education for staff who are rarely in the office but

can connect online. We also maintain a number of electronic mailing lists for information sharing between staff members.

**38. Are staff satisfied with job roles, opportunities, and input into the strategies of the organization?**

Comments on the occasion of performance reviews and exit interviews indicate that staff are very satisfied with their position in the ICON team. Nearly all feel that they have a voice in shaping the organization and appreciate the autonomy they experience in the workplace. This is borne out in staff attrition rates. During FY '00, of 41 full-time employees, eight left the company: four for personal reasons unrelated to the job, three moved on to other jobs, and one was terminated.

**39. What are the outcomes of our financial analysis?**

We have not yet received our audit for FY '00 but the unaudited financial statement at 6/30/00 shows a year-end excess of \$6,406 on revenues of \$1.39 million.

*Fig. 10 -- Fund Balance and Annual Excess (Loss)*

