

2021

Annual Report



NOTICE
ALL SERVICES
ARE PROVIDED
BY THE
CITY OF
COLUMBIA



JAKE JACOBS
ADMINISTRATION BUILDING

8511 HILLCREST RD.

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Transportation Manager
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Personnel Manager
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Who We Are

As a statutorily-created taxing authority of Jackson County, Missouri. Eitas has provided funding and services for Jackson County citizens with developmental disabilities since 1976.

Our Mission

Our mission is to support individuals with developmental disabilities and their families with services that respect their choices, increase their opportunities, encourage their independence and assist their inclusion in all aspects of the community.

Our Value Statements

At eitas, we

- will advocate for a wide range of services and funding to meet the needs of persons with developmental disabilities.
- will promote a culture of inclusion and individualized supports.
- will support individuals with developmental disabilities through cutting-edge programs, empowered staff, and dedicated providers.
- will provide the highest quality of supports and services by listening to the people it supports and the people who know them best.
- will support people to be active, full members of their communities.
- will be a Missouri leader in developing, supporting and furthering a community free of attitudinal and physical barriers and where persons with developmental disabilities participate in the full, rich life of their community without fear and prejudice.
- will conduct itself with integrity, propriety and honesty in carrying out the Board's mission, values and responsibilities.
- will seek to insure the health, safety and quality of life for the persons we support through proactive oversight of the programs we fund.
- will, whenever possible, leverage its resources to enhance funding and forge local, state and federal partnerships to expand available funding and services for individuals with developmental disabilities.

To the residents of Jackson County

Clearly, the year 2021 represented eitas' first steps on the road to recovery from the Covid pandemic that devastated the lives of so many across the world. Although Covid did not go away entirely, we slowly fought our way back toward normalcy, despite surges and new variants.

One of the greatest operational impacts to us in 2020 was the loss of revenue due to the reduction in services we were able to provide. Fortunately, in 2021, with the help of Jackson County government and state and federal recovery programs we were able to utilize new funding to offset the previous year's losses. We also learned to be innovative in our approach to the provision and funding of services that aided us to grow new revenue.



Every staff member and every department showed dedication and flexibility in overcoming so many obstacles. It was truly inspiring to see such a concerted effort. And together with local providers, we used our longstanding relationships and partnerships to bring back services and resolve problems that were faced by so many of the individuals and families we jointly care for in Jackson County.

Despite weathering so many issues in 2020 that negatively impacted so many people with disabilities, our community showed the resiliency and the fortitude to survive and grow in 2021. I would like to say "thank you" to all those who helped overcome the many struggles we faced during Covid. It was particularly meaningful to have the support and confidence of our Board of Directors, as well as our numerous partners throughout Jackson County and beyond. The positive information contained in this report for 2021 is a testament to the dedication and perseverance of all involved.

Sincerely,

A handwritten signature in black ink, appearing to read "Jake Jacobs", written in a cursive style.

Jake Jacobs
2021 Executive Director

On June 30th, 2022 Jake Jacobs officially retired at the Executive Director of eitas. He is now busying himself with family, volunteering as a board member for a cause he cares about, writing, taking photographs, creating art, working on classic cars, woodworking, and completing home improvement projects. He is truly a renaissance man. Yet, he still finds time to answer calls and questions, while occasionally helping out on a few projects here at eitas.

Please join me in wishing Jake a happy and fulfilling retirement. His contribution to the field of intellectual and developmental disabilities has been immense. Jake's impact has reached far beyond Jackson County. His advocacy and heart for service have been instrumental in improving the lives of people who have I/DD. This is true locally, statewide, and nationwide. Happy retirement Jake! It is well-deserved.

Thank you,
Jorgi McNamara
2022 Executive Director

Facility Services

Organizational Development

Personnel Services

Targeted Case Management

Transportation Services

Financial

Administrative Services is responsible for handling all financial aspects of revenues and expenditures, including tax levy dollars, Medicaid contracts, grants, accounting, purchasing, and staff payroll and benefits. It also manages IT services and insurance.

| Revenue | |
|---|---------------------|
| Jackson County Taxes | \$9,547,137 |
| Investment Income | \$10,276 |
| Missouri Department of Mental Health - Shared Units | \$536,828 |
| Missouri Elderly & Handicapped Transportation Grant | \$60,390 |
| Medicaid (Includes Service Coordination) | \$7,130,520 |
| Gain (Loss) on Disposal of Assets | \$5,819 |
| Other Revenue | \$809,650 |
| Total Revenues | \$18,100,620 |

| Expenses | |
|-----------------------|---------------------|
| Administration | \$1,946,616 |
| Transportation | \$3,813,295 |
| Residential | \$261,793 |
| Vocational | \$2,210,181 |
| Day Services | \$631,379 |
| Support Coordination | \$6,170,527 |
| Community Outreach | \$424,456 |
| Intervention | \$215,032 |
| HOPE Waiver Match | \$107,438 |
| Property | \$485,792 |
| Training | \$268,525 |
| Total Expenses | \$16,535,034 |

| Totals | |
|---------------------------------|--------------|
| Revenues Over Expenses | \$1,565,586 |
| Less Depreciation | \$861,075 |
| Changes in Fund Balance | \$704,511 |
| Fund Balance, Beginning of Year | \$23,056,560 |
| Fund Balance, End of Year | \$23,761,071 |

2021 Services and Supports Expenditures

| Organization / Agency | Supports / Services | Tax Levy Funding |
|--|--|---------------------|
| Center for Developmentally Disabled | Residential | \$149,503 |
| TNC Community | Residential | \$112,290 |
| Job One | Sheltered Employment, Community Employment | \$887,091 |
| Southeast Enterprises | Sheltered Employment | \$500,000 |
| Blue Valley Industries | Sheltered Employment | \$319,742 |
| Ability KC | Sheltered Employment | \$132,175 |
| ACED | Adult Education | \$250,000 |
| Mattie Rhodes | Transitional Services | \$121,173 |
| Rainbow Center | Day Programming | \$237,013 |
| Developing Potential | Day Programming, Community Employment | \$225,000 |
| Jackson County Parks & Recreation | Recreational Programs | \$169,366 |
| Down Syndrome Innovations | Transitional Services | \$21,932 |
| Propel | Vocational Services | \$45,100 |
| Children's Center for Visually Impaired | Vocational Services | \$148,000 |
| Partnership for Hope | Match Funding | \$107,438 |
| Grants to Individuals | Special Services | \$55,427 |
| Eitas Community Outreach | Non-Medicaid Case Management | \$369,029 |
| Eitas Transportation Services | Transportation Services | \$3,813,295 |
| Eitas Administration | Operational Services | \$1,946,616 |
| Eitas Support Coordination | Targeted Case Management | \$6,170,527 |
| Eitas Organizational Development | Staff Training and Supports | \$268,525 |
| Property Expenses | Repairs/Refurbishing/Utilities | \$485,792 |
| Grand Total of Services and Supports Expenditures | | \$16,535,034 |

Accomplishments for Administrative Services in 2021

- After our fund balance decreased more than \$1.4 million in 2020, 2021 was a year of financial recovery for eitas. We were able to restore nearly half of the 2020 loss, because of an increase in revenue.
- Several factors contributed to a significant increase in revenue in 2021. (1) Missouri law permitted us to collect a one-time recoupment levy due to changes to 2019 and 2020 assessed valuations that were made too late to be reflected in those years' levies, (2) Federal CARES Act funds passed through Jackson County reimbursed us for certain COVID-related expenditures incurred in 2020 and 2021, (3) Medicaid billings for transportation services made a partial recovery from the COVID-related decline of 2020 (while still only 69% of the pre-COVID 2019 revenue, 2021 represented a 43% increase over 2020), and (4) 6% growth in Medicaid billing for support coordination added nearly \$400,000 in revenue.
- Our total expenses in 2021 were \$17,396,109, of which \$55,427 was for emergency grants to individuals and \$3,318,385 was for grants to other government and nonprofit organizations.
- We made 6,153 payments totaling \$16,325,789, which includes payroll, paper checks, and electronic payments. Electronic payments now account for 63 percent of all accounts payable transactions and 90 percent of the dollar value of those transactions.

Facility Services

Facility Services manages all the property that eitas owns and leases to providers. Its responsibilities include major upkeep of buildings and grounds, safety and security.

The year of 2021 was about transitioning from a pandemic back to normal. This meant that we were trying to meet the needs of our agencies daily. On multiple occasions we would arrive at an agency to perform maintenance requests only to learn that they had closed due to lockdown procedures. As the year progressed, we began to work on systems in preparation of people returning to their workplace on a regular basis. This involved work like upgrading air filters, replacing light fixtures, and completing remodeling projects. As the year came to a close, we began initiating cost-cutting measures by changing or adding vendors like fire-safety inspections, cleaning services, and plumbing.

Accomplishments for Facility Services in 2021

- Windows at Developing Potential Inc. Prospect were replaced and upgraded
- Roofs were replaced at The Center for Developmentally Disabled (CDD) White Oaks and Rainbow Options II
- Training Center board room remodeling project was completed
- Blue Valley Industries' roof drain was rerouted to prevent leakages and damage to the façade
- Two roof-top heating and air conditioning units were replaced at BVI Prospect
- Created a monthly inspection process for CDD White Oaks standby generator to prevent any issues in an emergency
- Interviewed and hired a new cleaning company, Office Pride
- Repaired and upgraded exterior lighting at our transportation facility
- Completed year one of a five-year process aimed at exterminating termites at the Training Center
- Replaced our fire-safety inspections contractor with Alliance Fire Protection and Marmic, which improved service and reduced costs
- Fire sprinkler systems repaired at CDD White Oaks to prevent damage to property
- Concrete sidewalk repaired at Rainbow Options II
- All inspections were completed regardless of if our facilities were closed to staff. Vendors worked with us to make sure we stayed current on all building systems

- Administrative Services
- Facility Services
- Organizational Development**
- Personnel Services
- Targeted Case Management
- Transportation Services

Agency Relations

Agency Relations is a department within Organizational Development. The department works in partnership with grant funded agencies to ensure programming and outcomes are fulfilled, and those receiving services are satisfied. The relationship is built on continuous quality improvement while providing programs that are needed and wanted in Jackson County by citizens with Intellectual and Developmental Disabilities.


Accomplishments for Agency Relations in 2021

- 221 additional people received services in 2021 from funded providers
- Collaboration between eitas support coordinators, funded providers and community organizations increased over 2021 to better support people with IDD in Jackson County
- Funded agencies remodeled and improved spaces used by people with IDD. In one case it was the people with disabilities that added to the environment by painting a mural
- Funded agencies reported numerous occasions where people with IDD excelled in achieving personal outcomes and developing inclusive relationships with those in the community




Agencies Funded for 2021

- Children’s Center for the Visually Impaired (CCVI)
- Developing Potential, Inc. (DPI)
- Jackson County Parks + Rec. (JCP+R)
- Mattie Rhodes Center – Visionaries Program
- Life Unlimited
- TNC Community
- Down Syndrome Innovations
- UMKC Propel
- Ability KC
- ACED Program – UMKC/IHD
- Blue Valley Industries (BVI)
- Center for Developmentally Disabled (CDD)
- Job One
- Rainbow Options
- Southeast Enterprises
- Transition Academy



Number of Grants Funded

| | | |
|----------------------------|--------------------------|-----------------------|
| • College Program — 1 | • Early Intervention — 1 | • Transition — 1 |
| • Community Employment — 1 | • Community Living — 2 | • Day Services — 4 |
| • Sheltered Workshop — 4 | • Sports Programs — 2 | • Adult Education — 1 |
| • Home Consultations — 1 | • Nursing Supports — 2 | |












Number of People Benefiting from SB40 Funding

| | | |
|------------------------------|---------------------------|-------------------------|
| • College Programs — 20 | • Early Intervention — 22 | • Transition — 19 |
| • Community Employment — 357 | • Community Living — 196 | • Day Services — 158 |
| • Sheltered Workshop — 361 | • Sports Programs — 265 | • Adult Education — 189 |
| • Home Consultations — 39 | • Pre-Employment — 147 | |

Community Outreach

Community Outreach (COD) is a department within Organizational Development that provides a variety of services, information, and resources to the general public. The majority of our referrals come from the Kansas City Regional Office.

| | | |
|--|---|------------|
|  Presentations | Number of presentations eitas presented | 3 |
|  Events | Number of events eitas participated | 2 |
|  Committees | Number of committees eitas participated | 6 |
|  Assisted | Individuals assisted in becoming Medicaid eligible | 63 |
|  Assisted | Individuals assisted in benefits counseling and benefits assistance | 242 |
|  Community | Processed information referral calls from the community | 106 |
|  Active | Individuals actively supported on caseloads as of Dec. 31, 2021 | 87 |
|  Referred | Individuals referred to eitas COD for support | 92 |
|  Agency | Total number of referred programs | 356 |

Accomplishments for Community Outreach in 2021

- Benefits Specialist processed 225 referrals for benefits counseling and assistance from COD and TCM, compared to 118 in 2020.
- Benefits Specialist began recruiting outside referrals for benefits counseling and assistance from the community, resulting in 17 referrals.
- The Benefits Planning service code was added to the provider contract, to bill as a waived service starting in 2022 for non-eitas TCM, therefore expanding the amount of people the Benefits Specialist reaches.
- Created the contracted Peer Resource Specialist position that facilitated Project STIR training and received 8 referrals for peer support from COD and TCM.

Impact of COVID pandemic on Community Outreach activities

- COD participated in the Healthy KC Eastside grant. Through this grant, COD represented eitas at vaccination clinics intended to provide community outreach and vaccinations to people with developmental disabilities living in higher risk to COVID neighborhoods.
- The number of events and presentations that were available to represent eitas and provide was impacted by COVID. Therefore, COD was not able to represent eitas at many events nor give a large number of presentations. This was reminiscent of 2020.

Community Outreach Annual Satisfaction Survey Results

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|-----------|-------------|----------------|
| The intake process was efficient. | 11% | 0% | 0% | 44% | 44% |
| The intake process was welcoming | 11% | 0% | 0% | 44% | 44% |
| | Does Not | A Little | Some | Quite a Bit | A Lot |
| Knows about me | 0% | 11% | 0% | 44% | 44% |
| Knows about local supports, services, and resources | 0% | 0% | 0% | 44% | 56% |
| | Never | Rarely | Sometimes | Often | Always |
| Connecting to local supports, services, and resources | 0% | 0% | 0% | 12% | 88% |
| Service effectiveness | 0% | 0% | 14% | 0% | 86% |
| Attentive and responsive | 0% | 0% | 0% | 12% | 88% |
| Listens | 0% | 0% | 0% | 12% | 88% |
| Encourages me to advocate | 0% | 0% | 17% | 50% | 33% |
| Participation | 0% | 0% | 0% | 33% | 67% |
| Satisfaction with eitas support during COVID 19 pandemic | 0% | 0% | 11% | 11% | 78% |
| | Poor | Fair | Good | Very Good | Excellent |
| Building Relationships | 0% | 17% | 0% | 50% | 33% |

Communications

Communications is a department within Organizational Development. The department manages all print and digital communications (internal and external) and marketing, as well as managing social media, the Internet and the Intranet.

Website Traffic and Demographics for 2021



Users
12,728



New Users
12,372



Typical User Age
25-34



Typical Gender
Female (62%)



Page Views
46,334

Social Media Analytics for 2021

233 posts • 2,131 engagements • 841 fans
 219 tweets • 724 engagements • 107 followers
 232 posts • 886 engagements • 184 followers
 126 views • 413 impressions • 5 subscribers

Accomplishments for Communications in 2021

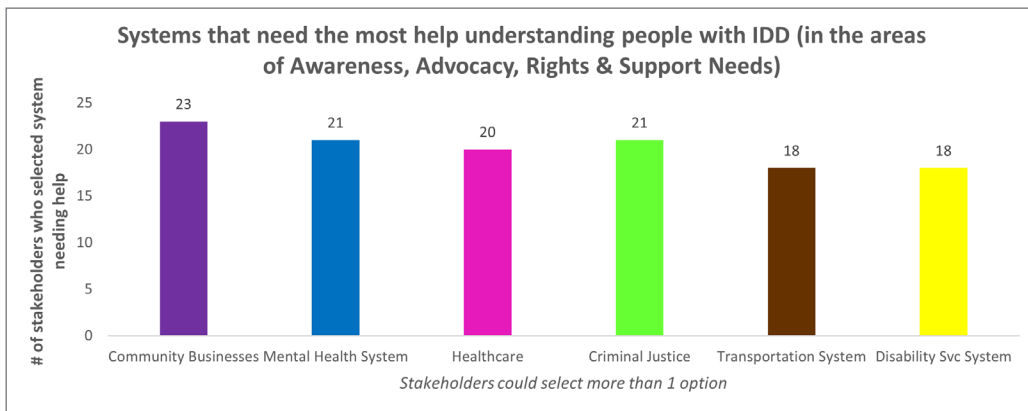
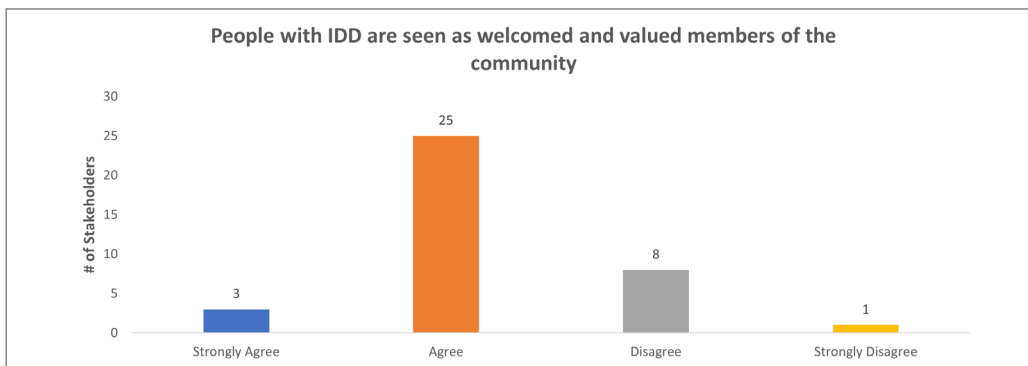
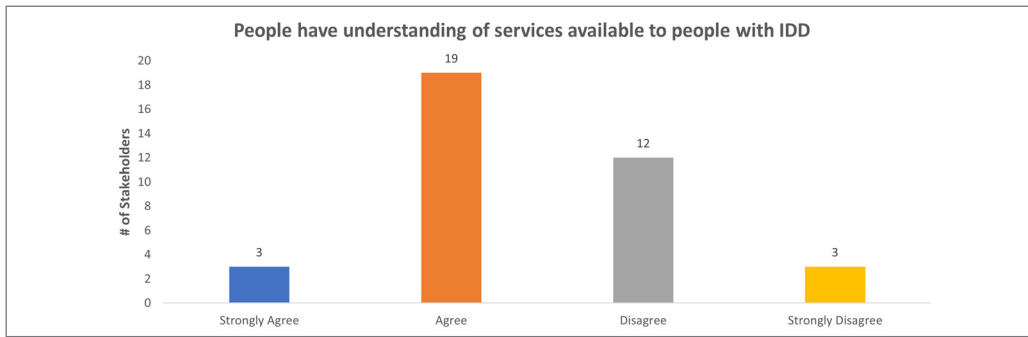
- Developed and promoted 11 internal employee newsletters and one external newsletter
- Implemented an extensive SharePoint (Intranet) Governance Plan
- Communications coordinator resigned in October, and his successor was recruited in November
- Managed social media and automated marketing channels, and continued adding more followers and subscribers

Quality Assurance

Quality Assurance is a department within Organizational Development. It monitors the quality of service activities through external surveys, data analysis, and specialized reports.

2021 External Stakeholder Survey

At eitas, we are committed to actively seeking information from external stakeholders and providing supports and services in a manner that utilizes this information to ensure that the needs (and preferences) of all stakeholders are consistently met. Therefore, in 2021, eitas conducted its third annual external stakeholder survey to measure such things.



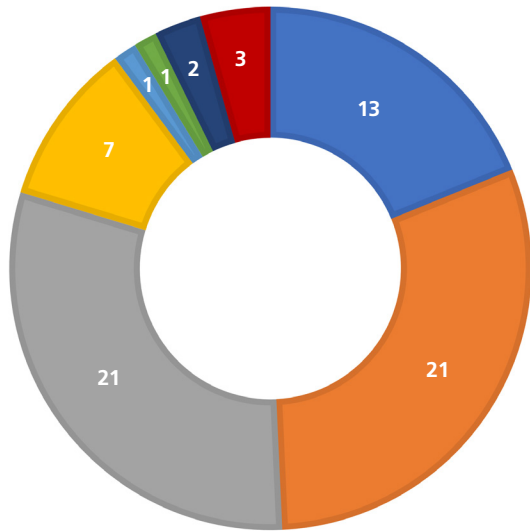
The following chart is the percentage of respondents who indicated they “Strongly Agree” or “Agree” with the question based on their interaction with the eitas department(s) they indicated they are affiliated with.

| Survey Question | % of Strongly Agree/Agree | | |
|---|-------------------------------|-------------------------|-------------------------------------|
| | Community Outreach Department | Transportation Services | Targeted Case Management Department |
| Eitas supports individuals and their families with services that respect their choices, increase their opportunities, encourage their independence, and assist their inclusion in all aspects of the community. | 93% | 100% | 100% |
| Staff are prompt in their response to your calls/requests for contact. | 93% | 100% | 96% |
| Staff are timely in their role for coordinating services. | 92% | 100% | 82% |
| I have been treated with kindness and respect each time I have had contact with eitas. | 94% | 92% | 100% |
| Individuals who request services, and meet the requirements for admission to our program, are admitted in a timely manner. | 92% | 85% | 89% |
| Eitas provides and advocates for culturally competent services for the people we support. | 93% | 100% | 91% |
| I am pleased with the support provided by eitas staff during the COVID-19 pandemic. | 93% | 100% | 86% |

Training

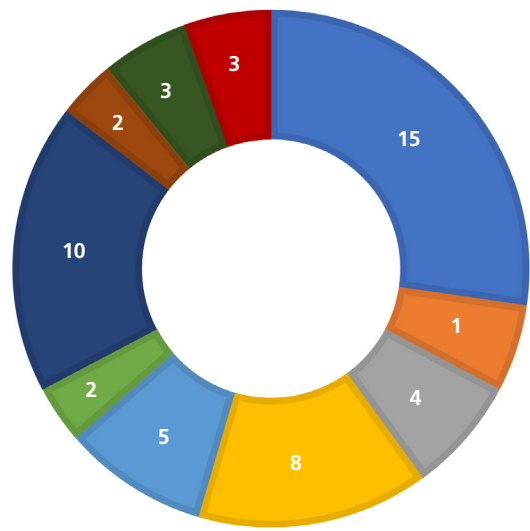
Training, a department within Organizational Development, provides a variety of training services to eitas staff and community providers.

Number of Classes/Workshops Offered in 2021



- Adult First Aid / CPR / AED Training
- Level 1 Medication Aide
- Level 1 Medication Aide Update
- Introduction to Gentleness
- Trauma and IDD
- Pediatric First Aid / CPR
- ID and Dementia
- Bloodborn Pathogens

Number of Classes Requested by Providers in 2021



- Self-Care/Burnout
- Communications Skills
- Managing Direct Care Staff
- Disability Topics
- Diagnosis Specifics
- Disability Service System
- Skill Building
- Mental Health First Aid
- Sign Language
- Trauma Informed Supports

Accomplishments for Training in 2021

Provider Training at the Hensley Training Center

- Total training attendees: 635
- Addition of Intellectual Disabilities and Dementia training to offerings
- Number of classes scheduled: 72
- Three new instructors
- Training evaluations: Average of 3.75 out of a 4-point scale for evaluations received.

Support Coordinator Training

- Nine new support coordinators were trained in 2021
- Total hours of support coordination training provided: 3371.25
- Development of benchmarks to help assess effectiveness of training for new SC's within their first 6 months

Addition of Training Specialist to the Training Team in Sept 2021

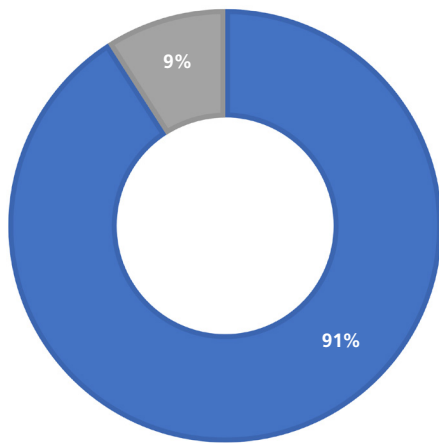
- Facilitates all CPR/FA training and certification for eitas staff
- Coordinates, tracks and facilitates new staff training for Transportation Department
- Develops and facilitates additional training for providers and eitas staff as needed

| |
|----------------------------|
| Administrative Services |
| Facility Services |
| Organizational Development |
| Personnel Services |
| Targeted Case Management |
| Transportation Services |

Personnel Services

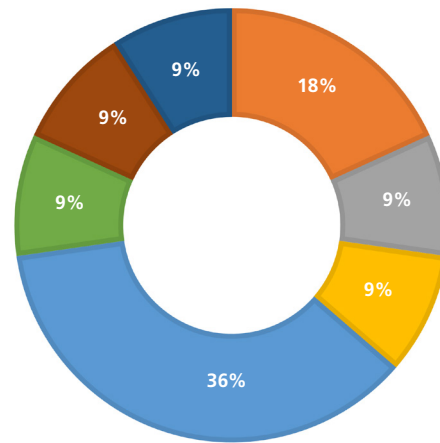
The **Personnel Services** division manages the recruitment of staff, personnel policies and benefits.

2021 Hires by Division



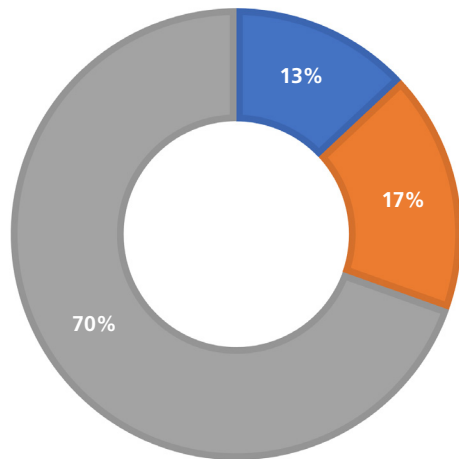
- Community Services
- Organizational Development

2021 Hires by Months



- February
- March
- April
- May
- June
- August
- November

2021 Separation of Employment



- Resigned without proper notice
- Resigned with proper notice
- Terminated

By the Numbers (Sum Totals)

| | | |
|---|--------------------------------------|----|
|  | 2021 Total New Hires | 11 |
|  | 2021 Separation of Employment | |
| | Community Services | 15 |
| | Transportation Services | 5 |
| | Organizational Development | 0 |
| | Administrative Services | 3 |
| | Personnel Services | 0 |
| | Facility Services | 0 |

- Administrative Services
- Facility Services
- Organizational Development
- Personnel Services
- Targeted Case Management**
- Transportation Services

Support Coordination

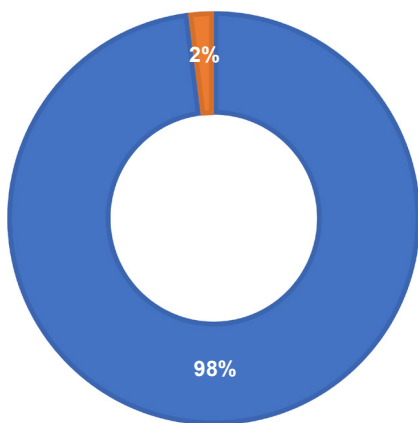
Our Medicaid **Targeted Case Management** division manages our Support Coordination department through our contract with the Missouri Department of Mental Health.

In 2021, we continued to operate under modified Department of Mental Health COVID-19 requirements. Support Coordinators met each person and held support team meetings virtually. Keeping everyone safe was the priority as we continued to mourn the loss of face-to-face interaction with the people we support. For a short time, DMH temporarily removed the remote-only aspect of monitoring services which created excitement and uncertainty; excitement to return to in-person visits but hesitancy for everyone’s safety. Many SCs hired during the pandemic had never experienced going to someone’s home to monitor their services and environment. The 30 to 45-minute virtual meetings now took more than an hour and a half including travel time. These short and sudden changes created time management challenges and adjustments for many. Through all the changes, uncertainty, and fear, eitas TCM staff demonstrated care, compassion, and dedication to the people we serve.

During 2021, the TCM Department served approximately 1,700 people. We ended the year with seven support coordination teams and a total of 52 Support Coordinators.

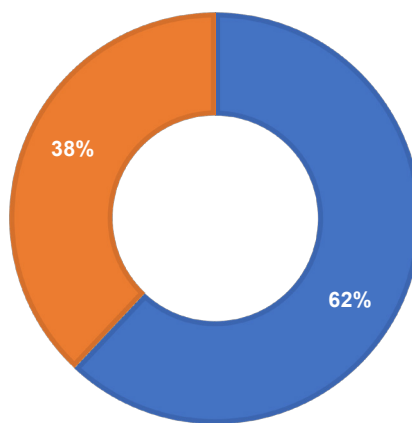
The TCM Department also includes an Enhancement Team and a Records Team. These teams make sure that plans containing rights restrictions adhere to strict criteria to protect the civil liberties of the people we support. They ensure funding requests are accurate, justifiable, and comply with all funding regulations. They assist individuals who are transitioning in and out of Jackson County to ensure that their needs are met. These teams assess the changing skill levels of the people we support to make sure services are still needed. They oversee client records and access to those records while providing administrative support to keep us organized and on track. The Enhancement and Records Teams are critical to providing high quality services to the people we support.

Languages spoken by those we support



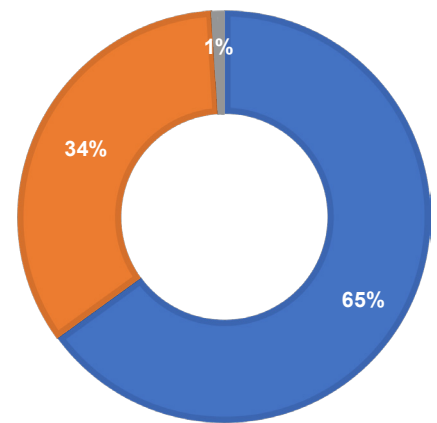
■ English
■ Other

Gender of those we support



■ Male
■ Female

Living situation for those we support



■ Full Guardian
■ Independent
■ Other

**This number includes minor children.*

| |
|--------------------------------|
| Administrative Services |
| Facility Services |
| Organizational Development |
| Personnel Services |
| Targeted Case Management |
| Transportation Services |

Transportation Services

Transportation Services division provides a variety of needed transportation services across Jackson County for persons with developmental disabilities.



**Gallons of fuel
used in 2021**
108,661



**Total trips
completed in 2021**
82,583



**Total number of
miles driven in 2021**
905,130

As the pandemic continued to sweep through our communities, eitas was able to provide safe, reliable transportation to over 375 Jackson County residents with developmental disabilities. Our sanitation protocols coupled with additional preventative measures were instrumental in helping us provide a safe and sanitary riding environment for our passengers and staff. During this same time, we were able to increase the number of passengers riding while decreasing the number of routes needed to complete the task. Services remain strong as we continue to add new passengers into 2022.

Accomplishments for Transportation Services in 2021

- There was a 41% increase in transportation requests in 2021 vs 2020. Of the 64 new requests received, 55 or 85.9% were placed.
- In 2021, DOT completed a total of 82,583 one-way trips which is an increase of 30.5% compared to 2020.
- The increased productivity was accomplished using three fewer routes and drivers. Rerouting alongside passenger consolidation played a significant part in our ability to accomplish this task.
- Medicare receivables totaled \$526,561.95 in 2021 which is an increase of over 70% compared to the previous year.
- We significantly reduced the number of unproductive man hours in 2021 by lowering "make-up" time compensation from 8 to 6 hours. This translated into a projected annual savings of just over \$85,000.00.
- Due to a shortage of available work, DOT was faced with the possibility of layoffs in early 2021. We were able to avoid this action as the year progressed when three drivers unexpectedly left due to either retirement or a new job opportunity.
- In 2021, Dot staff received 159 surveys of 300 handed out to riders. Of the total number received, 97.8% of the responses were positive indicating either "always" or "mostly" satisfied in their responses.
- In 2021, our maintenance department completed a total of 899 vehicle repairs. This is an increase of 29.8% compared to the previous year.



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Kansas City, MO 64138

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Here's how you can stay in touch with us:

www.eitas.org: Our website provides you with an opportunity to sign up to join our mailing list. This is a great way for us to be able to reach out to you with news items, upcoming courses and much more. We also include news releases on our website in the Announcements banner.

Social Media: We post related information on these social media channels:

 **Facebook:** www.facebook.com/eitasJacksonCounty

 **Twitter:** [@eitasjacksonco](https://twitter.com/eitasjacksonco)

 **YouTube:** www.youtube.com/channel/UCZmwKRlMFstYJzQFyIvUPrg

 **LinkedIn:** www.linkedin.com/company/eitas/

To submit news items or ideas, please reach out to us at communications@eitas.org.

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