

Live. Work. Thrive.



PHASE-INDUSTRIES
LIVE • WORK • THRIVE

**2021
Annual Report**

MISSION

The Mission of Pine Habilitation and Supported Employment, Inc. is to empower Program Participants to **live**, **work**, and **thrive** through the discovery and development of their individual abilities.



VISION AND VALUES

VISION:

PHASE-Industries is a community where compassion, expertise and opportunity merge to create a world of discovery and success.

VALUES:

Program Participant First
Large-Minded
Innovation
Service for Social Good

Ethical Integrity
Empowered
Excellence
Fun at Work

A MESSAGE FROM PHASE-INDUSTRIES

Dear Friends,

2021 was another unique year for PHASE-Industries, the people and communities we serve, and the world as a whole. The COVID-19 worldwide pandemic continued to affect nearly every component in how, when & where we supported those with disabilities. Our commitment to our Mission, service recipients and community remained steadfast, with full attention focused on increasing service access for those wanting employment, day and transportation supports after a year of COVID-19 regulatory barriers to these services. As these service access restrictions lifted throughout the year, we welcomed back existing service recipients, as well as those new to PHASE-Industries supports, with a focus on successfully rebuilding, reconnecting and reintegrating into work, communities and meaningful opportunities in new and COVID-safe ways. We were pleased to start (and re-start) supports and services for 134 individuals the year.

In our support of over 400 individuals with disabilities throughout the year, we relied on the support of our community & employer partners, educational entities and contributors to deliver the most community-inclusive, person-centered, meaningful supports resulting in competitive employment, expansion of natural supports, and individual exploration of the world & communities. Over forty community businesses & entities in our east-central MN neighborhoods helped support the goals, inclusion and economic well-being of individuals served by PHASE-Industries. To all these community partners, we are immensely grateful!

*Our Mission of **Empowering Program Participants to live, work and thrive through the discovery and development of their individual abilities*** continues to act as a beacon in our work every day. We could not meet our Mission without the incredible dedication, expertise and commitment of our talented staff team members and volunteer Board of Directors. These are the people who bring Person-First and Person-Centered practices to fruition every day, and the lives of those we support are improved as a result. We honor and celebrate our teams and communities of support who help us live and fulfill our Mission every day!

The information contained in the following pages represents highlights and a snapshot of key performance and outcomes measures. This information and feedback informs our organizational decisions on what is important to our stakeholders, and how we can better meet the needs and expectations of the individuals we support.

Respectfully,

Ronald Osladil
Chairperson - Board of Directors

Timothy Schmutzer
Chief Executive Officer

PHASE-INDUSTRIES BOARD OF DIRECTORS

Ronald Osladil, Chairperson
Don Petersen, Vice-Chairperson
Dean Ogdahl, Treasurer
Lisa Koski, Secretary

Susan Morris
Daryl Peterson
Margaret Wentworth
Tom Willie

PHASE-INDUSTRIES SENIOR LEADERSHIP TEAM

Tim Schmutzer, Chief Executive Officer	Denise Johnson, Employment & Development Director
Curtis Mangan, Chief Operating Officer	Michael Orn, Chief Financial Officer
Cheryl Gullickson, Director of Operations	Joyce LaMere, Human Resources Director

CONTRIBUTORS TO PHASE-INDSUTRIES

Isanti Sportsmen Club
United Way
Network for Good
Upcycles By Lori D
City of Sandstone
First Bank Trust
MN Department of Human Services
Thrivent
RaiseMN-GiveMN
Mightycause Charitable Foundation
D. Hemgren

Twin Cities Recycling
S. Malafa
L. Peterson
L. Anderson
D. Peterson
J. LaMere
A. Olson
S. Ervin
K. Ulrich
P. Windberg
L. Christenson

PHASE-INDUSTRIES SERVICES

PHASE & Industries provide CARF-Accredited and MN-245D Licensed services, including training, assistance, supported employment, employment development, integrated employment and community-integrated activities to individuals with developmental/ intellectual disabilities, individuals with severe and persistent mental illness and/or individuals with traumatic brain injuries.

PHASE-INDUSTRIES SERVICES

PRE-EMPLOYMENT TRANSITION SERVICES

Pre-Employment transition services (Pre-ETS) represent the earliest set of services available for students with disabilities and/or having a gap in services and needing additional supports under the VR program. Pre-ETS are short-term in nature, community based, and designed to help students identify career interests.

EMPLOYMENT SERVICES

PHASE-Industries is here to support you with your employment goals. PHASE-Industries support staff can help you discover your interests and talents, assist you in your job search, assist you to develop skills needed to work, how to keep your job, assist you with career advancement, help you understand how working can affect your benefits, provide assistance in obtaining your driver's license, and how to advocate for yourself.

DAY SUPPORT SERVICES

Day Support Services are individualized, community-based training and support services that help a person develop and maintain essential and personally enriching life skills so that they can discover, access, and participate in activities they prefer in their community.

TRANSPORTATION SERVICES

We provide support to find and secure accessible transportation options to assist individuals in accessing the community, including employment and other services offered through PHASE-Industries. In addition to providing transportation directly with a fleet of 50 vehicles, we also partner with local public transit and other transportation providers to support your mobility needs throughout east-central MN.

PERFORMANCE MEASURES & FEEDBACK

PHASE-Industries asked individuals receiving services to rate the impact we have through a survey. The survey used a Likert-Type scale, ranging from *Strongly Agree* to *Strongly Disagree* on a series of statements relating to program/service quality, communication and Program Participant choice. The following are the summarized results of the surveys:

Program/Service Measurement

Individuals rate the ability of PHASE-Industries to meet their standards of performance on several criteria, including goal/service identification and support, service access, and progress toward goals, responsiveness, person-centered planning, and consideration of culture in service planning.

Respondents rated PHASE-Industries as follows:

- 88% of respondents responded, "Good" or "Great"
- 10% of respondents responded, "Neutral"
- 1% of respondents responded, "Fair"
- <1% of respondents responded, "Poor"

Communication Measurement

Individuals also rate their satisfaction with the level and quality of communication they experience while at PHASE-Industries, rating listening, response, and respect. The average rating in this area was 8.9 out of a maximum score of 10.

Promotion of Rights & Choices Measurement

stakeholders rate how effective PHASE-Industries is in promoting choice, self-direction, and the exercising of rights. The average rating for this series of questions was 8.8 out of a maximum score of 10.

***89% of respondents said they would recommend
PHASE-Industries services to others.***

When asked, those surveyed identified staff listening & helpfulness, seeking employment opportunities, and compassion as the greatest strengths of PHASE-Industries. Those surveyed identified increase in employment opportunities, more staff, and listening more often as areas to improve services. PHASE-Industries uses this feedback and ratings to target actions toward improvement.

PERFORMANCE FEEDBACK

Feedback from
Program
Participants &
Stakeholders

**PHASE-
Industries...**

“Love the help on the job!”

“They help me in workforce success!”

**“Innovative and think outside
the box.”**

“Gone above and beyond!”

*“Respects and helps
everyone!”*

...is “Awesome!”

PERFORMANCE FEEDBACK

PHASE-Industries 2021 Stakeholder Surveys

PHASE-Industries asked stakeholders in the community to rate our services. The survey used a Likert-Type scale, ranging from *Strongly Agree* to *Strongly Disagree* on a series of statements relating to program/service quality, communication, and Program Participant choice and rights. The following are the summarized results of the surveys:

Program/Service Measurement

Program services easy to access:

85% of respondents agree or strongly agree.

Transportation services meets need of Program Participant:

95% of respondents agree or strongly agree.

PHASE-Industries provides support that helps Program Participant succeed:

89% of respondents agree or strongly agree.

Program Participants make progress toward their chosen goals:

87% of respondents agree or strongly agree

PHASE-Industries services helped improve the life of the Program Participant:

92% of respondents agree or strongly agree.

Support staff takes the culture of Program Participants into consideration when planning and providing services:

83% of respondents agree or strongly agree.

Support Staff is respectful of the Program Participant's cultural background.

84% of respondents agree or strongly agree.

Communication Measurement

PHASE staff members are respectful in their interactions:

91% of respondents agree or strongly agree.

PHASE staff clearly communicates about program services:

89% of respondents agree or strongly agree.

PHASE will listen and respond when I have a concern or need.

92% of respondents agree or strongly agree.

Participant Choice & Rights Measurement

PHASE helps Program Participants identify goals important to him/her:

92% of respondents agree or strongly agree.

PHASE staff helps Program Participants exercise their rights and responsibilities:

92% of respondents agree or strongly agree.

PHASE staff upholds the rights and choices of Program Participants:

94% of respondents agree or strongly agree.

95% of respondents would recommend PHASE-Industries services to others.

94% of respondents stated that PHASE-Industries services are integrated into the community.

Stakeholders reported an average improvement of nine percentage points in overall scores in the areas above, including improved scores in each individual area, compared to the previous year. When asked about strengths, stakeholders identified meeting participants needs around confidence, communication and participant employment opportunities. Conversely, stakeholders identified communication, increasing work opportunities, and hiring additional staff as areas for improvement. Two areas rated as strengths were also rated as areas to improve, and PHASE-Industries will work toward continued improvement in these areas across the next year. Of note, year-over-year reliability, as well as validity confidence may have been affected in 2021 data because of the statewide mandatory statewide COVID-19 service access barriers specific to DHS licensed HCBS services.

2021 EMPLOYMENT SERVICES FEEDBACK & PERFORMANCE

In the PHAS-Industries Employment Services, trained counselors work with a diverse population in the community to meet the goal of assisting the Program Participants to explore and attain competitive Employment.

We're Making a Difference

179 people were served by the Employment Services Department

257 services were provided

And here's what people are saying -

"....employment has changed [participant's] life. She/he used to work in the day program and had also tried to work before but it didn't work out. Once she/he found the right fit, it changed her/his life. She/he is happier than we have ever seen her/him...."

"Having workers from **PHASE-Industries** working here has made us a better team. The staff pulled together to help them learn and grow. Because of this, no one is 'just stocking boxes of crackers anymore.' Staff have developed a more positive perception, and appreciation, and see their jobs differently now. When **PHASE-Industries** workers are in the breakroom, everyone is very eager to talk to them. It brings us out of our world and helps us view things in a different way. I would recommend to any of our local and small businesses to work with **PHASE-Industries...**" John, General Manager, City Center Co-Op

"We have hired several people through **PHASE-Industries**. ... **PHASE-Industries** has been a great experience. They provide supports to the individuals when needed and are very professional. I would definitely recommend working with **PHASE-Industries** for staffing needs." Lyla, Manager, McDonald's



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Trends and Highlights

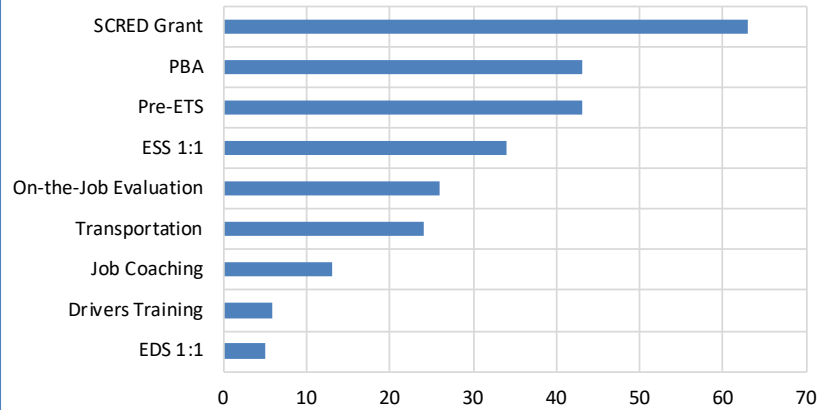
- 33 people from day services expressed interest in individual competitive employment and participated in one or more of the employment services
- Awarded the Pine County SCRED (St. Croix River Education District) grant to educate and spark excitement in students about employment after they graduate
- Pre-ETS (Pre-Employment Transition Services) for students increased from 8 students being served to 43
- Job Placement Services (PBA) increased from 33 to 43
- The effects of COVID continue to have a real impact on participants' mental health. Job placement dropped to 43% this year due to mental health hospitalizations, choosing not to continue pursuing employment, businesses closed, or not allowing staff support in buildings.
- 44 of 54 people that were employed maintained employment for 90 days or more
- People who were employed but needed temporary assistance to maintain their jobs (Job Coaching) increased from 8 to 13

The number of people participating in employment services increased from 81 in 2020 to 179 in 2021

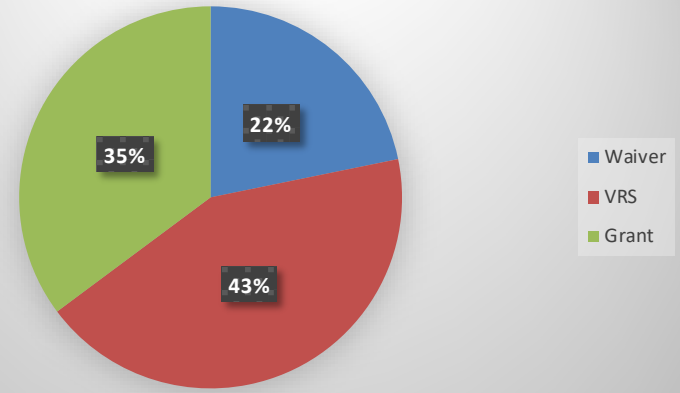


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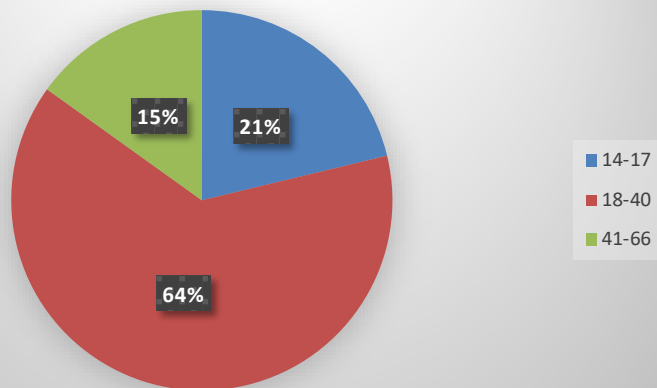
Service



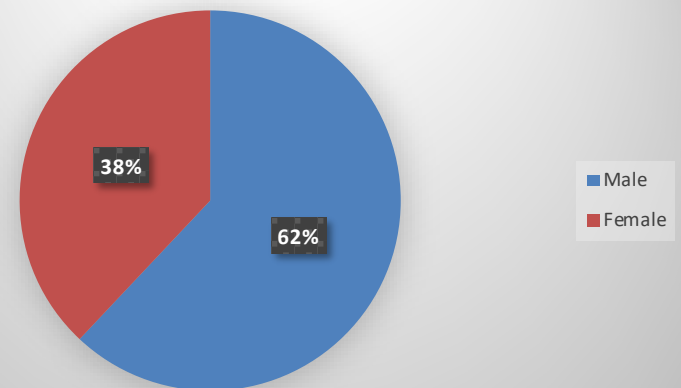
Funding Source



Age Group



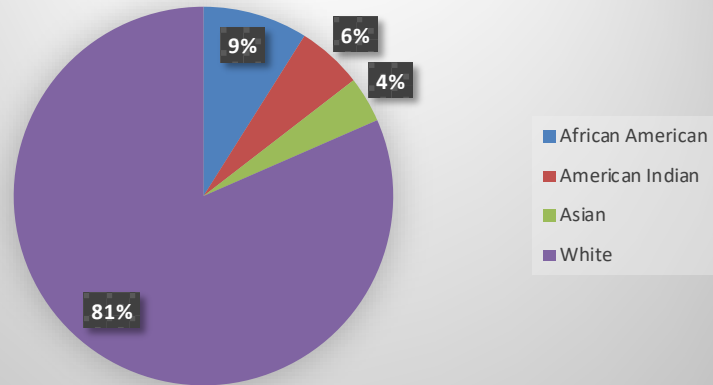
Gender



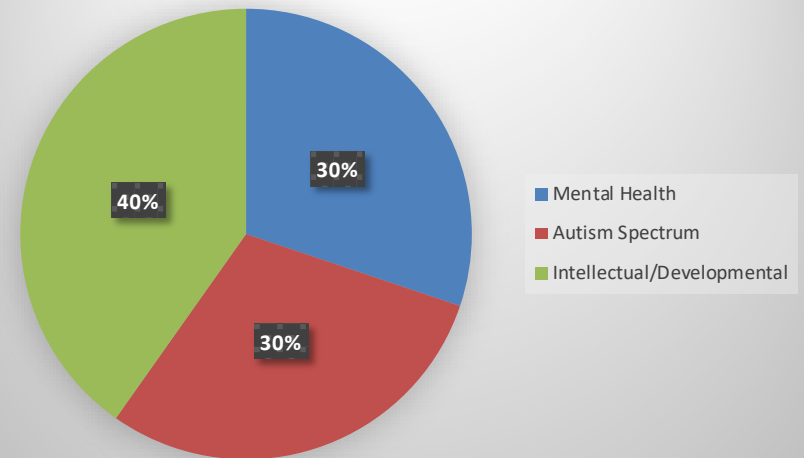


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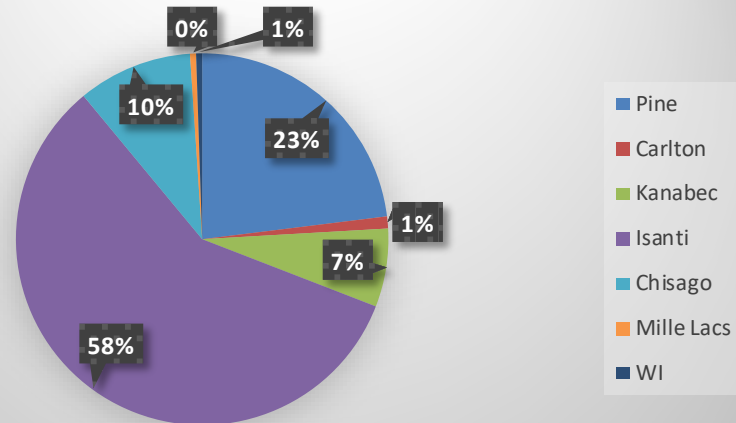
Race



Disability Type



Where People are Working



Program Service Delivery Performance Employment Planning Services 2021

Categories of Measures	Objective	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Participants end services with an understanding of their future employment goals	Participants completing their OJE	End of services	Summary Report	Employment Consultant	95%	100%
Efficiency	Provide cost-effective services by obtaining funding for staff travel and transportation time	All participants participating in OJE	Monthly and annually	Billing Records and Service Authorizations	Employment Services Manager	95%	100%
Service Access	Minimize wait time for start of services not to exceed 20 days	Participants referred for OJE	Monthly and annually	Referral and Intake Documents	Employment Services Manager	95%	92%
Satisfaction	Participants are satisfied with services	All participants participating in OJE	At end of voc assess	Survey	Employment Consultants	95%	100%
	Percentage of referents who indicate that the service purchased resulted in appropriate recommendations	VRS Counselors	On going and annually	Report Meetings	Employment Services Director	95%	100%
	Percentage of business who report satisfaction with services provided	Businesses providing sites for OJE's to take place	On going	Participant case notes	Employment Consultants	95%	100%

Program Service Delivery Performance Employee Development Services 2021

Categories of Measure	Objective	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Participants retain employment as a result of job coaching	All participants receiving job coaching	End of service	Progress Report	Employment Consultant	95%	92%
Efficiency	Provide cost-effective services by obtaining funding for staff travel and transportation time	All participants receiving job coaching	Monthly	Billing Records and Service Authorizations	Employment Services Manager	95%	85%
Access	Minimize wait time for start of services not to exceed 20 days	All participants receiving job coaching	Monthly	Referral and Intake documents	Employment Services Manager	95%	92%
Satisfaction	Participants are satisfied with services	All participants participating in Job Coaching	Throughout the entire service of Job Coaching	Survey	Employment Consultants	95%	100%
	Percentage of referents reporting satisfaction with the services provided	VRS Counselors	On going and annually	Meeting notes with VRS Counselors	Employment Services Director	95%	100%
	Percentage of businesses who report satisfaction with services provided	Businesses where participants work	On going	Participant case notes	Employment Consultants	95%	95%

Program Service Delivery Performance

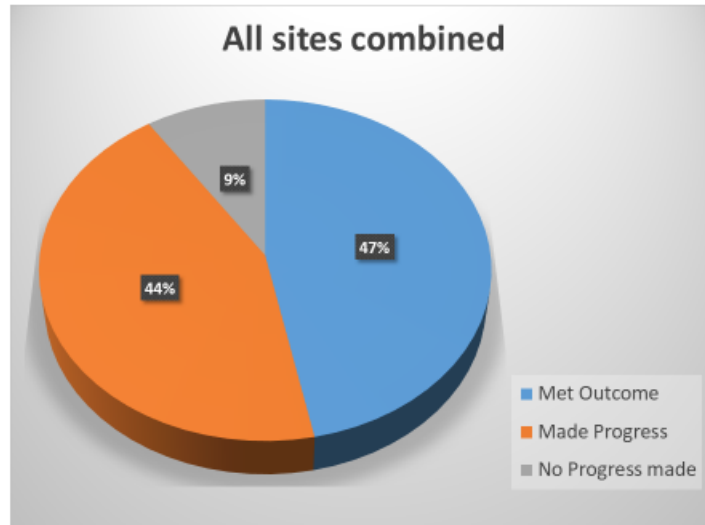
Community Employment Services: Job Development and Employment Supports

2021

Objective	Categories of Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Job seekers obtain employment	Job seekers starting a PBA	First day of employment	Progress Reports	Employment Consultants	95%	47%
	Job seeker maintains employment for 90 days	Job seekers who have obtained employment	Job seekers completing 90 days of employment	Progress Reports	Employment Consultants	95%	81%
Efficiency	Provide cost effective services by reducing the amount of administrative time and expense	Employment Consultants	Monthly	ES-Coach from ICI	Employment Services Director	10%	10%
Access	Minimize wait time for start of services not to exceed 20 days	Job seekers starting a PBA	Monthly and annually	Referral and start of service records	Employment Services Manager	95%	95%
Satisfaction	Participants are satisfied with services	Employed individuals	Annually	Survey	Employment Consultants	95%	100%
	Percentage of referents reporting satisfaction with the services provided	VRS Counselors	On going and annually	Meeting notes with VRS Counselors	Employment Services Director	95%	100%
	Percentage of businesses who report satisfaction with services provided	Businesses where participants work	On going	Participant case notes	Employment Consultants	95%	95%

Waivered Services 2021 Program Participant Outcome Progress Report

Outcome Area	Total
Met outcome	80
Made progress	75
No progress made	16
Participants with 2 more outcomes	54
New outcome added	86
<p>There were a total of 171 program participants with established outcomes from July 2021 through June 2022. 47% met their outcome, 44% made progress towards their outcomes, 9% did not make any progress.</p>	



Percentage Comparison			
	Met/Achieved Outcome	Made Progress Toward the Outcome	No Progress Made
2020	36%	36%	28%
2021	47%	44%	9%
Difference	+9%	+8%	-21%

Reviewing the results

- A positive measure is that 155 participants either *met* and/or *made progress* toward their outcome at 91%.
- This was a 17% increase in the percentage compared to 2020.
- The overall comparison to 2020 in the area of *outcome met* had an increase of 9%, at 47% overall.
- The South site did drop to 84% for *met or made progress*. This site had a change in management and was without a Designated Coordinator for a significant part of the program year
- Overall, a very positive number is that we went from 28% of participants that **did not** make any progress towards their outcome in 2020 to only 9% in 2021.
- Pre-Covid era, there were **278** participants with outcomes in 2019, compared to **168** in 2020 and **171** participant for 2021.
- The total is for all the Day Services sites combined. Which includes; Cambridge, Mora, Pine City and the two Sandstone sites. All sites were faced with the arduous task of responding to the many same challenges that the Covid-19 pandemic present the previous year. All things considered the programming services support did very well.
- The participants that were previously working at the Recycling center had significant changes to their program plans. There were 42 participants with new outcomes added.
- We have a goal to meet 90% or above for the combined positive indicators. We did not reach that outcome last year, but we did this year. The program support teams are doing very good work.

PERFORMANCE MEASURES & FEEDBACK RISK MANAGEMENT, BUSINESS FUNCTION & ACCESSIBILITY

PHASE-Industries sets targets each year to identify, monitor and mitigate risks, monitor & improve business functions, enhance quality-of-service through organizational systems, and identify and reduce accessibility barriers for Participants, employees and the public.

Target Outcome

Identify & minimize physical barriers to site:
Reduce stigma associated with population served:
Reduce communication barriers in provision of services:
Reduce barriers to employment to maintain diverse workforce
 Sensitive to unique needs:
Reduce financial constraints that may restrict access:
Reduce barriers to transportation & accommodations:
Reduce barriers, including transportation, to community inclusion:
Reduce environmental barriers to service delivery:
Reduce technology barriers in service delivery:

Result

Met
Significant Progress
Significant Progress
Partially Met
Significant Progress
Significant Progress
Significant Progress
Met
Partially Met

Target Outcomes

Expand tech security, sensitive equip. training
Enhance building security protocols & infrastructure
Incident analysis and Emergency testing/review
Increase service access while ensuring COVID-safe practices:
Initiate service transformation in alignment with regulatory shifts &
 Stakeholder/market feedback
Enhance training & associated support of transition students:
Implement risk management safeguards around insurances,
 Corporate compliance, technology, legal liabilities.

Result

Significant Progress
Significant Progress
Met
Met
Significant Progress
Met
Met

Independent Financial Audit

No Material Weaknesses:
No Significant Deficiencies/Deficiencies:
Meet budgeted financial targets:

Target

Met
Met
Met

Based on the results above, modified and new goals & outcomes are identified relating to risk management, business functions, accessibility barriers and financial planning and execution. These plans are generally reviewed by organizational committees, and serve to assist the organization to measure its impact, improve its ability to deliver services, protect its assets and guide the organization in measuring performance. For detailed plans available in accessible formats, or to provide input into or feedback on plans, please email info@phase-industries.org, call 320-245-2246 or stop by any of our locations.

Thank you!

PERFORMANCE MEASURES & FEEDBACK

Technology Target Outcome

New Network Infrastructure Installed & Operating:
Website updated to reflect rebranding:
Multi-Factor Authentication on all user accounts:

Result

Met
Met
Met

Other Key Target Outcomes

Strategic Plan Actions & Objective met or on-track:
Improve effectiveness, efficiency, and prompt & reliable access
to supports in Employment Services:
>80% community employers & business partners' feedback score:
Reduce Employee Injuries & associated Worker's Compensation
Modifier by 10%:
>80% Employee Engagement & Satisfaction Survey Score:
Enhance facilitated training across organization to Improve cultural
competencies and promote equity & inclusion:

Result

Partially Met (77%)
Substantial Progress*
Met
Met
Met
Met

**See 2021 Annual Employment Services Outcomes Report for greater detail.*

For greater detail on any of the information reported above, please call PHASE-Industries at 320-245-2246 or email info@phase-industries.org

Overall trends around performance measures and feedback informs the focus of organizational work in the future, as do emergency events that substantially alter the manner in which supports are provided (e.g., COVID-19 pandemic). Based on these, PHASE-Industries will focus on planful expanding service access in adaptive formats during the remainder of the pandemic, transforming services to improve competitive employment outcomes, meaningful community inclusion and development of natural supports, and ensuring on-going financial stability. If you wish to provide input, feedback or suggestions on how we can improve the PHASE-Industries service experience, please email info@phase-industries.org, call 320-245-2246 or stop by any of our locations. Thank you!

PHASE-INDUSTRIES STATEMENT OF ACTIVITIES

For fiscal year ending December 31, 2021

Revenues and Supports

Fee for Service	\$ 3,034,092
Employment & Rehabilitation Services	\$ 565,915
Retail & Thrift Programs	\$ 179,754
Recycling Distribution	\$ 36,892
Interest Income	\$ 1,524
Contributions/In-Kind Contributions	\$ 2,784,471
Gain (loss) on sale of equipment	\$ 356,873
Other Income	\$ 49,740
Total Support and Revenue	\$ 7,009,261

Expenses

Program Services	\$ 3,810,467
Management & General	\$ 760,921
Total Expenses:	\$ 4,571,388

Liabilities

Current	\$ 623,467
Long-Term	\$ 729,670
Total Liabilities	\$ 1,353,137

Assets

Undesignated	\$ 3,214,530
Property & Equipment, net of debt	\$ 2,484,928
Designated for capital	\$ 72,150
Total Assets	\$ 5,771,608

Total Liabilities and Net Assets:	\$ 7,124,745
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Change in Net Assets:	\$ 2,437,873
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Cambridge, MN 55008
763-689-5434



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