

2022 Annual Report



THE VILLAGE COMMUNITY

OUR MISSION

...is to provide a place where people with disabilities are nurtured and valued; a place where they will be engaged in all aspects of their lives, learning and working alongside their friends, family, and members of the community.

www.TheVillageCommunity.org

How do we ensure that our children and others like them maintain a high-quality and engaging life?

Table of Contents

To Our Membership/Stakeholders	ii
2022 Operational Highlights	1
Looking Ahead	2
2022 Financials	3
Member/Family Satisfaction	5
TVC Business Model	6
Conclusion	6
Contact Information	7

To Our Membership/Stakeholders

*The Executive Board of The Village Community (TVC) is proud to report on our eighth full year of operation. 2022 yielded a bit of a **return to normal** operations. Perhaps not as quickly or fully as we would have liked, but nonetheless, we were able to continue to safely expand on services provided, doing so in a lean and cautious manner so as to mitigate any unforeseen risks. Some very well-timed and generous ARPA grants allowed us to retain a consistent team of exceptional staff while we navigated our new normal.*

*As we look toward 2023, we may have some opportunities to expand services, which we will do deliberately and strategically. The Board remains **confident** in our **long-term success and sustainability**.*

The following report shares some of the highlights from 2022 and looks ahead to the future of The Village Community.

2022 in Review:



HITS

- ✓ *Fitness area/trail project completed.*
- ✓ *Secured \$150k+ in grants and ARPA funding.*
- ✓ *Maintained service continuity through virus surges due to diligent health practices and concern for our membership and staff.*



MISSES

- ✗ *Unable to prioritize long-term projects due to lingering attention needed on pandemic safety.*

2022 Operational Highlights

As we look forward to putting the pandemic behind us, we celebrate our recent accomplishments and evaluating our current position.

Significant accomplishments in 2022:

- ✓ Utilized grant funds and family donations to build out our outdoor projects with a focus on **physical and mental health**. *These initiatives were completed in 2022, and the spaces are now enjoyed by our members, staff, and community.*
- ✓ Secured another **\$150,000+ in grant funds**, including \$87k in ARPA Recruitment and Retention funds. *While providers were given the option to save these funds for future recruitment, TVC chose to use the majority of our funds in 2022 to reward our current team for their exceptional efforts and dedication. We also secured technology and other important grants to allow us to make some crucial updates.*
- ✓ Maintained **continuity of services and employment**. *As we navigated the third full year of the pandemic, we were again able to remain open without closures due to illness. This may have been a challenge for other providers, especially during peak periods of contagion or new variants. Our members and staff remained diligent in wearing masks as needed, keeping up on booster doses, and testing/staying home if symptomatic. This dedication to personal health as well as concern for others allowed everyone to enjoy another full year of service provision without breaks.*

Projects still on hold...

While we continued to prioritize program sustainability along with the health and well-being of our members and staff, we also began to revisit some initiatives we had originally planned for 2021, such as an expansion of residential services and the addition of a possible overnight respite service. These projects did not see significant progress in 2022, but will become a higher priority in 2023.

2023 Targets:



OPPORTUNITIES

- ⦿ Accelerate some long-term goals of expanding residential and possibly respite services.
- ⦿ Continue to watch for any grant funding relevant to our mission.



THREATS

- Ongoing inflation of local cost of living and need to keep up with staff wages.
- Steep housing market may inhibit TVC's ability to purchase or rent another home.
- The end of the (public health emergency) in March 2023....

Looking Ahead

The Executive Board will continue to seek out and capitalize on opportunities in 2023-24 while continuing to anticipate and mitigate risks:

Opportunities:

- ⦿ Prioritizing some key long-term goals. *If funding opportunities align*, TVC would pursue any grants that would bring us closer to attaining two of our longer-term programming goals. Our priority would be respite care, due to pandemic-related caregiver burnout – especially that of familial caregivers. Additionally, we will be more assertive in seeking another residence, as there is a shortage of local options, and we have parents requesting residential services in the coming year.*
- ⦿ Possibility of additional grants via recovery funds. *As the pandemic lingers and there are occasional announcements of recovery funds still available, there may be additional opportunities to pursue.*

**Note that TVC applied for ~\$170k in grant funds to address three projects we would like to prioritize. Awards continue to be delayed, though we hope to receive at least some of the requested funding and begin to work on these projects that were sidelined during the pandemic.*

Threats/Anticipated Challenges:

- Local cost of living still increasing. *While the nation and state are experiencing post-pandemic inflation, our local housing market and overall cost of living is very steep. In order to provide a living wage, our staff salaries must continue to increase dramatically. This cannot be achieved with 2-3% rate increases provided every few years.*
- Housing costs. *The steep and prolonged increase in local housing prices will likely prevent TVC from making an affordable near-term purchase. This comes at a time when we have families requesting residential services in the near term.*
- End of the Public Health Emergency. *The national public health emergency (and associated rules changes) will end on May 11, 2023. Rules flexibilities will be phased out over a six-month period. This will end our ability to provide day hab services to vulnerable members who are not yet able to return to in-person programming and were able to receive services in their home under the PHE. TVC will monitor the expiration of the PHE and the subsequent unwinding. We will advocate for members who need these vital services.*

2022 Financials

Financial Highlights

In 2022, TVC was again the recipient of many generous donations and grants, representing 15% of income (compared to 18% in 2021 and 25% in 2020). For reference, in prior years, grants and donations comprised 5-10% of gross income.

Most impactful in 2022 was the Recruitment and Retention funding made available by the American Rescue Plan (ARPA). TVC was able to utilize these funds to make significant payroll investments to retain our highly-valued team of direct care staff.

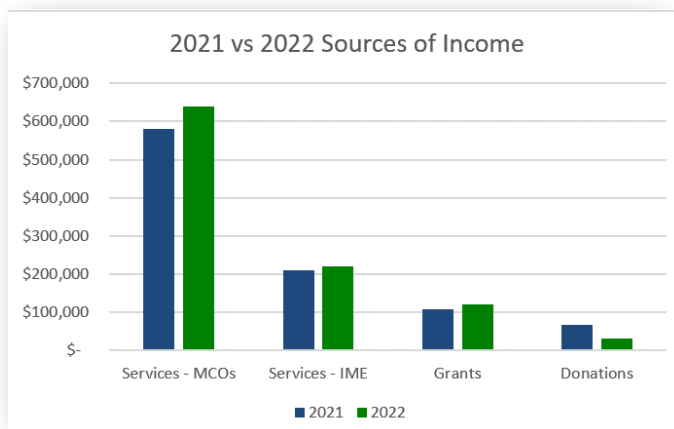
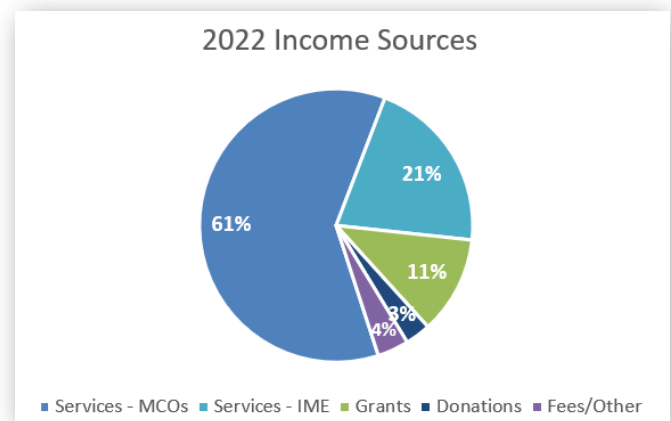
Comparisons to prior year:

- **Income from services** ↑ 9% (+\$70k, fully recovered to surpass pre-pandemic levels)
- **Income from grants/donations** ↓ 12% (Fewer funding opportunities, but still \$154k, which is incredible)
- **Net income (- depreciation)** ↓ 6% (Still positive at \$112k (11% of gross income), just less than 2021 net.)
- **Equity** ↑ 16%

2022 Income Sources

The graph on the right displays 2022 income sources as a percentage of total funding.

The 2022 share of *service reimbursements* from corporate MCOs rose slightly to 74% as our programs returned to full capacity. We continue to experience rate errors, non-timely payment, and services denials, and we are concerned that the addition of a third MCO in Iowa could introduce additional reimbursement issues.



2021-22 Income Comparison

This graph compares income amounts between 2021 and 2022. As noted, the ratio of MCO:IME service reimbursement increased slightly in 2022, as the remainder of our members returned to program. As the MCOs retain the much larger portion of services income, TVC remains reliant on private insurance companies for full and timely reimbursement of services. Grants increased slightly, due to ARPA funding in 2022, but this increase was offset by a decrease in private donations.

2022 Expenses

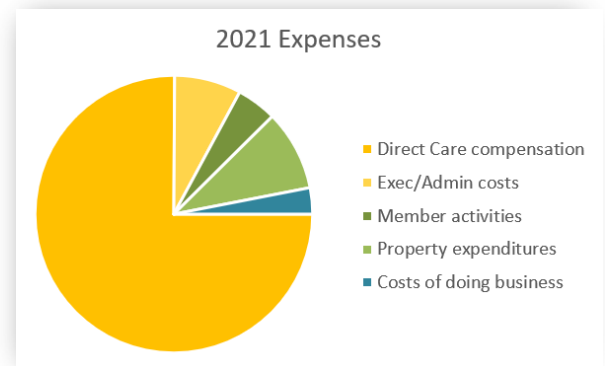
The Village Community’s spending remains in line with our mission to provide our members with high quality and engaging activities, settings, and staff. We were excited that community outing opportunities were expanded in 2022. While we still enjoy our onsite indoor and outdoor activities, we took full advantage of the ability to provide safe and enriching member experiences in our community as well.

84% = Total Labor Costs: TVC will always prioritize the recruitment and recognition of highly-skilled and engaging direct care staff. We continue to enjoy very low turnover. Total salaries represent 83% of our budget, similar to previous years. The Exec/Admin portion dropped again to 7% of total salaries. In recent years, our leadership team has been stretched thin (covering direct care absences, securing grants, etc). In 2023, we aim to provide additional support for our leadership team as this directly relates to our goal of long-term organizational sustainability.

6% = Member Activities: This expense is up just slightly from 5% in 2021. This reflects our return to more community-based outings and expenditures.

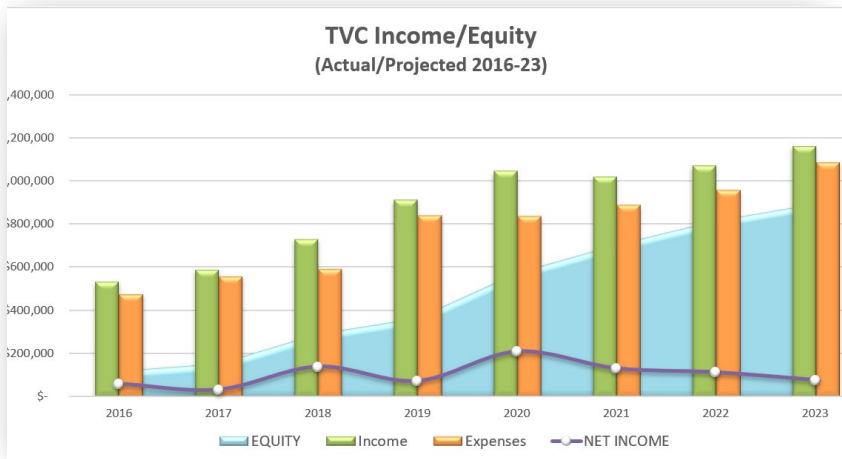
6% = Property expenditures: (maintenance, landscaping/gardening, mortgage interest, etc.). Our buildings and grounds expenses have returned to a standard level of 5-6% following the temporary increase to 9% in 2021 (outdoor project expenses).

4% = Costs of doing business: As always, we try to keep overhead costs to a minimum. Necessary expenses include accounting services, insurance, required subscriptions, accreditation, and dues. This figure is up another 1% following a 2022 insurance review and significantly-increased coverage. While these expenses don’t directly improve the member experience, they are critical to sustaining our business.



2016-23 Actual & Projected Financials

The steep 2020 Net Income boost (from grants and donations) has leveled off, though still higher than normal. 2022 outperformed our relatively flat projections as TVC realized a healthy bottom line (11%) and Equity growth of 16%. The increases were again a result of higher-than-typical grants and donations. We do not anticipate 2023 yielding a similar upside. The grants we have applied for and hope to receive in 2023 will support real estate projects/purchase, and will not impact Net Income. We have projected a relatively flat year. TVC’s 2023 budget conservatively assumes service levels similar to 2022, but without the grant opportunities we’ve had for the past three years.



That said, our Equity is significant, and TVC is positioned to expand services per our long-term strategic goals. The Board is actively evaluating opportunities to implement in 2023.

2022 Satisfaction Surveys

Summary of Results:

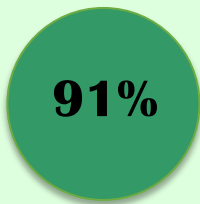
Member Engagement



Program Activities/Space



Communication



Overall Satisfaction



Member/Family Satisfaction

TVC conducted member and family surveys in October 2022. Those results are reported here and summarized in the sidebar.

Feedback, as usual, was overwhelmingly positive and supportive. We do take the comments and feedback we receive, along with any significant change in scores (higher or lower than previous years), and use that information to make improvements, when possible. In the 2020-21 surveys, our questions were tailored to service provision during the height of the pandemic and focused on Communication and COVID-19 Safety/Engagement. This year, we resurrected our standard questionnaire and also inquired about interest in a potential new service.

Member Engagement and Programs/Activities received high marks in 2022 (96% and 97% satisfaction scores, respectively), as we safely returned to many community activities and outings.

Communication (91%) is one area in which there is always room for relative improvement. We have made use of social media to share major events or seasonal photos, sent membership-wide emails from the Director (detailing recent activities and outings, including photos of members engaging), and we have utilized an all-membership texting tool for important reminders. But families have requested a detailed daily note, which we currently do not have the extra time/staffing to support, given needs of our membership and our priority placed on direct care over administrative expense. It is an idea we will revisit, if there comes a time when we have staff with extra admin time.

Overall satisfaction with the program was again very high at 95%. In 2023, we look forward to returning to even more community activities and potentially growing the program.

"Participation in The Village Community has greatly improved my child's quality of life, which cannot be understated. He is treated like family, actively engaged by staff and other members."

"Fantastic, unparalleled program... Would recommend without hesitation!"

"Beautiful, immaculately clean program space, excellent variety of activities (both on-site and in the community), accommodate a wide variety of member needs in a respectful and kind manner."

"Administration and staff are excellent and go above and beyond for the members, and it shows in their level of enjoyment and engagement."

"The Village Community is a wonderful program that sets an extremely high bar in regard to expectations on how individuals like my son are treated and cared for."

"Love how TVC has been able to offer such a variety of safe activities as covid continues to be a concern for many members."

TVC Business Model

Fiscal Priorities

2020-2022 has been filled with challenges and uncertainties of an ongoing global pandemic, followed by caregiver shortages and increasing operational costs and pressure on wages due to inflation. Yet our fiscal priorities remain the same: operate a sustainable, high-quality program by allocating a majority of our budget to items that *directly* contribute to member engagement. Such as:

- Paying higher direct care staff wages than other local providers,
- Maintaining safe, attractive, functional and inviting areas for members,
- Participating in varied and engaging outings,
- Providing high-quality recreational therapies and activities on site.
- Essentially... **Prioritizing and investing in member success** rather than in overhead and administration.
- This model requires founding family investment, staff commitment, engagement of key families and community partners, and significant volunteer hours. But – year after year – we continue to agree – it is well worth it!

The founding families' original mission endures. TVC's priority will always be to provide high-quality, engaging member experiences delivered by exceptional and consistent direct care staff. Our budget will continue to reflect our priorities in a sustainable way. And we will continue to push for state policy that will *once again* recognize the value of effective programs like ours.

Conclusion

While The Village Community Board's optimism was briefly shaken at times during 2020 and 2021, TVC members and families enjoyed getting back to more normalcy and consistency during 2022, though we did so carefully – with member and staff health remaining a priority. During a year when many day programs remained closed or experienced temporary closures due to virus spread and/or staff shortages, TVC again remained consistently open for our members. Ongoing thanks to our program directors and direct care staff for their creativity and dedication over these challenging years.

As we come off of another fiscally strong year, The Village Community Board looks to expand services and close some gaps that are ever-widening both locally and within the state. A topic that will again be high on our list of priorities in 2023: How can we best meet the needs of individuals with disabilities and their families/caregivers?

Contact Information

The Village Community's Executive Board is available to answer your questions or hear suggestions for our organization. We are most easily reached at TVC@TheVillageCommunity.org



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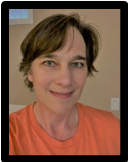
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For More Information

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