



# AGENCY/PROGRAM APPLICATION FOR FUNDING

## Fiscal Year 2022-2023

NAME OF AGENCY			
Thresholds			
CONTACT PERSON AND TITLE			
Gulfishan Hamid, Manager of Institutional Giving			
ADDRESS			
4101 N Ravenswood Avenue			
CITY		STATE	ZIP
Chicago		IL	60613
PHONE		FAX	
773 572 5207		773 698 8492	
E-MAIL			
Gulfishan.hamid@thresholds.org			
WEB			
www.thresholds.org			
NO. OF YEARS IN EXISTENCE		TOTAL AGENCY FUNDING REQUEST FOR PROPOSED YEAR	
62		\$ 50,000	
PROGRAMS REQUESTING FUNDING	AMOUNT RECEIVED LAST YEAR	\$ AMOUNT FOR PROPOSED YEAR	FUNDED BY TOWNSHIP SINCE? (Estimate of Year OK)
1. Case Management and Care	\$ 50,000	\$ 50,000	2015
2.	\$	\$	
3.	\$	\$	
4.	\$	\$	



## AGENCY/PROGRAM APPLICATION FOR FUNDING

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### Eligibility Criteria For Funding

New Trier Township General Statement of Policy:

- **Each agency/program requesting funding from the Township will be referred to either the Agency Oversight Committee, the Mental Health Committee, or the Money Follows the Person Committee of the Township. Those committees will make funding and agency/program recommendations to the New Trier Township Board of Trustees. You will be notified of their final decisions sometime in the spring.**
- Agencies considered for funding should have been in existence for one year after receiving their not-for profit status from the State of Illinois and have been providing services to the community during that time.
- No agency with the ability to tax or conduct referendums will receive Township funding.

In order to be eligible for funding an agency must meet the following minimum requirements:

- **Area Served** - While an agency may serve areas other than New Trier Township, its programs must serve residents of New Trier Township.
- **Proportion of Township Residents Served**- For agencies serving more than New Trier Township, the amount of funding requested shall take into consideration the proportion of the agency's service rendered to residents of New Trier Township.
- **Non-Profit** - Funded agencies must be 501 (c) (3) not-for-profits.
- **Needs**- The need for the service must be demonstrated.
- **Standards** - An agency requesting funding must have at least one full-time paid staff person, or its equivalent; the credentials of the applicant's staff shall meet professional standards, commensurate with the responsibilities involved.
- **Employment Practices** - The agency must be an equal opportunity employer.
- **Articles of Incorporation** - Submit a copy, as amended, if changed in the last 12 months.
- **Bylaws** - Submit a copy, as amended, if changed in the last 12 months.
- **Use of Funds** - Funds must be used as specified in the grant application and as approved by the Township. Changes must be cleared with the Township.
- **Accessibility** - *All services must be available to clients with disabilities and the agency must be able to deliver services from a site that is ADA accessible. If not, please explain.*



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- **Accountability** - The agency shall maintain communication with the assigned advisory committee liaison, who must be allowed to attend board meetings upon request. The agency may dismiss the person from a board meeting if they convene into Executive Session. The agency shall provide meeting minutes to the liaison upon request
- **Financial** - *All agencies with budgets of greater than \$300,000 must have an annual audit performed by an independent CPA. Those agencies with a budget of \$300,000 or less must submit to the Township a copy of form AG990 that is sent to the Attorney General's Office. The Township reserves the right to request an audit be performed for agencies with budgets of \$300,000 or less.*
- **Absence of Conflicts of Interest** – The agency certifies, to the best of its knowledge, information, and belief, that it has no current relationship or involvement with any New Trier Township Trustee, Employee, or Committee Member which the Agency reasonably believes could either favorably or unfavorably influence the Township's possible grant of the Agency's funding request.  
**YES**   X    
**NO** \_\_\_\_\_ - **If no, please explain.**

### Other Certification Issues

Please mark yes, no, or other as appropriate next to each statement. If no, or other, please explain. Supporting documents may be requested at a future date and must be supplied upon request.

YES    NO    OTHER (PLEASE EXPLAIN)

        Agency maintains a personnel policy manual

        Agency has a non-discrimination policy

        Agency has a sexual harassment policy

        Agency has a grievance procedure

        Agency has a Strategic Plan  
Covers years 2021-2023



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- Agency produces an Annual Report  
 Most recent report covers period FY20
- Agency has an effective fiscal management system in place and has disclosed any and all Conflicts of Interest as described in the Eligibility Criteria for Funding.
- Audit or AG990 completed and copy provided to the Township for most recent fiscal year (Latest audit was conducted for FY20; FY21 audit will be available later in the year and provided as soon as it is completed).
- Agency maintains general liability insurance coverage and names New Trier Township as additional insurer  
 Amount of coverage 90,781,450  
 Name of insurer ACE American Insurance Company  
 Effective dates of coverage 7/1/2021-7/1/2022
- Agency pays all state and federal payroll taxes
- Agency has a conflict of interest policy.

- | YES                                 | NO                       | OTHER                    | (PLEASE EXPLAIN)  |
|-------------------------------------|--------------------------|--------------------------|---|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Agency has by-laws in place<br>Date last amended/accepted <u>3/24/2016</u>  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Agency is accredited by recognized accreditation organization (where appropriate)<br>Date of most recent accreditation <u>5/1/2018 (next accreditation process takes place in December 2021).</u><br>Accreditation Organization <u>CARF International</u>   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Agency's board serves without compensation<br>Number of board members <u>43</u><br>Number of Board vacancies <u>2</u><br>List board sub-committees <u>Executive Committee, Governance Committee, Audit Committee, Finance Committee, Investment Committee, Program Committee, Real Estate Committee, Development Committee, and Special Events.</u><br>Schedule of board meetings <u>6 meetings a year, annual meeting in November.</u> |



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Agency has Auxiliary or other Advisory/Governing Board. If so, please explain:

Agency provides staff with opportunities for training and personal development

Agency has filed its annual report with the Illinois Attorney General  
# 01-002 080

Agency has filed its annual report with the Illinois Secretary of State  
# 430591122  
Federal Tax ID # 36-2518901

*We certify that we meet all the eligibility criteria for funding and that the information contained in this application is true and correct to the best of our knowledge and agree to comply with all requirements of the program and funder if we are awarded and accept funding. Furthermore, our Board has been advised of the Eligibility Criteria and approved our signing of this document.*

Agency Director Name Mark Ishaug

Signature  Date: 09/07/2021 | 5:45:50 AM CDT  
DocuSigned by: 944067757D994C5...

Board President Name Suzet M. McKinney

Signature  Date: 09/07/2021 | 10:47:08 AM CDT  
DocuSigned by: 20478F8DFE3147C...

### Organizational Profile

(A) The Organizational Profile is part of the New Trier Township Application For Funding; and (B) It is the Agency's responsibility to keep the Organizational Profile information current each year and provide New Trier Township with further information on an ongoing basis if there are any significant changes, such as to the mission, organization, board requirements, and/or other changes.

(1) Briefly summarize the agency's mission, history, services, and organizational structure. Have these changed significantly over the lifespan of the organization? (Please attach a current organizational chart, if available.)



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New Mission Statement (as of 2021): Thresholds provides innovative behavioral and primary healthcare that promotes empowerment, well-being, and full participation in community life. Through unwavering community-based engagement, support and advocacy, Thresholds helps people living with mental health and substance use conditions find home, health, and hope.

Founded in 1959, Thresholds was established as a moral stand by five members of the National Council of Jewish Women who were outraged that communities turned their backs on those de-institutionalized from psychiatric hospitals. They pioneered the clubhouse model of mental health care by creating gathering places where those served received the practical resources and support needed to rebuild their lives. Over time, Thresholds added community-based services to its original site-based model. Now, nearly 80% of our services are provided in the community at locations convenient for our clients.

Thresholds served over 8,000 individuals in Fiscal Year 2021 through 30 unique programs that employ 186 clinical teams operating out of 97 sites (including 80+ residential locations) throughout Chicago, suburban Cook, DuPage, Kankakee, Lake and McHenry counties. Our community support teams assist with housing and employment, develop care plans, provide in-home services, and work with clients over the long term. Our models offer clients an entire team of trained staff committed to helping them reach their personalized recovery goals.

(2) Briefly summarize the role of the board and the requirements for serving on it. What role does the board play in the administration and operation of your organization and what is the desired size of a full and active board?

Thresholds' board serves in various capacities, including financial oversight, fundraising advocacy, public relations, and overall stewardship. Each member is asked to serve as an ambassador for Thresholds; orient and re-familiarize her/himself with Thresholds programs, services, and the healthcare environment; participate in approval of policies; oversee the CEO; review financials; approve the budget; and review audit and regulatory adherence. The board also assumes significant fundraising responsibilities by placing Thresholds at the top of her/his list of charitable giving, making an annual contribution, raising at least \$5,000 from the community, and assisting with in-person solicitations. The desired size is no less than 45 and no more than 50 directors.

## Agency/Program Funding Request Information

### PROGRAM DESCRIPTION

(1) Describe the services provided by this program, eligibility requirements, and the target population.

The Case Management and Care program has proven supports to help individuals in New Trier Township recover from the often devastating effects of mental illness and, in some cases, substance use and homelessness. Though numerous site-based programs provide behavioral



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health care in the north suburbs (i.e. Turning Point, Josselyn Center, hospitals, institutionalized settings), Thresholds' Case Management and Care program is one of the few that addresses the full spectrum of health and social service needs. Depending on needs and severity of symptoms, clients are connected to one or more of the services described below:

**Community Support Team (CST):** An intensive support model for individuals living independently in their own community apartments. Our two CST teams consist of a total of 11 clinicians. The clinicians on each team work together to provide coordinated, comprehensive care to clients in their homes, at work, or elsewhere in the community. The team includes a certified "peer specialist", an individual in recovery from mental illness, an Integrated Dual Diagnosis specialist and a health and wellness specialist.

**Community Support Individual (CSI):** This less intensive community support model consists of six clinicians who work primarily one-on-one with clients living independently in the community. CSI is considered the final step in service before clients are fully self-sufficient.

**Site-based services:** All Case Management and Care clients receive services by CSI or CST teams situated at our Northfield location. The site includes dedicated spaces for therapy and group activities. Case Management and Care staff conduct psycho-social and skill training groups four days a week. Available groups are: symptom management, artistic expression, stress management, transportation training, relapse prevention, dialectical behavior therapy skills training, and problem solving.

**Integrated primary and mental health care:** Heartland Healthcare Centers (HHC), a federally qualified health center, is collocated at Turning Point, an outpatient mental health center in Skokie. HHC provides primary care and psychiatry to Thresholds clients residing in the North Suburbs, including residents of New Trier Township. Related to our formal partnership with HHC, Thresholds' North Suburbs psychiatrist relocated to the Skokie HHC site when it opened.

**Community Support Residential (CSR):** 64 supported housing beds are available within the Case Management and Care program. Eligible clients must be chronically homeless or require moderate in-home supports to live in the community. These programs are located in Evanston, Skokie, Morton Grove, Northfield, Northbrook, and Wilmette. Staff refer clients to these housing settings, depending on availability.

**Nurse Care Coordinator:** The NCC works with clients transitioning out of institutional settings and into apartments in the community. The NCC evaluates what medical supports are needed for a successful transition into the community, meets with the client once s/he is settled in the community, and provides on-going health education, health monitoring and health coordination. Additionally the NCC works with the broader community to create a comprehensive treatment plan that addresses the client's mental illness and comorbid conditions. In Fiscal Year 2021, the NCC did not transition any new clients out of institutionalized settings into New Trier Township.



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- (2) How does this program fit in with one or more of the priorities identified by New Trier Township in its strategic plan? Please explain.

Thresholds serves two key constituencies outlined in New Trier Township’s strategic plan, those with disabilities/mental illness and those who are low-income. At intake, 90% of our clients are unemployed and living well below the national poverty line, making an average annual income of \$10,335. Approximately 23% are homeless when they come to us and nearly 50% have a co-occurring substance use disorder. Thresholds supports its clients by providing a majority of services in the community, decreasing transportation barriers for clients and offering services in a comfortable environment. Thresholds’ emphasis on community-based services mirrors New Trier Township’s belief of “money follows the person”, the important idea that funding should focus on where an individual lives rather than an institutional setting.

Please check each priority you feel the program addresses. (Most programs will address only one or two priorities.)

See our website at [www.newtriertownship.com](http://www.newtriertownship.com) for more information.

- |   |   |
|---|---|
| <input type="checkbox"/> Aging in Place | <input checked="" type="checkbox"/> Low Income Families       |
| <input type="checkbox"/> Youth Services | <input checked="" type="checkbox"/> Persons with Disabilities |
| <input type="checkbox"/> Other _____    |   |

### NEED

- (3) Describe the need and demand for this program in the community and justify that it deserves investment of Township funding. You may include both data and examples of individual clients.

Mental illness does not discriminate by age, ethnicity, religion, or economic status. Nationwide, 1 out of 4 people has suffered from a mental illness. A 2015 report by the National Alliance on Mental Illness (NAMI) found that, in the state of Illinois, approximately 5 million adults age 18 and older suffer from poor mental health, 2.1 million are living with a mental illness, and 434,000 live with a serious mental illness. This is a problem in every neighborhood, every suburb, and every rural area throughout our state. Thresholds served 22 clients in New Trier Township in FY21. 10 clients received CST services and 12 clients received CSI services.

Primary diagnoses of those in the NTT area include (note, many clients have multiple diagnoses): bi-polar disorder 27%, Schizophrenia spectrum 27%, depression/anxiety 27%, PTSD 9%. Clients in NTT, like those across the Thresholds agency, also suffer from high co-morbidities, including (not all clients were diagnosed with co-morbidities): Hypertension 14%, diabetes 9%, thyroid disorders 9%.





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- (4) Are you able to meet the full demand for this service or is there a waiting list? What new or unmet needs do you see in the community or for the clients served in this program?

We instituted a waitlist last year due to low staffing. Turnover increased in North Suburbs from 28% to 46% for the year ended June 30, 2021. A new need is for applicants to fill Thresholds' direct service and administrative vacancies sufficient to maintain care quality and continuity and smooth operations.

#### CAPACITY

- (5) Demonstrate that the program has the vision, personnel, and skills to successfully carry out the program and achieve its goals, objectives and performance measures. Summarize any major changes in staff or personnel.

In 2021, Thresholds has brought on a new Chief Technology Officer and a new Chief of Community Engagement and Equity. The latter will focus on building partnerships to support establishing equitable communities, as part of Thresholds' deepened commitment to strengthen its diversity, equity, and inclusion efforts, both internally and externally. A new strategic plan for 2021-2022, created with input from program staff, leadership, and external partners, was approved by the Board earlier this year, along with a new mission statement that focuses on both primary and behavioral health.

On the clinical side, Thresholds is a pioneer in developing and delivering psychiatric rehabilitation services. Whether establishing the nation's first specialized programs for those who are deaf and have mental illness, or teaching and supporting students with mental illness as they fulfill their educational goals, Thresholds is using its unique and distinctive history to implement and integrate evidence-based practices (EBP). One of our premiere practices is our Individual Placement and Supports (IPS) supported employment program, an EBP developed through a partnership with Dartmouth University. This program helps clients find and maintain jobs in real work settings, decreasing symptoms of mental illness and increasing self-esteem.

Thresholds also utilizes our Evaluation and Research departments to track our services and guide our vision. The Research department collaborates with external university partners to develop and implement cutting-edge interventions that work in real world settings and contribute to the literature on behavioral health best practices. The Evaluation department works with internal programs to identify ways of improving client outcomes and care experience.

Together, Evaluation and Research empower those who seek to advance and improve behavioral health by sharing informed and actionable insights for others to implement. Thresholds also has a highly educated staff. About 1/3rd of Thresholds' clinical staff – and over 90% of Team Leaders – is Master's Level. 72 of our 1,000+ staff are bi-lingual, representing 18 different languages and making our staff more accessible to clients. Furthermore, Thresholds' senior clinical staff includes several individuals whose tenure exceeds 30 years (Peggy Flaherty, Clinical Associate Director; Debbie Pavick, Chief Clinical Officer; Mark Furlong, VP Clinical Operations). The organization has made significant investments in staff development. For the last six years, Thresholds has been listed as one of the Top 100 Work Places by the Chicago Tribune. Finally, Thresholds benefits from a talented, passionate CEO. Since Mark Ishaug took the helm, Thresholds has seen an almost 50% increase in staff and membership as well as an almost 50% increase in budget. He serves on the Board of Directors of the National Council for Behavioral Health.



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#### SERVICE STATISTICS/DEMOGRAPHICS

- (6) Who is being served by this program? Please provide a statistical breakdown of the number of clients served, the total units of service delivered, and costs per unit of service by filling in the chart below. Please state and define your unit of service for this program and why you chose it. To calculate cost per unit of service, divide the total number of units of service into the total budget for the program. (Suggestions for the appropriate unit of service are included in the proposal in the directions. For some programs you may wish to calculate cost per unit of service in more than one manner.)

(6a) Unit of service definition – a unit of service is defined as one hour spent in an encounter with a client.

(6b) SERVICE STATISTICS – Please indicate fiscal year dates for each column

PLEASE INDICATE FISCAL YEAR/DATES IN EACH COLUMN	Prior Year FY21 7/1/2020-6/30/2021	Present Year FY22 7/1/2021-6/30/2022	Proposed Year FY23 7/1/2022-6/30/2023
Number of persons served (unduplicated count)	4,481	4,585	4,585
Number of units of service	197,616	202,220	202,220
Cost per unit of service	264.59	280.67	286.29

- (7) What are the demographics of New Trier clients served in the prior year?  
(breakdown by community).

Thresholds served 22 clients from New Trier Township in Fiscal Year 2021, 12 of whom were women and 10 of whom were men. Two were African American, 19 were Caucasian and one was of unknown race/ethnicity. Of the 22 NTT clients, 16 lived in Wilmette, 2 lived in Northfield, 3 lived in Glenview, and 1 lived in Northbrook.

- (8) Total from New Trier Township (unduplicated).

22

- (9) New Trier Township clients are what % of total?

0.5%



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(10) Units of Service to New Trier clients.

In Fiscal Year 2021, Thresholds assisted 22 clients in New Trier Township who received 1,354 units of service. In Fiscal Years 2022 and 2023, we anticipate serving the same number of clients in New Trier Township as Fiscal Year 2021 and providing them with the same units of service.

(11) Units of Service to NTT clients are what % of total

1%

(12) New Trier clients age breakdown

Of the 22 clients served in the township in FY21, three were between ages 30-39, five were between the ages of 40-49, eight were between the ages of 50-59, and six were in the age range of 60-69.

### OUTCOMES/EVALUATION

(13) What outcomes did you achieve for your clients in the prior year? Results should be client-outcome based, specify a target level of achievement, the measurement tool that was used, the rationale for setting the target at a certain level, and a timeframe for accomplishment. Detail any changes made in the program as a result of these outcome results.

The Case Management and Care program achieved the following outcomes in Fiscal Year 2021, from July 2020 to June 2021. Rationale behind these goals was based on past outcomes, current capacity, and future budget projections.

Goal 1: Maintain housing options in NTT for Thresholds clients Projected

Outcome: 100% of NTT clients will maintain housing for the year.

Outcome Actual: 100% of NTT clients remained housed.

Data Collection: SmartCare

Goal 2: Connect Clients to employment

Projected Outcome: 100% of NTT clients interested in employment will work with a Supported Employment specialist to pursue employment. Additionally, staff will maintain and expand employer relationships based on client interest.

Outcome Actual: 100% of NTT clients interested in employment worked with a Supported Employment specialist to pursue employment and were working.

Data Collection: SmartCare

Goal 3: Assist clients with dual diagnosis of mental illness and substance use disorders.

Projected Outcome: 100% of clients who self-identify as having a substance use disorder will have access to treatment. Clients will maintain an engagement in treatment rate above the statewide accumulative average of 42.1%.



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Outcome Actual: 100% of clients who self-identify as having a substance use disorder had access to treatment. Of those with a disorder, 100% (three NTT clients) were engaged in treatment.

Data Collection: SmartCare

Goal 4: Decrease hospitalizations among clients.

Projected Outcome: Clients who are the highest utilizers of inpatient services will show a readmission rate at or below the national average for persons with SMI, which is 20%.

Outcome Actual: Two NTT client was hospitalized.

Data Collection: SmartCare

- (14) What results are you committed to achieving in the present year? (If outcomes are the same as above, simply state that we hope to improve upon the past year's results)

We hope to improve upon the last year's results.

- (15) Are there any other program effectiveness/evaluation measures you think are important, such as customer/client satisfaction surveys, quality of service measures, or other indicators? Please describe.

In addition to the previously mentioned evaluation measures, our Case Management and Care clients complete satisfaction and experience surveys allowing staff to gather and incorporate client feedback into our work. This, combined with the full suite of EHR metrics and findings derived from Thresholds' Evaluation Department, ensure each program has a full and complete understanding of service quality.

### CHANGES/CHALLENGES

- (16) What changes or challenges (legal, socio-economic, demographic, financial, political or other) did the agency, program, and clients face in the prior year? How did you respond? What challenges or changes do you anticipate in the present year? (If changes/challenges were the same for all programs, do not repeat).

Challenges in Prior Year FY21: COVID-19 continued to pose the most dramatic challenge to NSP CM&C staff ability to meet with clients at the customary rates and in the places they'd grown accustomed. Clients and staff had anxiety and family care challenges related to the pandemic that impacted work and service continuity. Office sites were earlier vacated, and later re-occupied in late 2020. Thresholds developed and continuously modified temporary PTO and compensation policies, guidelines for face to face community and face to face supported housing services, weekly COVID meetings and all-staff updates, and weekly PPE delivery to meet the changing needs of the clients and staff.

Illinois Williams/Colbert protocol were revised in February 2020 significantly reducing the number of individuals Thresholds assisted to transition from IMDs. Our response was to resume intake of community members, including to the North Suburbs program. Staff shortages reduced the numbers of new community clients we are able to open to services.



## **AGENCY/PROGRAM APPLICATION FOR FUNDING**

### **Fiscal Year 2022-2023**

A positive change was the consolidation of our two locations in the NSP Northfield building in April 2021. Operating from a single building eases communication and comradery.

Present Challenges: The fluctuating rates of COVID infection and changes in the labor market pose the greatest challenges to Thresholds presently.

#### **RECOMMENDATION RESPONSES**

- (17) How did you respond to the recommendations made by New Trier Township, if any? Please describe in detail. (These are contained in the funding letter you received in June).

We met the goals and outcomes for FY21 (Question 13). Our goal is to maintain a high quality of services for our New Trier Township clients as the challenges related to the pandemic continue to evolve.

#### **RESOURCES/BUDGET**

- (18) What non-financial resources are required to deliver this service? Specify staffing/volunteer requirements, budgetary needs and other resources, inputs, and/or community partners that are needed for this program. If the Township is unable to fund this program at the desired level, what will the impact be on services? Describe how your program will or will not continue without investment by the Township. Complete the attached budget forms. Were any cost reduction measures implemented in the prior year? If there is a sliding fee scale for this program, please attach it and indicate how many clients paid each fee level.

One of Thresholds' greatest resources is its highly qualified staff, which is why the program staff line is, by far, the largest on our budget. Without trained, talented staff, the Case Management and Care program will not succeed, which is why funding from New Trier Township is essential to this program. A grant from New Trier Township helps cover a significant portion of our staff costs enabling us to attract, train, and retain experienced team members who provide vital resources and supports to our clients.

- (19) If your program or agency budget request represents an increase from last year, please explain the reason for the change and what the increase will be used for.

N/A

<b>NEW TRIER TOWNSHIP</b>			
<b>ANNUAL FUNDING REQUEST FORM</b>			
<b>2022-2023 TOTAL AGENCY BUDGET FORM</b>			
<b>AGENCY NAME: Thresholds</b>			
Indicate year in each column	FY2021	FY2022	FY2023
	PRIOR	PRESENT	PROPOSED
	YEAR	YEAR	YEAR
<b>AGENCY REVENUES</b>			
New Trier Township	50,000	50,000	50,000
Federal Government	11,325,198	23,228,689	12,677,263
State Government	73,576,725	70,745,283	75,054,905
Local Government/Townships	4,123,865	3,301,054	3,367,075
Client Fees	3,258,169	3,181,642	3,245,275
Grants: Foundations, Corporate, Religious	2,644,960	1,597,000	1,612,970
Individual Contributions	2,315,448	2,509,000	3,759,000
Special Events	494,403	1,170,000	1,193,400
United Way	24,136	24,000	24,000
Sales	-	-	-
Other Revenues	2,695,005	3,129,425	3,342,014
<b>TOTAL REVENUES</b>	<b>100,507,910</b>	<b>108,936,094</b>	<b>104,325,902</b>
<b>AGENCY EXPENDITURES</b>			
Program Staff Salaries, Benefits, Taxes	49,025,394	52,189,729	55,691,618
Administrative Staff Salaries, Benefits, Taxes	15,893,886	17,598,731	17,948,731
Fundraising Staff Salaries, Benefits, Taxes	635,049	607,117	619,259
Professional Fees/Contractual Services	2,845,143	3,291,699	3,357,533
General Operating Expenses	18,843,718	20,950,759	21,369,774
Occupancy and Utilities	6,000,898	6,156,513	6,279,644
Specific Assistance to Individuals	4,190,536	4,037,127	4,117,869
Major and Minor Equipment	195,707	79,063	80,644
Major Capital Expenses	-	-	-
Other Fundraising Expenses	195,186	277,645	283,198
Other/Miscellaneous	18,883	20,648	21,061
<b>TOTAL EXPENDITURES</b>	<b>97,844,400</b>	<b>105,209,031</b>	<b>109,769,331</b>
<b>SURPLUS (DEFICIT)</b>	<b>2,663,510</b>	<b>3,727,063</b>	<b>(5,443,430)</b>
<b>NET GAIN/LOSS FROM OTHER FUNDS</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SURPLUS (DEFICIT)</b>	<b>2,663,510</b>	<b>3,727,063</b>	<b>(5,443,430)</b>
<b>TOTAL FUNDRAISING/ADMIN COSTS</b>	<b>13,208,994</b>	<b>14,203,219</b>	<b>14,818,860</b>

<b>NEW TRIER TOWNSHIP</b>			
<b>ANNUAL FUNDING REQUEST FORM</b>			
<b>2022-2023 PROGRAM BUDGET FORM</b>			
<b>PROGRAM NAME: Case Management and Care</b>			
Indicate year in each column	FY2021	FY2022	FY2023
	PRIOR	PRESENT	PROPOSED
	YEAR	YEAR	YEAR
PROGRAM CLIENT FEES/REVENUE	31,068,867	34,702,486	35,396,536
PROGRAM RESTRICTED REVENUE	862,650	677,980	691,540
ALL OTHER REVENUES	24,062,834	18,794,311	19,170,197
TOTAL REVENUES	55,994,351	54,174,777	55,258,273
PROGRAM EXPENDITURES			
Program Staff Salaries, Benefits, Taxes	31,765,802	32,531,858	33,182,495
Professional Fees/Contractual Services	1,832,693	2,153,882	2,196,960
General Operating Expenses	3,947,854	5,196,924	5,300,862
Occupancy and Utilities	3,615,919	3,358,980	3,426,159
Specific Assistance to Individuals	1,028,216	1,030,656	1,051,269
Administrative/Fundraising Costs	10,065,279	12,483,325	12,732,991
Major and Minor Equipment	22,493	-	-
Major Capital Expenses	-	-	-
Other/Miscellaneous	9,495	2,010	2,050
TOTAL EXPENDITURES	52,287,751	56,757,633	57,892,786