

# REPORTING INSTRUMENT

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UNITED STATES DEPARTMENT OF EDUCATION  
OFFICE OF SPECIAL EDUCATION AND REHABILITATIVE SERVICES  
REHABILITATION SERVICES ADMINISTRATION

## SECTION 704 ANNUAL PERFORMANCE REPORT For CENTERS FOR INDEPENDENT LIVING PROGRAM (Title VII, Chapter 1, Part C of the Rehabilitation Act of 1973, as amended)

# Part II INSTRUMENT

(To be completed by Centers for Independent Living)

Fiscal Year: 2019

Grant #: 13 - 30 - 19

Name of Center: Paraquad, Inc.

Acronym for Center (if applicable): \_\_\_\_\_

State: Missouri

Counties Served: St. Louis City, St. Louis County, Franklin, Jefferson, Madison, St. Charles,  
St. Clair, Monroe, Washington

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. Public reporting burden for this collection of information is estimated to average 35 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The obligation to respond to this collection is required to obtain or retain benefit (P.L. 105-220 Section 410 Workforce Investment Act). Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Rehabilitation Services Administration, LBJ Basement, Attention: Timothy Beatty, PCP Room 5057,

## SUBPART I – ADMINISTRATIVE DATA

### Section A– Sources and Amounts of Funds and Resources

Section 725(c)(8)(D) of the Act; 34 CFR 366.50(i)(4)

Indicate the amount received by the CIL as per each funding source. Enter “0” for none.

#### Item 1 - All Federal Funds Received

(A) Title VII, Ch. 1, Part B	\$ 0
(B) Title VII, Ch. 1, Part C	\$ 462,790
(C) Title VII, Ch. 2	\$ 0
(D) Other Federal Funds	\$ 302,790

#### Item 2 - Other Government Funds

(E) State Government Funds	\$ 234,737
(F) Local Government Funds	\$ 0

#### Item 3 - Private Resources

(G) Foundations, Corporations, or Trust Grants	\$ 384,177
(H) Donations from Individuals	\$ 576,657
(I) Membership Fees	\$ 0
(J) Investment Income/Endowment	\$ 96,740
(K) Fees for Service (program income, etc.)	\$ 11,020,584
(L) Other resources (in-kind, fundraising, etc.)	\$ 1,488,434

**Item 4 - Total Income**

Total income = (A)+(B)+(C)+(D)+(E)+(F)+(G)+(H)+(I)+(J)+(K)+(L)	\$ 14,566,909
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**Item 5 - Pass Through Funds**

Amount of other government funds received as pass through funds to consumers (include funds, received on behalf of consumers, that are subsequently passed on to consumers, e.g., personal assistance services, representative payee funds, or Medicaid funds)	\$ 7,012,993
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**Item 6 - Net Operating Resources**

[Total Income (Section 4)<minus> amount paid out to Consumers (Section 5) = Net Operating Resources	\$ 7,553,916
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## SUBPART II – NUMBER AND TYPES OF INDIVIDUALS WITH SIGNIFICANT DISABILITIES RECEIVING SERVICES

Section 725(c)(8)(B) of the Act; 34 CFR 366.50(i)(2)

### Section A – Number of Consumers Served During the Reporting Year

Include Consumer Service Records (CSRs) for all consumers served during the year.

	# of CSRs
(1) Enter the number of <u>active</u> CSRs carried over from September 30 of the preceding reporting year	1170
(2) Enter the number of CSRs started since October 1 of the reporting year	493
(3) Add lines (1) and (2) to get the <i>total number of consumers served</i>	1663

### Section B –Number of CSRs Closed by September 30 of the Reporting Year

Include the number of consumer records closed out of the active CSR files during the reporting year because the individual has:

	# of CSRs
(1) Moved	31
(2) Withdrawn	161
(3) Died	30
(4) Completed all goals set	225
(5) Other	191
(6) Add lines (1)+(2)+(3)+(4)+(5) to get <i>total CSRs closed</i>	638

### Section C –Number of CSRs Active on September 30 of the Reporting Year

Indicate the number of CSRs active on September 30<sup>th</sup> of the reporting year.

	# of CSRs
Section A(3) <minus> Section (B)(6) = Section C	1025

## Section D – IL Plans and Waivers

Indicate the number of consumers in each category below.

	# of Consumers
(1) Number of consumers who signed a waiver	39
(2) Number of consumers with whom an ILP was developed	1624
(3) <i>Total number of consumers</i> served during the reporting year	1663

## Section E – Age

Indicate the number of consumers in each category below.

	# of Consumers
(1) Under 5 years old	1
(2) Ages 5 – 19	116
(3) Ages 20 – 24	95
(4) Ages 25 – 59	918
(5) Age 60 and Older	526
(6) Age unavailable	7

## Section F – Sex

Indicate the number of consumers in each category below.

	# of Consumers
(1) Number of Females served	923
(2) Number of Males served	740

## Section G – Race And Ethnicity

Indicate the number of consumers served in each category below. *Each consumer may be counted under ONLY ONE of the following categories in the 704 Report, even if the consumer reported more than one race and/or Hispanic/Latino ethnicity).*

**Please refer to the Instructions before completing.**

	<b># of Consumers</b>
(1) American Indian or Alaska Native	12
(2) Asian	21
(3) Black or African American	1049
(4) Native Hawaiian or Other Pacific Islander	1
(5) White	509
(6) Hispanic/Latino of any race or Hispanic/ Latino only	16
(7) Two or more races	18
(8) Race and ethnicity unknown	37

## Section H – Disability

Indicate the number of consumers in each category below.

	<b># of Consumers</b>
(1) Cognitive	311
(2) Mental/Emotional	29
(3) Physical	856
(4) Hearing	59
(5) Vision	25
(6) Multiple Disabilities	319
(7) Other	64

## Section I – Individuals Served by County During the Reporting Year

Section 704(m)(4)(D) of the Act

List each county within the CIL’s service area, as indicated in the CIL’s application for Part C funds and the approved SPIL. Add additional rows as necessary. For each county, indicate how many individuals residing in that county were served by the CIL during the reporting year.

<b>County Name</b>	<b>Number of County Residents Served</b>
St. Louis City	663
St. Louis County	929
Franklin	4
Jefferson	15
Madison	4
St. Charles	27
St. Clair	12
Monroe	3
Camden	1
Other (IL)	1
Warren	1
Callaway	1
Jackson	1
Greene	1

## **SUBPART III – INDIVIDUAL SERVICES AND ACHIEVEMENTS**

Sections 13 and 725(c)(8)(C) of the Act; 34 CFR 366.50(i)(3); Government Performance Results Act (GPRA) Performance Measures

**Please refer to the Instructions before completing.**

### **Section A – Individual Services**

For the reporting year, indicate in the table below how many consumers requested and received each of the following IL services.

<b>Services</b>	<b>Consumers Requesting Services</b>	<b>Consumers Receiving Services</b>
(A) Advocacy/Legal Services	27	27
(B) Assistive Technology	98	98
(C) Children’s Services	0	0
(D) Communication Services	1	1
(E) Counseling and Related Services	5	5
(F) Family Services	4	4
(G) Housing, Home Modifications, and Shelter Services	22	22
(H) IL Skills Training and Life Skills Training	258	251
(I) Information and Referral Services	5939	5939
(J) Mental Restoration Services	0	0
(K) Mobility Training	0	0
(L) Peer Counseling Services	45	43
(M) Personal Assistance Services	586	577
(N) Physical Restoration Services	0	0
(O) Preventive Services	241	233
(P) Prostheses, Orthotics, and Other Appliances	0	0
(Q) Recreational Services	1	0
(R) Rehabilitation Technology Services	0	0

<b>Services</b>	<b>Consumers Requesting Services</b>	<b>Consumers Receiving Services</b>
(S) Therapeutic Treatment	0	0
(T) Transportation Services	179	179
(U) Youth/Transition Services	112	111
(V) Vocational Services	328	327
(W) Other Services	34	31

## **Section B – Increased Independence and Community Integration**

### **Item 1 – Goals Related to Increased Independence in a Significant Life Area**

Indicate the number of consumers who set goals related to the following significant life areas, the number whose goals are still in progress, and the number who achieved their goals as a result of the provision of IL services.

<b>Significant Life Area</b>	<b>Goals Set</b>	<b>Goals Achieved</b>	<b>In Progress</b>
(A) Self-Advocacy/Self-Empowerment	141	59	52
(B) Communication	8	1	4
(C) Mobility/Transportation	27	7	8
(D) Community-Based Living	969	463	305
(E) Educational	232	122	63
(F) Vocational	213	101	53
(G) Self-care	387	90	189
(H) Information Access/Technology	80	76	1
(I) Personal Resource Management	73	34	20
(J) Relocation from a Nursing Home or Institution to Community-Based Living	47	25	7
(K) Community/Social Participation	96	35	26
(L) Other	24	8	4

**Item 2 – Improved Access To Transportation, Health Care Services, and Assistive Technology**

**(A) Table**

In column one, indicate the number of consumers who required access to previously unavailable transportation, health care services, or assistive technology during the reporting year. Of the consumers listed in column one, indicate in column two, the number of consumers who, as a result of the provision of IL services (including the four core services), achieved access to previously unavailable transportation, health care services, or assistive technology during the reporting year. In column three, list the number of consumers whose access to transportation, health care services or assistive technology is still in progress at the end of the reporting year.

<b>Areas</b>	<b># of Consumers Requiring Access</b>	<b># of Consumers Achieving Access</b>	<b># of Consumers Whose Access is in Progress</b>
(A) Transportation	229	9	220
(B) Health Care Services	470	130	340
(C) Assistive Technology	1321	104	1217

Note: For most IL services, a consumer’s access to previously unavailable transportation, health care and assistive technology is documented through his or her CSR. In some instances, consumers may achieve an outcome solely through information and referral (I&R) services. To document these instances as successful outcomes, providers are not required to create CSRs for these consumers but must be able to report that follow-up contacts with these consumers showed access to previously unavailable transportation, health care and assistive technology.

**(B) I&R Information**

To inform RSA how many service providers engage in I&R follow-up contacts regarding access to transportation, health care services or assistive technology, please indicate the following:

The service provider did  X  / did not   engage in follow-up contacts with I & R recipients to document access gained to previously unavailable transportation, health care or assistive technology.

**Section C – Additional Information Concerning Individual Services or Achievements**

Please provide any additional description or explanation concerning individual services or achievements reported in subpart III, including outstanding success stories and/or major obstacles encountered.

## Success Stories

Brianna W. got assistance from youth transition and joined the youth group. After she aged-out, she joined the Continuing Education program. She took day classes: Living Well to improve social and emotional skills and Gardening to improve job-readiness skills. She took evening classes to maintain and improve academic skills. These classes helped her gain the skills and confidence needed to enter the supported volunteer program. She trained at Bloom Café to prepare for paid employment. She opened a case with vocational rehabilitation and received employment services to find competitive employment. Brianna W. also receives IL tutoring from a Supported Education instructor to improve her money management skills to prepare her for handling her upcoming pay checks. Brianna was eventually hired by Bloom Café and continues to work there. Her confidence, work skills, time on task and emotional maturity is markedly improved

Kenishia struggles with reading and was not challenged or engaged by other services. Kenishia's mother enrolled her in a variety of evening and day Continuing Education classes and Supported Education tutoring for Reading. Kenishia's mom said that for the first time ever Kenishia was able to read her birthday cards and messages. She said the whole family was moved to tears because of it. She said the training in Continuing Education and Supported Education has made a tremendous difference for Kenishia. She said she will keep bringing her to Paraquad until we tell her she can't.

Mary sustained a spinal cord injury and her rehabilitation stay was coming to an end so she joined the health and wellness program to maintain and build strength. Mary wanted an adaptive glove like she used at Paraquad to help her exercise on her arm bike at home. After trialing the adaptive gloves at Paraquad on various exercises, staff created an adapted glove for Mary to complete Home Exercise.

Velva had several back surgeries and was continuing to make progress, when her rehabilitation visits were coming to an end. Velva utilizes the Health and Wellness Center to maintain and build on her progress climbing steps and increasing endurance. While assisting Velva to meet her exercise goals, staff noticed that her cane was bent and offered her the opportunity to purchase a new cane at a discounted price through Paraquad's ReUse Program. Velva purchased a new cane and reports being pleased with her purchase and the affordability.

Ryan was injured in March of 2009 and sustained a C4/C5 spinal cord injury. At the time, he was in college. Ryan lives with his parents and needs help with all personal care tasks, meal prep, housekeeping and essential transportation. In 2017, due to Missouri budget changes, his Consumer Directed Services (CDS) were reduced from 5-6 hours per day to 4 hours per day. Paraquad helped the participant contact Department of Health and Senior Services and he applied for an Independent Living (IL) Waiver. In 2018 (a year after applying), his IL waiver was approved. He received 9 hours and 15 minutes a day, 7 days a week, plus 7 hours and 30 minutes a month for essential transportation. With his CDS

attendant care services, he can live independently. In 2018, Ryan graduated with a master's degree in engineering. In January 2019, he reported he found a good job with very good pay and was eligible for his employer sponsored insurance. As a result, Ryan no longer needs the CDS program.

Earnie was living in a skilled nursing home and not working out. Earnie has been coming and exercising as much as possible with staff and students. Earnie says, "Everyone here is so kind and eager to help. No matter what happens at the nursing home, I can come here and this is my sanctuary. I will come here the rest of my natural life. You all are so consistent. Boss lady, (Lindsey) told me to try the yoga class yesterday because she thought I would like it. I didn't like it, I loved it! I could do almost everything and I was so relaxed that I fell asleep. I am really excited to coordinate my breathing with my body. I use the breathing that you all taught me—  
in through the nose and out the mouth. I was so relaxed I fell asleep! Now I know that I can do something when I feel mad or I want to help myself fall asleep. Every student that has worked with me has been great. They are eager to prove themselves and each student has added to my program. I am making progress, I can do this (he holds up both hands and opens them several centimeters more than when he first came in!) That's because of you guys."

Ronnie experienced a stroke 2 years ago and completed his rehabilitation and stopped making progress. Partnering with trained staff in the Health and Wellness Center, Ronnie reports that he can now transfer almost independently, and he walked around his car without his cane. "This is better than any rehab. Most of the hard part is in your mind, but I'm getting stronger and I believe that I can do this. I'm starting to do things I haven't done before coming here. This place is the best thing to happen to me. I'm thinking about adding another day."

Sam was living in a nursing home wanting to move out. Paraquad assisted Sam in moving out of the nursing home and into the community. Paraquad was able to purchase durable medical equipment needed, such as feeding pump, tubing, feeding formula, and specialty bed through Missouri Assistive Technology. Sam is thriving in the community and is exploring opportunities to work from home.

Martha was in a nursing home and wanted to move out to her daughter's house, but it was not accessible. Staff worked with Missouri Assistive Technology to get a ramp purchased and installed at her daughter's home. The participant was able to move out of the nursing home and into her daughter's home. She is happy to be back with her family.

## **Major Obstacles:**

Over the last five years, the funding landscape has changed significantly, primarily due to changes and cuts to a Medicaid-funded program. Paraquad responded with increased fundraising and fee-for-service programming; the cuts, however, outpaced the increased revenue. The financial challenge was further complicated by the receipt of New Market Tax Credits and the addition to and renovation of the Paraquad facility. Ultimately, these challenges have put a significant debt load on Paraquad that has made it challenging to grow and flourish. Recognizing additional help was needed to address the deficit, Paraquad contracted with Linda Haley of Let's Build Hope, LLC in March 2019 for transformational support. The goal of working with Let's Build Hope is to stabilize Paraquad and rally strategic support for future sustainability. As part of the transformation process, a transformation team was formed to work collaboratively to bring strategic recommendations to the Board of Directors. Transformation team members included Paraquad leadership and board members, consultants from Let's Build Hope and Rubin Brown, and community volunteers. The transformation team formed smaller committees and brought focused recommendations to the Board on finance, development, operations, Bloom Café, Health and Wellness, Deaf Way, core programs, marketing, and board and staffing restructure. Paraquad is poised to implement these recommendations and begin to move toward organizational health.

## SUBPART IV – Extent of CIL Compliance with the Six Evaluation Standards

Section 725(b) and section 725(c)(8)(A) of the Act; 34 CFR 366.63

### Section A – Compliance Indicator 1: Philosophy

#### Item 1 - Consumer Control

34 CFR 366.63(a)(1); 34 CFR 366.50(i)(5) and (6)

##### (A) Board Member Composition

Enter requested governing board information in the table below:

Total Number of Board Members	Number of Board Members with Significant Disabilities
8	6

##### (B) Staff Composition

Enter requested staff information in the table below:

	Total Number of FTEs	FTEs Filled by Individuals with Disabilities	FTEs Filled by Individuals From Minority Populations
<b>Decision-Making Staff</b>	21	14	3
<b>Other Staff</b>	61	33	23

#### Item 2 - Self-Help and Self-Advocacy

34 CFR 366.63(a)(2)

Briefly describe how the CIL has promoted self-help and self-advocacy among individuals with significant disabilities during the reporting year.

Paraquad supports People First of St. Louis, a self-advocacy group, run by, and for, adults with developmental disabilities. Participants learn advocacy skills and are then provided opportunities to put those skills to action in their community by taking lead roles in hosting and implementing events, attending rallies, visiting members of the legislature, and speaking with other community members about disability advocacy issues. People First of St. Louis members empower each other to understand their rights and to advocate for community and systems change to ensure that necessary services, supports, and opportunities are in place for people with disabilities. They are active in the statewide People First organization and have attended all the statewide steering committee meetings as well as presented at the Statewide People First Self-Advocacy Conference. In addition, approximately 12 People first members attended the annual Disability Rights Legislative Day in Jefferson City where they advocated for issue impacting their lives. Finally, the group organized a rally in August featuring speakers opposing the use of restraint and seclusion.

Paraquad continues to facilitate the development and training of local community groups. These groups are made up of individuals who want to make change in their community through advocacy. The strength of these groups lies in the leadership of the community members. Members develop and enhance their advocacy skills and become involved in the following issues: political participation and legislation; architectural accessibility; transportation; sidewalk and housing accessibility. Organizing advocates locally and building their power and leadership skills provides for the growth of the Disability Rights movement and embodies the Independent Living (IL) philosophy. Paraquad is fostering and supporting the rise of community leaders in the greater St. Louis metropolitan area.

Paraquad first identifies leaders in the community willing to start a group. Each group then selects its own leaders and sets its own agenda. Paraquad offers education upon request to members who want to grow and move toward making change in their given neighborhoods. These trainings include, but are not limited to: community organizing, working with local government/power structures, and knowing one's communal power.

The community groups banded together to form a coalition called the Coalition for Truth in Independence (CTI). In FY19 we worked to support CTI as their leadership decided to consolidate membership into two working groups, the St. Louis City group and St. Louis County group. CTI has a membership base at present of 85.

Every month, representatives from each community group come together to share information about their local work and build campaigns for regional change. CTI also hosts monthly teach-ins where various disability issues are discussed. CTI is also actively working on advocating for improvements to our local paratransit system.

Since October 2018, staff members provided trainings through the Tuscher Institute to the following organizations: College Bound, the St. Louis Ethical Society, Ability First, the Ethical Society, and the Department of Mental Health.

Finally, Paraquad has collected several dozen stories from self-advocates to assist in our

legislative advocacy efforts. We have shared several of these stories with key legislators and facilitated two trips to Jefferson City where six advocates met with their legislators and advocated for issues impacting their lives.

### **Item 3 - Peer Relationships and Peer Role Models**

34 CFR 366.63(a)(3)

Briefly describe how, during the reporting year, the CIL has promoted the development of peer relationships and peer role models among individuals with significant disabilities.

Paraquad promotes the development of peer relationships in multiple ways. Paraquad's Peer Mentorship program provides services to individuals across the disability spectrum that may have questions or concerns and/or are facing barriers related to their disability. Individuals with disabilities, identified as peer mentors, agree to meet with and talk to participants who contact Paraquad with the concerns of living with a disability. During this process, the mentor provides feedback and shares problem-resolution skills with the participant. The peer mentors are pre-screened and trained as Paraquad volunteers.

Peer Support groups are active in various areas of the community. These groups offer opportunities for individuals with disabilities to learn more about available community resources, address personal issues, and socialize with peers. Paraquad has trained and currently offers support to group leaders who are responsible for recruiting members and facilitating community group meetings.

The Youth Group focuses on social and recreational activities that promote the development of social skills. Young people with and without disabilities can join the group. Paraquad's Youth Group targets youth between the ages of 14-24. The Youth Group meets on the third Saturday of each month from August to May for group discussions. Summer camps/ workshops also focus on building the peer component while teaching the youth transition skills. During these camps/workshops, the youth have a safe place to share their experiences with each other. The peer component occurs naturally. Summer camps/workshops took place in June and July.

In addition, several Independent Living Specialists (ILSs) who work in Paraquad's various programs have a wide array of disabilities and speak with the individuals they serve about their own experiences living with a significant disability. Peer role modeling is also evident in the structure of the organization itself, as a majority of Paraquad's staff and Board of Directors also have a disability.

### **Item 4 - Equal Access**

34 CFR 366.63(a)(4)

(A) Briefly describe how, during the reporting year, the CIL has ensured equal access of individuals with significant disabilities, including communication and physical access, to the center's services, programs, activities, resources, and facilities, whether publicly or privately funded. Equal access, for the purposes of this indicator, means that the same access is provided

to any individual with a significant disability regardless of the individual's type of significant disability.

Paraquad ensures equal access to all the center's services, programs, activities, and resources. For individual services, the needs of each potential program participant are assessed prior to the provision of services to determine what accommodations may be needed to meet their individual goals. These accommodations may include interpreting services, reading of written materials, transportation to the center, etc. Paraquad's office meets ADA guidelines for accessibility and is located near public transportation.

Any programs or services that are provided to the general public (i.e., rallies, legislative activities, workshops, and speakers) are announced ahead of time and information on how to request accommodations is included in all announcements. When Paraquad finds it necessary to provide a program at a location away from its main office, the accessibility of the remote location is reviewed to ensure that individuals with significant disabilities will have the same access to the program as anyone else.

(B) Briefly describe how, during the reporting year, the CIL has advocated for and conducted activities that promote the equal access to all services, programs, activities, resources, and facilities in society, whether public or private, and regardless of funding source, for individuals with significant disabilities. Equal access, for the purposes of this indicator, means that the same access provided to individuals without disabilities is provided in the center's service area to individuals with significant disabilities.

Paraquad works to identify all areas where there are barriers to services for people with significant disabilities and works to eliminate those barriers, so all individuals have access to services regardless of their abilities.

Paraquad continues to work for improved access to quality, affordable healthcare for individuals with disabilities. Staff members collaborate closely with other statewide health advocacy groups to address barriers presented by MO HealthNet (Medicaid), particularly addressing the cuts to home and community-based services enacted in the 2017 Missouri Legislature. Paraquad staff worked with participants to ensure they received the maximum amount of personal care services to which they were entitled. Paraquad, in collaboration with other CILs, is also tracking the impact of these cuts and collecting stories to share with legislators and policymakers to restore the funding for these vital services. Paraquad staff works with participants to help them navigate the complicated Medicaid system by troubleshooting, story banking, and advocating with department officials to create solutions to these problems. Paraquad staff also participate on the Missouri Health Partnership coalition which works to protect and strengthen the safety net, including Medicaid. Paraquad also participates in Cover Missouri's Medicaid Advisory Group where information and concerns are shared by health care advocates with state agency staff. Paraquad has submitted testimony to several Missouri Senate and House committees regarding Medicaid work requirements, Medicaid global waivers and funding for home and community-based services, all with the goal of protecting and increasing access to

healthcare for people with disabilities. Since the end of the 2019 legislative session Paraquad staff has met with approximately ten area legislators to discuss shared priorities and plans for the 2020 legislative session.

Paraquad has advocated for several policy changes that would increase the likelihood that people with disabilities can achieve a higher level of economic self-sufficiency. In January, Missouri Gov. Parson visited Paraquad to announce his commitment to make Missouri a model employer for people with disabilities and Paraquad has been appointed to the implementation team that has been working on creating and implementing new policies to achieve this goal. The implementation team met at least monthly through August 2019 and concluded with the creation of a working plan to implement this initiative.

Paraquad has again worked with key legislators to advocate for legislation to enhance Missouri's Medicaid Buy-In and advocated to sustain funding for Independent Living Centers and key home and community-based services that keep people independent in their homes and communities. Preceding the 2019 legislative session, we hosted more than 60 freshman legislators during their statewide tour and introduced them to the IL philosophy and our legislative priorities.

Paraquad continues to work to promote and improve equal access to public transportation. Staff members continue to serve on the Metro Reimagined Planning group to help ensure that people with disabilities have equal access to public transportation. In September, Paraquad hosted Metro staff so they could present important bus route changes to Paraquad participants and the general public. Paraquad also supports community groups that work on several campaigns related to increasing access to public transportation and infrastructure. One of these revolves around improvements to the area's paratransit system, Call-a-Ride. Another seeks to make improvements to sidewalks within various local communities, and a new campaign is beginning to form focused on advocacy for wheelchair accessible vehicles within ridesharing businesses.

Paraquad continues to work with local public accommodations and state and local entities to provide full and equal access for individuals with disabilities. Paraquad has grown its AccessibleSTL program which provides surveys, trainings, and technical assistance to businesses/organizations to support them in becoming more accessible. Since October 2018, Paraquad has completed 5 ADA site surveys, 22 trainings to over 800 people, and provided several other services such as accessibility consulting in the St. Louis area.

Paraquad has also provided several trainings to area organizations through our Tuscher Institute. These trainings provide attendees with insight into organizing, advocacy, and how they can be utilized in their current organizational structure. For instance, we have just completed a series of trainings for the Missouri Department of Mental Health.

Paraquad conducted numerous activities to ensure people with disabilities have equal access to voting. Paraquad maintained relationships with local and state election officials. Our coalition on voter access continues to partner with local agencies, advocates and Missouri Protection and Advocacy. During the November 2018 general election Paraquad

informed individuals of their rights to access polling places and accommodations when they vote and offered assistance to get to the polls on election day. We also made hundreds of ‘get out the vote’ calls leading up to the election to remind people to vote. In June, we participated in the National Disability Voter Registration week.

Paraquad staff continue to represent the agency on several advisory committees working on access including the NCIL ADA/Civil Rights subcommittee, the Voting Rights subcommittee and Employment subcommittee. Paraquad is also on the accessibility advisory committee for the St. Louis Art Museum and the steering committee for the Arts and Culture Accessibility Collaborative.

Finally, Paraquad continues to provide individual legal advocacy services to people with disabilities. The goal of this initiative is to help provide equal access to legal services for individuals with disabilities who often face barriers to obtaining these services. Since October 2018, we have provided legal services/referrals to 144 individuals with disabilities.

### **Item 5 – Alternative Formats**

34 CFR 366.63(a)(4)

Briefly describe how, during the reporting year, the CIL has ensured the availability in alternative formats of all of its written policies and materials and IL services, as appropriate.

Paraquad provides all its written policies and materials in alternative formats such as Braille or Large Print whenever requested. In addition, Paraquad has access to in-house interpreting services for the deaf and hard of hearing. If a participant is unable to read materials due to their disability, Paraquad staff will read the material to them if requested. A picture board has also been developed to assist with communication.

### **Section B – Compliance Indicator 2: Provision of Services on a Cross-Disability Basis**

Section 725(b)(2) of the Act; 34 CFR 366.63(b)

Briefly describe how, during the reporting year, the CIL has ensured that IL services are provided to eligible individuals with a diversity of significant disabilities and individuals who are members of populations that are unserved or underserved, without restrictions based on the particular type or types of significant disability and in a manner that is neither targeted nor limited to a particular type of significant disability.

Paraquad works with all people with disabilities regardless of the type or severity of disability or an individual’s ability to pay. To ensure the ability to serve the diversity of individuals with disabilities in the St. Louis metropolitan area, Paraquad works with a variety of funding sources to increase the amount of funds available for services. Outreach is also conducted within the service area to reach unserved or underserved populations.

Paraquad was established on the foundation of the Independent Living (IL) philosophy. The five core services, Information & Referral, Peer Consultation, Independent Living Skills Training, Transition and Advocacy, are the building blocks for all services and programs offered at Paraquad. If an individual does not meet the specific eligibility requirements of the requested program, other services such as referral to alternative programs, peer counseling, independent living skills training, or even advocacy to increase eligibility for the requested services will be provided if requested. Paraquad trains all employees on the Independent Living philosophy and the skills needed to provide services to individuals with disabilities regardless of the type disability. All training is presented using the “People First” model, which teaches staff that every person is a person first and their disability does not define who they are as a person.

Paraquad serves the greater St. Louis metropolitan area and several surrounding counties. Most individuals that request services are from minority populations. The need to provide outreach to unserved or underserved populations is addressed through marketing and community outreach activities with local civic groups, churches, senior centers, and other service providers throughout the area. Outreach efforts include community presentations, health fairs, community education activities, conferences, school presentations, etc. Paraquad also works with several organizations that provide services to the various immigrant populations that live in many of the city neighborhoods.

In FY19, Paraquad participated in 64 presentations to various groups reaching nearly 583 people from various unserved and underserved populations. In addition, Paraquad participated in 43 health fairs/community expos that reached almost 19,792 individuals. Paraquad also provided fifteen tours for underserved populations reaching an additional 128 people. Targeted outreach was provided to the following unserved and underserved population categories: African Americans, Youths with Disabilities, Developmental Disabilities, Immigrant and Ethnic Groups (Bosnians), Veterans, Senior Citizens, Homeless, and the Unemployed

## **Section C – Compliance Indicator 3: Independent Living Goals**

Section 725(b)(3) of the Act; 34 CFR 366.63 (c)

### **Item 1 – Consumer Information**

Briefly describe how, during the reporting year, the CIL has ensured that consumers have the opportunity to develop and achieve their goals (either with or without an ILP) and that the consumer has the opportunity to express satisfaction with the center and such consumer satisfaction results are evaluated by the center.

All participants who request services from Paraquad are offered the opportunity to develop an Independent Living Plan (ILP). An individual Needs Assessment is conducted with all new participants to help identify potential areas of need and participants are then given the opportunity to develop goals. Goals are reviewed by the participant and IL Specialist on an annual basis. Goals are modified, and/or new goals are developed at any time if requested by the participant. If a participant does not want to develop an ILP, they sign an

Independent Living Waiver and can still receive services. Participants not wanting to develop an ILP are encouraged to develop goals with their ILS to assist in directing their services and to verify that they are receiving the necessary services to help increase their independence.

Paraquad staff is trained to work in coordination with their participants to develop and monitor goals that increase the independence of the participants they serve. Paraquad served 1,663 participants through its various programs and services. Some of the programs are one-time services and do not warrant the necessity of developing an Independent Living Plan. Of those served, 1,624 (98%) participants developed an Independent Living Plan with goals they were actively working on with IL staff.

Paraquad gathers satisfaction information from participants in all programs throughout the year. The information gathered from these surveys is shared with Paraquad's management team and Board of Directors and is utilized in determining the effectiveness of programs and in assisting with the improvement of services. Any areas identified as needing improvement are reviewed and action plans are developed.

## **Item 2 – Consumer Service Record Requirements**

Briefly describe how, during the reporting year, the CIL ensured that each consumer's CSR contains all of the required information.

Paraquad utilizes a single point of entry system. All incoming participants are filtered through a centralized intake process during which additional information is gathered and referrals are initiated for any requested services. This process has assisted in decreasing the length of wait times between initial requests and the actual start date of services. IL program guidelines have been written according to best practices and are required to be followed across all programs. The guidelines are revised when necessary. Documents requiring participant signature and placement in the participant file are made available to IL Specialists on Paraquad's computer network. A real time listing of the required file documentation and the most current up-to-date to the forms are available electronically through this site.

Every new participant file is reviewed extensively for the required documentation by the Compliance department. Required documents are scanned, uploaded, and stored in the agency's database and original copies are placed in the participant file. Immediate corrective action is expected when a file fails to contain required information and deficiencies are corrected by the respective ILS. All files are kept in a secure file room requiring key pad entry to protect participant information and confidentiality. Random file location audits are completed to ensure proper file storage. File audits are conducted annually on existing files to ensure the file is being appropriately maintained and any required updates have been completed.

## Section D – Compliance Indicator 4: Community Options and Community Capacity

Section 725(b)(4) and (6) of the Act; 34 CFR 366.63(d)

**Please refer to the Instructions before completing.**

### Item 1 – Community Activities Table

In the table below, summarize the community activities involving the CIL’s staff and board members during the reporting year. For each activity, identify the primary disability issue(s) addressed as well as the type of activity conducted. Describe the primary objective(s) and outcome(s) for each activity. Add more rows as necessary.

Issue Area	Activity Type	Hours Spent	Objective(s)	Outcomes(s)
Healthcare	Outreach Efforts	40	Educate people with disabilities, students, health care professionals about the importance of exercise	Presented information regarding Paraquad’s accessible health & wellness center through 34 outreach events, meetings or tours of the gym. The gym completed intakes for 151 new referrals for services in fiscal year 2019.
Other	Community/Systems Advocacy	20	Youth with disabilities have access to adequate education services.	Advocated with 5 school districts to make sure that 10 youth have access to the services and facilities of their school.
Other	Community/Systems Advocacy	12	Youth with disabilities have access to adequate education services.	Worked with parents and youth with disabilities at 6 IEP meetings to fully understand their rights under IDEA and the IEP process.
Other	Community/Systems Advocacy	200	Raise awareness of inaccessible infrastructure and make physical change to sidewalks, curb	This work continues: We now have stronger relationships with city officials and this campaign led to movement towards a

			cuts, etc., with the end goal of making it easier to move through our world.	city-wide “No Pedestrian Deaths Ordinance” which we are working on this fiscal year. We also continued and strengthened our relationships with UMSL Sociology Department, and CTI, a coalition that Paraquad supports.
Healthcare (1) (2) (3)	Community/Systems Advocacy	500	Influencing the outcome of various bills that would negatively impacted health care for people with disabilities. Participated in health care coalitions and partnerships like MO Health Partners.	Collected over 35 stories from advocates dealing with healthcare detailing the impact of healthcare cuts and shared with legislators. Submitted both written and oral testimony on several bills impacting the health of people with disabilities. Continued working within the Missouri Health Partnership coalition to strengthen health care advocacy coordination across Missouri.
Other (4)	Community/Systems Advocacy	400	Educate, agitate, and grow the disability rights movement and independent living philosophy through teaching and speaking about organizing principles.	Supported the grassroots organization called CTI which is made up of about 111 members who are people with and without disabilities.
Other (5) (6) (7)	Community/Systems Advocacy	200	To increase the number of people with disabilities registered to vote, educate people with disabilities	Continued to lead a coalition of individuals and organizations around increasing voter engagement in the disability community.

			and their community supports about voter rights at the polls, and increase voter turnout at the polls. Worked with the Missouri Voter Access Coalition	Provided voter education trainings to partner organizations. Conducted 'GOTV' calls throughout the November general election. Participated in National Disability Voter Registration week.
Other	Community/Systems Advocacy	450	Support, guide, and train a group of people with intellectual disabilities to exercise the highest level of self-determination and skill building to be live successfully and as independently as possible within the community.	Each member has an individualized goal that they can work toward that builds autonomy, self-determination and/or advocacy skills. These individual goals also provide an opportunity for People First members to work together for a common goal. The members planned and held a rally and open house at which new members were recruited.
Other	Community / Systems Advocacy	350	Policymakers are aware of issues important to people with disabilities.	Reached out to all St. Louis County and City representatives and senators on multiple occasions, both in-district and at the capitol. Educated them on Paraquad's legislative priorities and how legislation positively or negatively impacts people with disabilities. Repeated education and advocacy with elected officials on why Medicaid services such as consumer-directed services and

				reform is essential for people with disabilities.
Other	Community/Systems Advocacy	400	People with disabilities can access their community.	Conducted 5 accessibility surveys on public accommodations and one website accessibility study. Held three AccessibleSTL roundtables where area businesses discussed disability topics with each other. Provided 22 trainings through AccessibleSTL to almost 800 individuals.
Health Care	Community/Systems Advocacy	150	Policymakers are aware of issues important to people with disabilities.	Over 400 individuals participated in the annual Disability Rights Legislative Day in Jefferson City, including 30 participants and 20 staff from Paraquad. Paraquad also hosted 60 newly elected legislators during their freshman legislative tour around MO.
Health Care	Community Education/Integration	100	People with disabilities have current information regarding disability policy.	Sent out 13 action alerts and legislative updates to over 1,000 advocates regarding various healthcare issues. Held three community events with disability advocates and legislators.
Health Care	Collaboration/Networking Community/Systems Advocacy	300	People with disabilities have access to necessary and affordable health care services.	Worked in collaboration with healthcare advocates across Missouri to develop media, legislative, and organizing strategies on

				various Medicaid reform issues.
Transportation	Community/systems Advocacy	100	To improve the availability of safe, affordable, accessible transportation for people with disabilities.	Advocated with the local transit authority regarding improving the accessibility of the public transportation system. Attended 3 meetings with Metro to discussing accessibility, route changes, and improving policies for people with disabilities. Participated in Metro's Reimagined work group. Hosted Metro's public meeting at Paraquad to discuss bus route changes.
Other	Community Education/Integration	150	To increase access to legal representation and provide information & referral.	Provided legal information and referral to the disability community. Conducted outreach internally and externally to spread awareness of the program. Addressed 144 requests for legal advocacy services.
Other	Community Education/Integration	120	To engage the community in discussions and conversations related to disability, to increase Paraquad's profile and promote integration and opportunity for people with disabilities.	Provided digital communications via 131,688 website page views; by reaching 336,759 contacts via Facebook, resulting in 17,573 "actions" taken by Facebook followers; by having 87,321 Twitter impressions and 691 Twitter engagements, with 11,700 YouTube video views.
Other	Community Education/Integration	8	To educate the community about issues around	Published several blogs, most authored by program staff, which

			living with a disability.	detailed programs, personal insights, and personal commitment to disability rights and services.
Housing (8)	Technical Assistance	120	To increase residential accessibility and safety for people with disabilities and to engage volunteers.	Executed 2019 Ramp Day event, performing home modifications at 14 houses and utilizing more than 300 community volunteers.
Other	Community Education/Integration	60	To increase awareness of the upcoming Bloom Café, a restaurant that serves as a training program for adults with developmental disabilities.	Coordinated ongoing marketing and media coverage of Bloom Café in major St. Louis outlets.
Other	Resource Development	200	To raise funds to support otherwise unfunded programs and services.	Planned the Shine the Light Awards, cultivated and solicited major donors, and wrote grant requests.
Other (9)	Outreach Efforts	200	To provide education and information about Paraquad's services to potential participants or to referral sources.	Coordinated 64 presentations by staff members to various groups reaching approximately 583 people from unserved and underserved populations.
Other (10)	Outreach Efforts	100	To provide education and information about Paraquad's services to potential participants or to referral sources.	Coordinated participation at booths at 43 health fairs/community expos that reached more than 19,792 individuals.
Other	Outreach Efforts	30	To provide education and information about Paraquad's	Provided 15 tours of Paraquad's main offices and/or Health and Wellness Center for 128

			services to potential participants or to referral sources.	people representing underserved populations.
Other	Collaboration/Networking	150	To create employment opportunities for people with disabilities	Provided information about Paraquad's employment services to over 2000 people through various presentations, job fairs, meetings and trainings.

## Item 2 – Description of Community Activities

For the community activities mentioned above, provide additional details such as the role of the CIL staff board members and/or consumers, names of any partner organizations and further descriptions of the specific activities, services and benefits.

### Healthcare\*:

- (1) Legislators were urged not to pass Medicaid block grants, Medicaid work Requirements and budget cuts harmful to people with disabilities. Testimonies were given before the MO House Committee regarding circuit breaker and funding for consumer directed services. Staff advocated with legislators on importance of Home and Community Based Services. Comments were submitted to MO General Assembly on negative impact of block, Medicaid work requirements and grants and cuts to HCBS.
- (2) Participated in the Missouri Health Partnership Coalition as a steering committee member. Collaborated with other CILs and disability organizations to oppose cuts to home and community-based services. Advocated with the Department on changes to the eligibility test for HCBS participants.
- (3) Continue to work with DHSS on level of care assessment for home and community-based services.

### Other\*:

- (4) This fiscal year we have teamed up with CTI to hold monthly community classes. Topics have ranged from disability history and culture to disability voter education, and interaction with law enforcement. Each class is designed to spread grassroots organizing concepts and help build the base of people who understand disability rights and disability culture in the community and help build a base of understanding around the independent living philosophy.
- (5) Voter Accessibility Surveys were distributed to every county clerk's office in Missouri (115). Only 10 offices did not return a completed survey. The voter coalition analyzed the results of these surveys.

- (6) We conducted several voter rights trainings prior to the November election.
- (7) We conducted GOTV voter registration up until the November election.
- (9) Outreach target population included African Americans, Youths with Disabilities, Developmental Disabilities, Immigrant and Ethnic Groups (Bosnians), Veterans, Senior Citizens, Homeless, and the Unemployed.
- (10) Outreach reached individuals with various connections or potential connections to Paraquad: Potential Paraquad Participants, Business Professionals, Caregivers, Doctors, Educators, Physical Therapists, Occupational Therapists, Social Workers, Students and various others.

Housing\*:

- (8) Our annual Ramp Up for Accessibility includes significant preparation time – identifying and vetting projects, engaging volunteer groups, and planning to ensure that the day runs smoothly – as well as the “day-of” efforts of more than 300 volunteers, working an average of six hours.

## **Section E – Compliance Indicator 5: IL Core Services and Other IL Services**

Section 725(b)(5) of the Act; 34 CFR 366.63(e)

In addition to the data provided in Subpart III, describe how information and referral services and the other IL core and other IL services are provided to those who request such services in formats accessible to the individual requesting the services. Describe any innovative practices (not mentioned elsewhere in this report) to enhance the availability and effectiveness of IL services.

IL service needs are provided through the program categories of Information and Referral (I&R), Independent Living Skills Training, Peer Counseling, and self and group advocacy. Additional services are provided in the following areas:

### **Information and Referral (I&R) Services**

Paraquad provided I&R services to a total of 5,939 this fiscal year. I&R services included one-time individual or group services of such a nature that the establishment of a Consumer Service Record (CSR) is not justified.

I&R services:

- Contacts made to Paraquad requesting information over the telephone, in person for walk-ins, by email, and/or through the mail.
- Paraquad continued to maintain a website that provided additional information for participants as well as who to contact for additional questions ([www.paraquad.org](http://www.paraquad.org)).
- The energy assistance program through Ameren UE was provided assistance to 50 households during FY19.
- I&R Specialists updated community resources to verify contact and program information for correctness.

### **Independent Living Skills Training**

During FY19, services to develop the skills needed to live more independently were delivered to 1,663 people with disabilities. Independent Living Specialists (ILSs), with full participation from the individuals who requested services, conducted an Intake and Needs Assessment. This included people with whom there was enough contact to develop a Consumer Service Record (CSR). Progress toward goals was recorded throughout the year. Programs and services listed below represent the process by which participants acquire independent living skills training.

- **Independent Living Adult Program (ILAP)** – worked with participants 18 and older on a variety of areas to increase the skills needed to remain independent. Although all Paraquad programs provided independent living skills training, the Independent Living Adult Program provided training on a more individualized basis.
  - During FY19, 104 participants requested and received skills training through the ILAP program.
  - One on one financial education and budgeting assistance was offered to interested participants to help improve their financial management skills.
  
- **Consumer Directed Attendant Services (CDS)** – provided services to 577 CDS participants this fiscal year. Some of these services were:
  - Maintained files of eligible attendants who assist employers in completing daily living tasks. These individuals have completed all the background screenings as required by the vendor contract with the Missouri Medicaid Audit & Compliance Unit (MMAC).
  - Trained CDS participants in skills helpful to employ and maintain attendant services. Training covered the correct handling of payroll functions, employee information forms, timesheets, electronic visit verification (EVV) timekeeping system, identification of abuse, neglect, or exploitation and fraud, rights and responsibilities of the participant, and rights and responsibilities of the attendant.
  - Each new CDS participant received and was trained on a comprehensive CDS Participant Manual. A Bosnian translation of the Participant Manual is also available to new Bosnian participants.
  - Assisted in general orientation of CDS participants to the Independent Living philosophy.
  - Processed inquiries and solved problems related to CDS, payroll and CDS timesheets and EVV timekeeping system.
  - Assisted with collection of data concerning CDS employers for evaluation activities.
  - Gathered information and participated in discussions and advocacy with State entities regarding participant Medicaid, spenddown issues, program structure, best practices, regulations and vendor oversight.
  - Reviewed emergency plans with CDS participants monthly and updated plans as needed.
  
- **Community Transition Services** – assisted people with disabilities who are institutionalized to move to a community-based setting of their choice.
  - This fiscal year, two full-time staff worked with 126 participants.

- Transition staff are members of the Continuum of Care (COC), a homeless provider network in St. Louis City and County.
- Job Development and Placement Services – 77 participants worked with Employment Specialists to improve their job readiness skills and obtain employment this fiscal year. Services included: vocational assessments, resume and cover letter preparation, interviewing and salary negotiation skills, job development skills, instruction in on-line applications, networking, and job retention strategies. Employment Specialists provided job development and placement services to the participants.
  - Youth Employment Transition (IEP's): provide support and guidance for students and parents during transition IEP meetings. Discuss the provided vocational services, students are eligible for through Paraquad.
  - Youth Employment Transition (schools): hygiene classes are provided to students within SSD at the request of teachers. Hygiene kits are provided to each student and contain various hygiene products specifically for race/gender.
  - Youth Employment Transition (other): Job Readiness Training is provided for SSD students at the request of teachers. This class discusses the importance of dressing for success, application process and interview process.
- Continuing Education – provided adult education courses to served 208 adults with developmental disabilities who live in St. Louis City and County. Over the course of FY19 we offered 41 different classes in the following areas: money skills, reading and writing, math, computer training, communication, cooking, woodshop, book clubs, community access field trips, gardening, and managing stress at home and work. Students set individual goals for each class; classroom teachers assist students to reach those goals.
- Supported Education – Education coaches provided 1:1 support to a total of 33 adults with development disabilities who are residents of St. Louis City and County. One student is working toward obtaining the High School Equivalency. Three students receive 1:1 support within the Vocational Education classroom setting to achieve educational goals.
- Job Coaching and Retention – provided one-on-one job site support to 28 individuals with development disabilities in St. Louis City and County. Job Coaches initially provided full-time support on the job until natural supports were developed and the job tasks were adequately performed independently. As time continued, the Job Coach reduced support from the job site. Support was then provided a minimum of twice a month. The Job Coach also facilitated communication between the employer and co-workers, helping the employee understand and follow workplace policies and procedures, and helped ensure proper training on tasks.
- Work Incentives Planning and Assistance – provides work incentive knowledge and advocacy for Social Security beneficiaries who are working on employment goals and ready to return to work. Participants learn how income from employment will affect their benefits. During this fiscal year, 308 beneficiaries received information through our WIPA project. Of those, 248 received full benefits counseling. These individuals are not counted in our overall numbers due to the restrictions of the WIPA grant.

- Ticket to Work - The Ticket to Work and Work Incentive Act of 1999 established an employment program for people who want to go to work that receive Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI) benefits. The program was designed to remove barriers that kept people with disabilities from choosing to work for fear of losing health care coverage. The Ticket to Work program is voluntary, and it increases opportunities and choices for Social Security (SS) disability beneficiaries to obtain employment, vocational rehabilitation, and other support services from public and private providers, employers, or other organizations. Social Security provides a ticket to disability beneficiaries to use in obtaining services and jobs through Missouri Vocational Rehabilitation or from an approved Employment Network. Paraquad had provided Ticket to Work (TTW) service to 54 individuals during FY19. These individuals are not counted in our overall numbers due to the restrictions of the TTW grant.
- The Summer Work Experience Programs (SWEP/SWE) – The youth employment transition program allowed students (ages 16-21) the opportunity to work and be paid for up to an eight-week (20 hours per week) period. The participants must be receiving special education services, returning to school the following school year, have limited or no work experience, and need extra support to be successful on the job. Paraquad provided services to 26 students.
- Volunteer Opportunities – provided services to 21 individuals with developmental disabilities who are residents of St. Louis County. The project assisted participants to successfully connect with volunteer opportunities of their choice. Paraquad staff assisted participants in assessing their skills and abilities and then identified volunteer sites that matched the strengths and desires of the participants. Participants received help with the application process, volunteer site set-up, and identifying modes of transportation. Job Coaches provided one-on-one support on site to ensure proper training, performance, and understanding of the workplace policies and procedures. The Volunteer program provided a vehicle for participants to develop vocational skills, gain experience for their resume, integrate more fully into the community, expand their level of social interaction, give something back to their communities, and exercise a constructive and rewarding option for their recreation and leisure time.
- Health & Wellness Center – provides an accessible gym setting for people with disabilities to work out and get the assistance needed to increase their health.
  - During FY19, the Health & Wellness center served 337 participants.
  - Participants typically work out 2-3 times per week for an hour and a half per session.
  - In addition to Center participants, the gym is also available for use by caregivers, Silver Sneakers members, Paraquad Staff and Disabled Athlete Sports Association members. We are also partnering with Oasis for 2 balance classes. We are pursuing contracts with Renew Active and Silver and Fit.
  - Occupational therapists, an occupational therapist assistant, and physical therapist assistants staff the gym.
  - Paraquad has contracts with 15 schools including OT, OTA, exercise science,

- nutrition, and chiropractic. We also partner with local PT programs to provide hands-on/observation opportunities.
- Paraquad collaborates with Logan College of Chiropractic to provide supportive health and wellness services to participants.
  - Clients reported increased strength and endurance to complete functional tasks, such as transferring or walking longer distances, and many reported decreases in secondary conditions such as high blood pressure and fatigue.
- Telephone Accessibility Program (TAP) – is a free program through Missouri Assistive Technology that provides adaptive telephone equipment to people with disabilities. For FY19, the program has provided TAP services to 68 participants in St. Louis City and County.
  - Youth & Family Services – served youth with disabilities from birth to age 24 and their families. In FY19, 111 youth and their families were served through Paraquad’s Youth and Family services.
    - *Youth Group* – several outings were provided this year. The outings gave the youth opportunities to build upon their independent living skills while interacting in the community. While there, they checked out whether the locations of the outings were accessible to people with disabilities. The youth were responsible for their money and providing the correct change. Some youth spent time talking and exchanging ideas with their peers, and some helped each other with daily living skills
    - *School-Based Activities* – provided services specifically geared toward educational services for youth and their families. Paraquad staff provided classes in personal finance, personal hygiene and independent living to the St. Louis County Special School District.
      - Individual Education Plans (IEPs) and IDEA – staff provided support to youth and their parents at annual IEP meetings and on-going support throughout the school year according to need.
      - Special Education Advocacy – staff worked with students, parents, and educators to support the needs of students with disabilities in various school districts.
  - Peer Consultation (including cross-disability peer counseling)
    - During the funding cycle, Paraquad peers provided direct and indirect services. Some of the types of services were legislative advocacy, mobility training, cooking, learning to shop, relationships (i.e. marital, dating, parenting), employment, re-entering the work force, equipment and technology, skin, bowel, and bladder care, assertiveness training, and budget management.
    - The Peer Mentor Specialist assigned 13 peer mentors to work with 42 individuals. The Peer Specialist provided ongoing trainings for the mentors on the Independent Living Movement to assisting creating SMART goals with the peers. The Peer Mentor Specialist also provided the yearly review of the Mandated Report and HIPAA for the mentors who have been mentoring for over a year. There are also 2 group leaders who work with mentors to set up community groups.

## **Section F – Compliance Indicator 6: IL Resource Development Activities**

Section 725(b)(7); 34 CFR 366.63(f)

Briefly describe the CIL’s resource development activities conducted during the reporting year to expand funding from sources other than chapter 1 of title VII of the Act.

- During FY19, Paraquad secured gifts totaling \$1,449,558. Of this total, \$385,841 was from individuals, \$802,800 from foundations, \$236,832 from corporations and organizations, and \$150,000 was from the United Way.
- Our primary fundraising event, the Shine the Light Awards, nearly doubled revenue compared to 2018, raising almost \$200,000, including more than \$100,000 in Fund-a-Need donations at the event itself.
- Through our partnership with a fundraising consultant, Let’s Build Hope, we have built a new annual planning strategy, which includes a new Giving Club for donors between \$1,000 and \$5,000; a new corporate sponsorship structure; better definition of team members’ roles; and more dedicated resources to pursuing major giving prospects.

# **SUBPART V – ANNUAL PROGRAM AND FINANCIAL PLANNING OBJECTIVES**

Section 725(c)(4) of the Act

## **Section A –Work Plan for the Reporting Year**

### **Item 1 – Achievements**

Discuss the work plan’s proposed goals and objectives and the progress made in achieving them during the reporting year.

#### **Ensure Financial Viability of Paraquad**

- Achieve annual budget targets
  - We will not achieve annual budget targets. In response, a partner from RubinBrown Accounting and Consulting was brought in to stabilize the finance department, build a new budget, train staff, and create financial reporting structures that will help organizational leaders in the decision-making process.
  - The CFO position was eliminated, and a new Director of Finance has been hired
  - The President and CEO position was divided to support external and internal leadership.
    - President is focusing on external leadership, including transformational giving, strategic partnerships, public relations, and public policy
    - A new CEO is being recruited who has a background in nonprofit in transformation and who will focus on internal restructuring of finance and operations, and who will oversee both current programs and those revenue-generating programs that are in development
- Create new revenue-producing contracts
  - We established new training contracts with Department of Mental Health, Ability First and the Federal Reserve Bank of St. Louis.
- Develop a strategic marketing plan for growth of all revenue producing programs/activities
  - We created a strategic marketing plan for Bloom Café. Volunteers assisted with interviewing café guests to learn more about what brought them in, their thoughts on service and menu options, and pricing.
  - Based on information from volunteers, we redesigned the menu, removing some items and increasing prices on popular items, which were often described as “underpriced.”
  - Purchased a half-page ad in an insert, “Holiday Party and Gift Guide,” in the St. Louis Business Journal to promote event space.
  - Due to the shortage of ASL interpreters in Missouri, we cannot market and grow Deaf Way interpreting services. Our strategy is to efficiently meet our current contract obligations.
  - We are transitioning to a more post rehab services model to include fee-for-service one-on-one personal training for the health and wellness center to increase

impact and financial sustainability. We contracted with a consultant in June 2019 to train us on the service model. We are in the process of hiring staff, developing fundraising materials, and designing marketing materials to promote and implement the new model based on consultant recommendations.

- We have begun marketing our Consumer Directed Services to past participants and reached out to current participants to help with retention. We are exploring pro-bono options to market these services, focusing on Paraquad's quality and expertise.
- Diversify revenue sources and increase total fee for service program revenues while protecting CDS program
  - CDS reform passed in the 2019 legislative session but was vetoed as part of a larger bill. We successfully blocked Medicaid work requirements and block grants from moving and circuit breaker bill was defeated, which provides a housing tax credit for low income seniors and some people with disabilities. We successfully gained a 1.5% increase in provider rates and additional IL waivers in the budget. The non-Medicaid eligible attendant care program was extended, but it was not funded.
- Decrease Health and Wellness Center Deficit
  - We are transitioning to a more post rehab services model to include fee-for-service one-on-one personal training for the health and wellness center to increase impact and financial sustainability. We contracted with a consultant in June 2019 to train us on the service model. We are in the process of hiring staff, developing fundraising materials, and designing marketing materials based on consultant recommendations.
- Manage risks by reviewing and updating operational policies, procedures and practices
  - We are in the process of doing an Internal Risk Management Audit to help us identify potential threats.
    - We contracted with an IT Management Company
    - We are contracting with AAIM for an HR audit and recommendations

### **Create and Maintain Program Strength and Excellence**

- Audit all program files to ensure program compliance
  - Complete and ongoing.
  - Received no findings in 2019 funder audits.
- Establish program goals for every program based on funding source requirements, needs assessments and organizational goals
  - Develop a minimum of 3 core measurable outcomes for each program and provide an accurate tool to assess program success
    - Complete.
- Establish and utilize outcome data for every program to evaluate program effectiveness against established program goals.
  - We are in the process of adding all outcome and funder requirements to each program scorecard so we can review goals monthly. This method allows us to make corrections if applicable prior to year-end review.

### **Strengthen External Relations with Consumers, Organizations, Advocates, Contributors and Media**

- Enhance outreach activities to maximize reach, educate the community and produce new

revenues

- We required all employees to participate in at least one outreach activity per quarter.
- Increase overall staff participation and interaction with external stakeholders
  - Leverage relationships to increase visibility and advance our reputation as "the disability expert"
    - Paraquad was selected to participate in the Governor's implementation team to make Missouri a "model state for employment of people with disabilities".
    - We have taken advocates to the Capitol four time this session, collected over 50 stories and shared key stories with legislators.
    - We hosted two community events bringing together advocates and legislators.
    - We are participating in Missouri Foundation for Health's Exemplary Advocate Cohort to impact statewide health advocacy over 5 years.

### **Enhance Staff and Board Abilities and Engagement**

- Measure and improve employee engagement
  - Employee engagement survey was administered in February 2019.
  - At the beginning of the Fiscal Year, the Plan It Committee (PIC) formalized its goals and created officer positions to help facilitate planning events. We put on a total of six events (Halloween, Jingle Brunch, Death by Chocolate, Yard Sale, BBQ, and Ice Cream Social).
    - The PIC Mission is: to promote employee engagement in an environment of enjoyment and inclusion, provide high quality engagement opportunities that meet the needs and respect the rights of all employees, and conduct activities in a manner that ensures equal access and opportunities for all employees.
- Develop and implement a succession and development plan for key positions for staff and board
  - We are in the process of developing a transformation plan and re-envisioning Paraquad for the next 50 years. The plan will address staffing for key staff and board positions.

### **Item 2 – Challenges**

Describe any substantial challenges or problems encountered by the CIL, and the resolutions/attempted resolutions.

Public Policy:

Challenge: Lack of funding for Home and Community Based Services (HCBS).

Resolution: Paraquad advocated for increased funding and hours for the Consumer Directed Services program but was not successful. Paraquad successfully advocated for funding for an additional 200 IL waiver slots. Paraquad will continue to advocate for increased funding for HCBS.

Challenge: People with disabilities do not have adequate opportunities for competitive integrated employment.

Resolution: Paraquad participated in the State's implementation team for the State as a Model Employer policy. Paraquad advocated for the passage of a comprehensive 'Employment First' policy.

#### Youth & Family:

Challenge: Educating parents, youth with disabilities and professionals on the availability of community supports. Parents and youth with disabilities often do not know what supports are available, limiting their ability to know what supports to ask for. This is an issue during transition planning and throughout other stages of development. Many professionals are not well-versed on opportunities, supports and programs available to youth with disabilities and families.

Resolution: Paraquad is partnering with other agencies such as the Productive Living Board and Youth Advocacy Forum to help coordinate and educate others about available supports and programs.

#### Peer Mentoring:

Challenge: Finding peer mentors, especially those who can mentor individuals who are newly injured by traumatic injuries such as violent crimes or accidents. Because volunteer mentors are required to pass background screenings, many peer mentors who could assist individuals who are disabled from violent crimes are not eligible.

Resolution: Paraquad is attempting to connect such individuals with other community support groups that may not address the specific issue of violent crimes, but rather pain management or spinal cord injury. Paraquad has begun developing a partnership with SLU's peer program and will continue to grow this in the future.

#### Continuing Education:

Challenge: Transportation is a barrier for most students with intellectual disabilities attending classes to improve their skills in areas such as money management, math, reading, computers, communication and other specialized pre-vocational areas of study. Paraquad currently provides transportation to and from classes, but it is becoming increasingly difficult to provide transportation with limited funding from program grants.

Resolution: We have expanded classes into other geographic locations and daytime hours to encourage students to find other means of transportation (family, public transportation, self-transport). We also divided students who use transportation into regions by day of the week, so that our buses only have to go to certain quadrants of the metro area each day. This saves time and money for our drivers and students. We also won an increase in funding for transportation, which has helped cover transportation costs.

#### Outreach:

Challenge: Paraquad meets with individuals who are newly injured or disabled in rehabilitation centers, hospitals, and nursing homes. One-on-one consultation and group presentations are provided to individuals, their families and professionals about resources, opportunities and program referrals to Paraquad. Short term peer mentoring to individuals and consultation to families is also available upon request. Many newly-disabled

individuals make referral for services while institutionalized, but once discharged, do not follow through with services. Moreover, because of the scattered sites of rehab centers and other institutions, maintaining a meaningful presence to connect with potential participants is a challenge with existing staff resources.

Resolution: We are developing partnerships with specific service providers, such as an individual that works with survivors of trauma at St. Louis University, to refer to our peer program. We also restructured our Culinary Training and Health and Wellness programs to create staff positions that can have significant hours allocated to specific outreach for their programs. Additionally, we are working on building formal partnerships with rehab hospitals and other referring agencies to codify the practice of referring potential participants to our services, particularly for Health and Wellness.

Bloom Café:

Challenge: Paraquad launched Bloom Café in 2018. Like most restaurants, it is growing slowly but steadily and has not yet reached breakeven. Coupled with Paraquad's other social ventures, like Deaf Way Interpreting Services and the Health and Wellness Center, the shortfall from the restaurant creates a cashflow challenge in the short term, even though these ventures should contribute to the long-term financial sustainability of the organization.

Resolution: Paraquad is fundraising to support our social ventures. We are also have established and are exploring additional contracts with organizations that produce predictable revenue for Bloom Café and our other social ventures.

Attendant Services:

Challenge: The number of approved CDS Vendors in our service area of St. Louis City and St. Louis County continues to increase dramatically. Because of the increased competition, Paraquad is receiving less referrals. In addition, participants leave Paraquad for other vendors who offer incentives. The state does not have sufficient resources to adequately monitor and enforce all the regulations of the program.

Resolution: We are advocating for enforcement of state vendor guidelines and increased oversight of the CDS program.

### **Item 3 – Comparison with Prior Reporting Year**

34 CFR 366.50(i)(7)

As appropriate, compare the CIL's activities in the reporting year with its activities in prior years, e.g., recent trends.

Paraquad continues to serve the disability community throughout the St. Louis metropolitan area and in collaboration with other CILs throughout the state of Missouri to increase the availability of services for people with disabilities. Over the years, the focus for people with disabilities in Missouri has continued to be increasing affordable healthcare and the availability of affordable accessible housing. Paraquad also continues to work toward increasing the availability of services that will promote people with

disabilities living with independence and dignity in their communities and competitive integrated employment.

In FY19, Paraquad provided direct IL services to a total of 1,663 individuals with disabilities. This represents a 4% decrease in the total fiscal year served as compared to last fiscal year (1,740 participants). 493 of these individuals were new to Paraquad this fiscal year. We attribute the decrease to increased competition for CDS services in the metro St. Louis area, reduction of staff and loss of programs due to budget cuts.

## **Section B – Work Plan for the Year Following the Reporting Year**

### **Item 1 – Annual Work Plan**

List the CIL’s annual work plan goals, objectives and action steps planned for the year following the reporting year.

#### **Ensure Financial Viability of Paraquad**

- Achieve annual budget targets
- Create new revenue-producing contracts
- Diversify revenue sources and increase total fee for service program revenues while protecting CDS program
- Decrease Health and Wellness Center Deficit
- Decrease Bloom Café Deficit
- Manage risks by reviewing and updating operational policies, procedures and practices

#### **Create and Maintain Program Strength and Excellence**

- Audit all program files to ensure program compliance
- Establish and utilize outcome data for every program to evaluate program effectiveness against established program goals.
- Bloom Café
  - Refresh menu and other marketing materials to remain competitive
  - Grow catering business by 10% in FY2020
- Health and Wellness
  - Implement new fee-for-service personal training model
  - Recruit new members and personal training clients to achieve break even by the final month of FY2020
- Deaf Way
  - Increase staff utilization to 80% for staff and 60% for managers
  - Reduce utilization of contract interpreters
  - Earn \$200k in net profits in FY2020
- Employment
  - Reorganize staffing structure to minimize deficit
  - Enhance pre-employment programs and streamline internal referral process
  - Improve billing efficiency, turning in documentation by 5<sup>th</sup> of each month
  - Grow Summer Work Experience Program by 20%

- Increase billing to make Ticket to Work breakeven
- Youth and Family
  - Strengthen partnerships with area schools
- Peer Program
  - Strengthen our partnerships with area hospitals and rehab centers to garner more referrals

**Strengthen External Relations with Consumers, Organizations, Advocates, Contributors and Media**

- Enhance outreach activities to maximize reach, educate the community and produce new revenues
- Increase overall staff participation and interaction with external stakeholders
- Leverage relationships to increase visibility and advance our reputation as "the disability expert"
- Public Policy and Advocacy
  - Advocate for increased funding for Home and Community Based Services
  - Advocate for increased opportunities for competitive integrated employment for people with disabilities
  - Protect and Expand Medicaid
  - Advocate for CDS reform to strengthen the program
- Development/Marketing Goals:
  - Develop a giving club to reach mid-level donors (approximately \$1,000 to \$5,000) and grow their investment in Paraquad.
  - Develop and implement new corporate sponsorship model that includes options for benefits (participation in Ramp Day, table at events, AccessibleSTL services, etc.).
  - Secure \$1.44 million in philanthropic giving through all sources
  - Successfully brand the new post-rehab model at Health and Wellness and support recruitment efforts.

**Enhance Staff and Board Abilities and Engagement**

- Measure and improve employee engagement
- Develop and implement a succession and development plan for key positions for staff and board

**Item 2 – SPIL Consistency**

Explain how these work plan goals, objectives and action steps are consistent with the approved SPIL.

Goal 1: Increase economic self-sufficiency of people with disabilities.

Objective 1.1: Increase employment for people with disabilities

Paraquad offers Continuing Education and Supported Education 1:1 tutoring for individuals with Intellectual and Developmental Disabilities to improve skills that will increase their employability. Classes include reading, math, communication, money management, computers, personal interaction and various hands-on workshop opportunities to improve job skills. Students set individual goals at the beginning of the class and the instructor assists them during the semester to take steps to reach their individual goal. This is tracked through pre- and post-test scores, progress on SMART goals and student feedback. Students typically set goals to improve reading, math, communication, leadership or other independent living skills that lead to better employability.

Paraquads' Employment Services Team offers individuals with disabilities resume' development, interview prep, career exploration, hands on assessments, online application assistance and training, job shadowing, referrals to employers, travel to and from interviews and assessments, informational interviews and tours of possible employment sites and ultimately job placement with on-site support if needed. We also ensure participants have interview clothing and access to various job fairs, hiring events, and various workforce development workshops. We work closely with the participant and local Vocational Rehab offices to make the process as easy as possible for the participant. Our Employment Specialists meet with the participant multiple times to understand what abilities the individual has and what their interests are. We have a good database of employers willing to work with us and we acquire new employer relationships through proactive employer engagement.

Bloom Café, a social enterprise restaurant and training kitchen, offers a 12-week training program on culinary and soft skills followed by a 4 to 12-week paid internship, and ending with job placement services. The majority of permanent Bloom Café staff are people with disabilities.

Public Policy and Advocacy staff participated in the Governor's implementation team to help Missouri become a model state for employment of people with disabilities. Paraquad also advocates for legislation to increase economic self-sufficiency by improving the state's Ticket to Work health assurance program and increasing access to ABLE accounts.

#### Objective 1.2: Increase financial assets

Paraquad offers Continuing Education for individuals with Intellectual and Developmental Disabilities to improve skills that will increase their financial literacy. Classes include math and money management to improve money skills. Students set individual goals at the beginning of the class and the instructor assists them during the semester to take steps to reach their individual goals. This is tracked through pre- and post-test scores, progress on SMART goals and student feedback. Students typically set goals to improve their understanding of money or budgeting that lead to independent living.

The Independent Living department provides individuals with disabilities a budgeting course to help meet their independent living goals. This course is in conjunction with Wells Fargo Banking and can be taken online or in written format and is provided on an individual basis.

## Goal 2: Increase independence

### Objective 2.1: Increase the influence of people with disabilities in the community

Paraquad's Outreach Program collaborates with professionals at rehabilitation facilities, inpatient and outpatient facilities and nursing homes, and with social workers at area housing and apartment complexes. The goal is to expand the individual and group presentations we can make to professionals and individuals regarding programs and services, as well as increase program referrals.

Paraquad works with a variety of partners to increase independence for people with disabilities. We work with health care advocates around the state like MO Health Partnership and MO Medicaid Coalition. We also collaborate with CILs across Missouri to advocate for CIL funding and home and community-based services. We also partner with SLU law school and LSEM to advocate on various legal issues impacting the lives of people with disabilities

We also coordinate the People First of St. Louis and help individuals with developmental disabilities learn self-advocacy and leadership skills. Paraquad trains other organizations, through the Tuscher Institute, on leadership and advocacy skills.

### Objective 2.2: Promote an inclusive community

Paraquad supports leaders of community peer groups.

Paraquad provides youth with disabilities leadership and self-advocacy skills training through the youth group and summer youth camps.

Paraquad provides Continuing Education Community Access courses for individuals with Intellectual and Developmental disabilities to increase their independence in the community, further their academic and social skills, and expand their awareness of community resources.

Paraquad utilizes public facilities such as local libraries, colleges, and Adult Basic Education sites to provide 1:1 tutoring to adults with Intellectual and Developmental Disabilities.

Ramp Up for Accessibility is an annual event in which Paraquad utilizes community volunteers to build ramps and make home modifications for individuals with disabilities. Paraquad partners with the Home Depot, which provides funding and skilled labor, as

well as volunteers from organizations including AT&T, Bank of America, Christian Hospital, Bayer, OASIS, Regions Bank, United Access, and Wells Fargo Advisors. Through this work day, Paraquad makes a difference in the lives of 14 people with disabilities.

Paraquad, through its AccessibleSTL program and Tuscher Institute, works with businesses and organizations in the community to help make them as inclusive and accessible as possible. Paraquad staff have been asked to serve on the St. Louis Aquarium's universal design advisory committee.

Paraquad has a close relationship with Metro transit and meets periodically with planners to discuss current disability related issues.

Paraquad's Health and Wellness Center is an inclusive Health and Wellness Center for people with disabilities and their family members and caregivers. Since the expansion Paraquad has the ability and space to allow people with and without disabilities work out together and inclusive gym.

#### Objective 2.3: Impact Public Policy to support people with disabilities

Paraquad has a robust GOTV effort. We participate in a St. Louis area voter access coalition which provides education and training to voters and organizations. We also have ongoing efforts to register new voters and ensure individuals with disabilities are informed of their voting rights.

Paraquad's Public Policy and Advocacy department spends a lot of time advocating for policies that increase independence for people with disabilities. We also value the importance of empowering our participants to participate in the legislative process and make their voices heard.

Paraquad sends out regular legislative action alerts through our 'Advocacy Matters' emails, both sharing updates and calls to action. Paraquad also organizes several trips to Jefferson City to bring participants to the Capitol so they can have face-to face meetings with their legislators and witness the legislative process in action.

Paraquad also has several community events where individuals from the disability community and legislators are invited to come together and talk about issues and take action.

### Goal 3: Increase emergency preparedness for people with disabilities

Objective 3.1: Ensure access to disability specific emergency planning and preparedness resources

Paraquad's Facilities manager attends FEMA trainings and brings back information to share with Paraquad's Health and Safety team. Team members take this information to their participants.

# SUBPART VI - TRAINING AND TECHNICAL ASSISTANCE NEEDS

Section 721(b)(3) of the Act.

<b>Training And Technical Assistance Needs</b>	<b>Choose up to 10 Priority Needs --- Rate items 1-10 with 1 being most important</b>
<b>Advocacy/Leadership Development</b>	
General Overview	
Community/Grassroots Organizing	
Individual Empowerment	
Systems Advocacy	
Legislative Process	
<b>Applicable Laws</b>	
General overview and promulgation of various disability laws	
Americans with Disabilities Act	
Air-Carrier's Access Act	
Fair Housing Act	
Individuals with Disabilities Education Improvement Act	
Medicaid/Medicare/PAS/waivers/long-term care	
Rehabilitation Act of 1973, as amended	
Social Security Act	
Workforce Investment Act of 1998	
Ticket to Work and Work Incentives Improvement Act of 1999	
Government Performance Results Act of 1993	
<b>Assistive Technologies</b>	
General Overview	
<b>Data Collecting and Reporting</b>	
General Overview	
704 Reports	
Performance Measures contained in 704 Report	
Dual Reporting Requirements	
Case Service Record Documentation	
<b>Disability Awareness and Information</b>	
Specific Issues	
<b>Evaluation</b>	
General Overview	
CIL Standards and Indicators	
Community Needs Assessment	
Consumer Satisfaction Surveys	
Focus Groups	
Outcome Measures	

<b>Financial: Grant Management</b>	
General Overview	
Federal Regulations	
Budgeting	
Fund Accounting	
<b>Financial: Resource Development</b>	
General Overview	
Diversification of Funding Base	1
Fee-for-Service Approaches	2
For Profit Subsidiaries	3
Fund-Raising Events of Statewide Campaigns	
Grant Writing	
<b>Independent Living Philosophy</b>	
General Overview	
<b>Innovative Programs</b>	
Best Practices	4
Specific Examples	5
<b>Management Information Systems</b>	
Computer Skills	
Software	
<b>Marketing and Public Relations</b>	
General Overview	
Presentation/Workshop Skills	
Community Awareness	
<b>Networking Strategies</b>	
General Overview	
Electronic	
Among CILs & SILCs	
Community Partners	
<b>Program Planning</b>	
General Overview of Program Management and Staff Development	
CIL Executive Directorship Skills Building	10
Conflict Management and Alternative Dispute Resolution	
First-Line CIL Supervisor Skills Building	6
IL Skills Modules	
Peer Mentoring	
Program Design	
Time Management	
Team Building	7
<b>Outreach to Unserved/Underserved Populations</b>	
General Overview	
Disability	
Minority	
Institutionalized Potential Consumers	
Rural	

Urban	
<b>SILC Roles/Relationship to CILs</b>	
General Overview	
Development of State Plan for Independent Living	
Implementation (monitor & review) of SPIL	
Public Meetings	
Role and Responsibilities of Executive Board	
Role and Responsibilities of General Members	
Collaborations with In-State Stakeholders	
<b>CIL Board of Directors</b>	
General Overview	
Roles and Responsibilities	
Policy Development	
Recruiting/Increasing Involvement	8
<b>Volunteer Programs</b>	
General Overview	9
<b>Optional Areas and/or Comments (write-in)</b>	

## **SUBPART VII – ADDITIONAL INFORMATION**

Section 704(m)(4)(D) of the Act

### **Section A – Other Accomplishments, Activities and Challenges**

Describe any additional significant accomplishments, activities and/or challenges not included elsewhere in the report, e.g. brief summaries of innovative practices, improved service delivery to consumers, etc.

### **Section B – Additional Information**

Provide additional information, comments, explanations or suggestions not included elsewhere in the report.

## SUBPART VIII - SIGNATURES

Please sign and print the names, titles and telephone numbers of the CIL director and board chair.

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SIGNATURE OF CENTER DIRECTOR

DATE

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NAME AND TITLE OF CENTER DIRECTOR

PHONE NUMBER

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SIGNATURE OF CENTER BOARD CHAIRPERSON

DATE

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NAME AND TITLE OF CENTER BOARD CHAIRPERSON

PHONE NUMBER