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#### FISCAL YEAR 2021 PRE-AUDIT FIGURES PROVIDED BY **DEB JUNGLING**

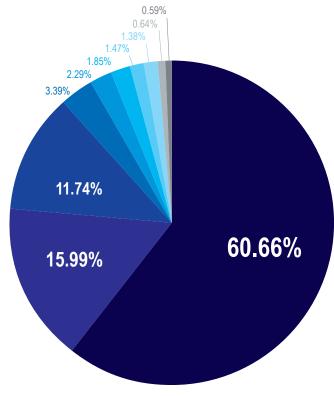
#### REVENUE

### FISCAL YEAR 2021 Pre-audit Figures

MEDICAID	\$14,639,855   60.66%
COVID-19 STATE/FEDERAL ASSISTANCE	\$3,860,034   15.99%
STATE & FEDERAL GRANTS	\$2,833,660   11.74%
DONATIONS	\$817,898   3.39%
RENTAL INCOME & PROPERTY REPAIRS	\$551,586   2.29%
CONTRACTED SERVICES	\$445,838   1.85%
COUNTY FUNDED/VOC REHAB	\$354,573   1.47%
CHILD CARE FEES/ASSISTANCE	\$332,486   1.38%
TRANSPORTATION VEHICLE REPAIR & RENTALS	\$155,514   0.64%
CONSUMER FEES & SSA	\$142,031   0.59%

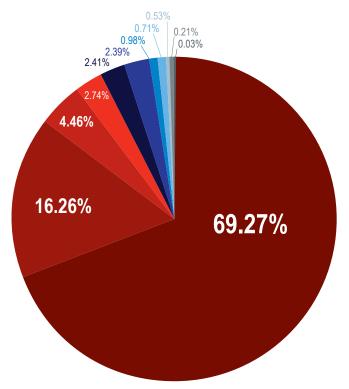
TOTAL \$24,133,479





#### **EXPENSES**

#### Net Administration is 9.91% OF TOTAL EXPENSES

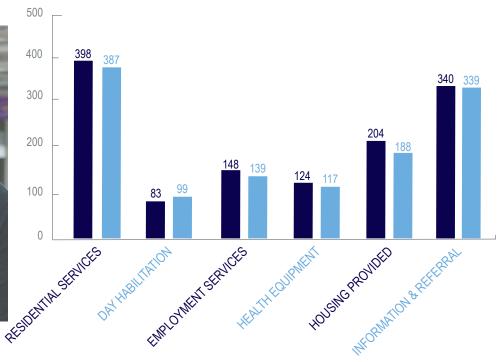


COMMUNITY SERVICES - RESIDENTIAL/HOST HOMES	\$13,610,095   69.27%
CHILDREN & FAMILY SERVICES	\$3,195,273   16.26%
COMMUNITY LIVING - DAY HABILITATION	\$876,916   4.46%
PROPERTY MANAGEMENT	\$538,973   2.74%
COMMUNITY LIVING - EMPLOYMENT SERVICES	\$474,318   2.41%
TRANSPORTATION	\$469,204   2.39%
COORDINATION & CONSULTATION / AFFILIATED	\$193,190   0.98%
REPRESENTATIVE PAYEE	\$138,548   0.71%
FOUNDATION	\$104,423   0.53%
MANAGEMENT & GENERAL OTHER REVENUE	\$41,627   0.21%
HEALTH EQUIPMENT	\$6,199   0.03%

## COMMUNITY SERVICES

FY 2020 FY 2021

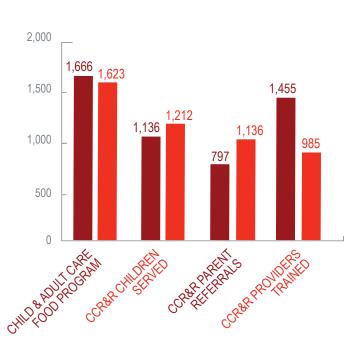




## COMMUNITY CHILDREN & FAMILY SERVICES

FY 2020

FY 2021







# MAKING SENSE OF THINGS WHEN THINGS DON'T MAKE ANY SENSE BY CHRIS SPARKS

I have been thinking quite a lot over the last few months about our tendency, our need really, to make sense

of the world around us. I've started calling this process "sensemaking" and I see people struggling everyday trying to do just that. I do the same thing. Working to explain the behavior of others (that's often a tough one), to understand why something went wrong... to try and maintain their fragile sense of control over a world that might seem increasingly out of control.

How many times have you had this experience? How many times have I? More often than I care to admit I find myself feeling like the world is a place I no longer recognize.

If we had trouble making sense of things before the pandemic it has only gotten staggeringly more difficult over the last twenty months. We are struggling and wrestling with really big problems. Problems of significant magnitude, that work across multiple and complex systems.

#### Some of the things we have struggled to understand:

- 1. Geez, what happened to the workforce? We were in a workforce crisis before the pandemic but this is worse! Nearly a 30% DSP vacancy rate! The problem is so severe that IME has launched a Workforce study group. And DHS has included some funding for recruitment and staffing in their American Rescue Plan spending proposal to CMS. Help's only help if it's helpful so who knows how that will work out, but it's welcome attention to our needs.
- 2. How do we count the cost and cope with what we have lost? We have had an unprecedented number of people in our services pass away. Precious people that we knew and cared about, staff and families who have gotten sick, children with long haul symptoms. People are tired and stressed out, and many openly wonder just how much more they can take.
- 3. How do we keep kids safe in child care services, and support the providers as they work to navigate the added problems brought on by the pandemic? Our

CCR&R staff bear additional burdens as they work to support providers who are struggling as never before.

The last year has presented challenges, many unprecedented, and some without very good solutions. It has been very hard to make sense of our world. As oppressive and overwhelming as the problems have felt at times, there have been many shining moments and they continue to see us through. What are they, you might ask??

- Our staff have shown up, stepped up, and courageously worked with open hearts. They have been marvels. They've calmed fears and nurtured the resolve for us all to persevere. If it sounds like I'm exaggerating I assure you I am not, people have been great. Seeing the good our staff do, and their commitment, it's enough to restore your faith in humanity. I keep getting up and entering the battle each day in large part for them, they're my inspiration.
- In the midst of some of the most trying circumstances
  we have ever experienced, we were selected again
  as an Employer of Choice by the Waterloo Courier.
  Nominated by our employees. They had some really
  nice things to say about us in their nomination.
- We were able to secure vaccinations for employees and persons served - at a somewhat early juncture.
   Due in large part to the partnerships we have nurtured and our dogged determination.
- Fiscal year 2021 was a good year financially. Sure, we got help from a Paycheck Protection Plan Loan, CARES act money from federal and state sources, additional funding for child care services, but we have been surviving a once in a century global pandemic!
- The workforce problems we have been talking about have burst into the open. Much attention is being paid with a study group here, a plan there, and talk of funding... for something. This is great and we are working to amplify our particular industry's needs.

We intend to face any coming challenges as we always have, keeping our working relationships healthy, taking care of staff, collaborating with like-minded partners, and focusing on our customers. We are financially and operationally stable and we're facing the storm with courage and optimism.