

REPORTING INSTRUMENT

OMB Control Number: 1820-0606
Expiration Date: June 30, 2014

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: 2020

Grant #: 13- 31- 20

Name of Center: Paraquad, Inc

Acronym for Center (if applicable): _____

State: MO

Counties Served: St. Louis City, St. Louis County, Franklin, Jefferson, Lincoln, Madison,
Monroe, St. Charles, St. Clair, Randolph, Warren

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, U.S. Department of Education, 400 Maryland Ave, SW, Washington, DC 20202-2800 or email timothy.beatty@ed.gov and reference the OMB Control Number 1820-0606. Chapter 1, Title VII of the Rehabilitation Act.

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	\$474,828.00
(B) Title VII, Ch. 1, Part C	\$0
(C) Title VII, Ch. 2	\$0
(D) Other Federal Funds	\$1,342,688.35

Item 2 - Other Government Funds

(E) State Government Funds	\$215,210.82
(F) Local Government Funds	\$19,515.74

Item 3 - Private Resources

(G) Foundations, Corporations, or Trust Grants	\$1,731,696.54
(H) Donations from Individuals	\$1,037,324.97
(I) Membership Fees	\$0
(J) Investment Income/Endowment	\$83,683.40
(K) Fees for Service (program income, etc.)	\$11,713,440.30
(L) Other resources (in-kind, fundraising, etc.)	\$802,035.15

Item 4 - Total Income

Total income = (A)+(B)+(C)+(D)+(E)+(F)+(G)+(H)+(I)+(J)+(K)+(L)	\$17,420,423.27
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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)	\$6,487,363.82
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Item 6 - Net Operating Resources

[Total Income (Section 4)<minus> amount paid out to Consumers (Section 5) = Net Operating Resources	\$10,933,059.45
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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	1025
(2) Enter the number of CSRs started since October 1 of the reporting year	339
(3) Add lines (1) and (2) to get the <i>total number of consumers served</i>	1364

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	7
(2) Withdrawn	211
(3) Died	25
(4) Completed all goals set	171
(5) Other	96
(6) Add lines (1)+(2)+(3)+(4)+(5) to get <i>total CSRs closed</i>	510

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

Indicate the number of CSRs active on September 30th of the reporting year.

	# of CSRs
Section A(3) <minus> Section (B)(6) = Section C	854

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	42
(2) Number of consumers with whom an ILP was developed	1322
(3) <i>Total number of consumers</i> served during the reporting year	1364

Section E – Age

Indicate the number of consumers in each category below.

	# of Consumers
(1) Under 5 years old	1
(2) Ages 5 – 19	83
(3) Ages 20 – 24	95
(4) Ages 25 – 59	726
(5) Age 60 and Older	451
(6) Age unavailable	8

Section F – Sex

Indicate the number of consumers in each category below.

	# of Consumers
(1) Number of Females served	751
(2) Number of Males served	613

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.

	# of Consumers
(1) American Indian or Alaska Native	10
(2) Asian	17
(3) Black or African American	869
(4) Native Hawaiian or Other Pacific Islander	1
(5) White	414
(6) Hispanic/Latino of any race or Hispanic/ Latino only	17
(7) Two or more races	10
(8) Race and ethnicity unknown	26

Section H – Disability

Indicate the number of consumers in each category below.

	# of Consumers
(1) Cognitive	334
(2) Mental/Emotional	38
(3) Physical	815
(4) Hearing	53
(5) Vision	41
(6) Multiple Disabilities	0
(7) Other	83

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.

County Name	Number of County Residents Served
St. Louis City	568
St. Louis County	744
Franklin	3
Jefferson	11
Lincoln	3
Madison	3
Monroe	1
St. Charles	18
St. Clair	9
Randolph	1
Warren	1
Other (IL)	2

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.

Services	Consumers Requesting Services	Consumers Receiving Services
(A) Advocacy/Legal Services	3	3
(B) Assistive Technology	51	51
(C) Children’s Services	0	0
(D) Communication Services	0	0
(E) Counseling and Related Services	0	0
(F) Family Services	0	0
(G) Housing, Home Modifications, and Shelter Services	0	0
(H) IL Skills Training and Life Skills Training	113	106
(I) Information and Referral Services	2032	2032
(J) Mental Restoration Services	0	0
(K) Mobility Training	0	0
(L) Peer Counseling Services	14	11
(M) Personal Assistance Services	50	36
(N) Physical Restoration Services	0	0
(O) Preventive Services	123	114
(P) Prostheses, Orthotics, and Other Appliances	0	0
(Q) Recreational Services	1	0
(R) Rehabilitation Technology Services	0	0

Services	Consumers Requesting Services	Consumers Receiving Services
(S) Therapeutic Treatment	0	0
(T) Transportation Services	2	2
(U) Youth/Transition Services	49	36
(V) Vocational Services	71	70
(W) Other Services	309	302

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.

Significant Life Area	Goals Set	Goals Achieved	In Progress
(A) Self-Advocacy/Self-Empowerment	132	24	61
(B) Communication	9	1	8
(C) Mobility/Transportation	114	47	38
(D) Community-Based Living	542	171	234
(E) Educational	209	137	10
(F) Vocational	156	46	40
(G) Self-care	264	57	58
(H) Information Access/Technology	39	25	0
(I) Personal Resource Management	63	21	12
(J) Relocation from a Nursing Home or Institution to Community-Based Living	7	4	0
(K) Community/Social Participation	47	8	28
(L) Other	14	4	7

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.

Areas	# of Consumers Requiring Access	# of Consumers Achieving Access	# of Consumers Whose Access is in Progress
(A) Transportation	233	2	231
(B) Health Care Services	385	72	313
(C) Assistive Technology	1324	72	1252

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

Sheqweeda came to Paraquad for employment services. She was homeless, could not afford a phone, and was desperately seeking a job. With the help of her Employment Specialist, she promptly secured an interview with SSM hospitals. The hiring manager was very interested in hiring her but then the COVID-19 pandemic occurred. All hiring was put on hold and the hiring manager was furloughed. Sheqweeda's Employment Specialist researched other industries that were still hiring. He came across a cleaning services company that was not only hiring, but was eager to hire people with diverse backgrounds. Sheqweeda was interviewed and hired on the spot. Her coworkers were immediately inclusive and encouraging to her. She has been working for three months, has a phone, and an apartment of her own. Best of all, she has the weekends off so that she can have her grandchildren over to enjoy "Grandma Time".

Hakeem came to the Youth Transition Summer Blast but was very shy and did not want to talk about his disability. After participating in Self Determination training through Paraquad's summer program, he began to come out of his shell and feel more comfortable expressing his needs as a person with a disability. One of the adult program leaders began mentoring Hakeem which gave him another resource to learn more about living with a disability.

Lucia has been a Retention participant with Paraquad for a few years. She had been working as a bagger at Schnucks for over five years. She repeatedly told management that she would like a chance to move to a different department because she wasn't feeling challenged enough just bagging. Management always told her that there were no openings. She went to her job coach at her second job as a cook at Bloom Cafe and asked for help acquiring a different job where she would feel challenged. Lucia and her job coach met to discuss her interests and options. Once she determined she would like to apply at Starbucks, the job coach assisted her in accessing and completing her application. Lucia got a call back for an interview. She did a mock interview with her job coach who also prepped her on frequently asked questions. She was given advice on how to answer questions and appropriate interview attire and behavior. Lucia got the job after she nailed her interview and was able to turn in her two weeks' notice at Schnucks within a few weeks of her first conversation with her job coach. She has now worked at Starbucks for a month and loves it!

Ruth has multiple physical disabilities and bipolar disorder. She needs help with personal care, health care, all housekeeping tasks, essential correspondence, and essential transportation. This past year, she lost her significant other and is now living alone with her dog. She was no longer able to afford her apartment because of an increase in rent. She and her dog were at risk of becoming homeless. Ruth had been advocating for a rental assistance program in St. Louis County since early 2019, called "Mainstream Program". This proposed program aims to help low income people with rental assistance and prevent homelessness. She informed her Paraquad CDS Specialist about this proposed program. She received her specialist's assistance and referral services. The housing rental voucher program was approved in November/December 2019 and Ruth was one of the first applicants to receive a voucher. Now, she can manage her rent and utilities within her limited income. She said she can keep her current apartment unit with her dog!

Stephen had been working with another agency and had been searching for competitive employment for a year by the time he came to Paraquod. Stephen met with the Employment Specialist to discuss his interests and began filling out online applications. He got a few phone interviews, but because he is hard of hearing and struggles with speech, the interviews did not lead to anything. This process continued for a little over a month when the Employment Specialist decided to change things up. Stephen told his Specialist that he loves animals, so the Specialist went on the St. Louis Zoo website and found that a hiring fair would happen soon. He was coached on the interview process and when he got to the fair, Stephen independently sat down with a manager and interviewed in person and was hired on the spot. Stephen just finished out his first season working in the rentals department at the St. Louis Zoo and was already asked to come back next season. He says he is saving the money he has earned for a trip to see his family in South America. Stephen says he loves his job!

Major Obstacles:

Over the last five years, the funding landscape has changed significantly, primarily due to changes and cuts to the Medicaid-funded, Consumer Directed Services (CDS) program. Paraquod 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 Paraquod facility. Ultimately, these challenges put a significant debt load on Paraquod and made it challenging to grow and flourish.

Recognizing additional help was needed to address the deficit, Paraquod 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 Paraquod 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 Paraquod leadership and board members, consultants from Let's Build Hope, 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. Paraquod spent the past year implementing these recommendations and working toward organizational health.

The other major obstacle that faced Paraquod was COVID-19. Offices were closed to the public for two months and Paraquod transitioned to a remote working environment, which placed major strain on the IT infrastructure. Offices reopened in May with reduced on-site staffing levels. We served as leaders on the COVID-19 Regional Response Team for people with disabilities and older adults, coordinating the delivery of food, paper goods, and PPE. While the initial emergency response has subsided, COVID-19 continues to impact service delivering due to staff working from home and programs being delivered remotely, in a hybrid online and in person format, or with reduced attendance. We anticipate the demands of remote service delivery and social distancing will continue to affect our organization for the next year.

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
10	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
Decision-Making Staff	18	11	2
Other Staff	71	42	28

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, organizing and 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 15 People first members attended the annual Disability Rights Legislative Day in Jefferson City on March 13th, where they advocated for issues impacting their lives.

Since March, the People First group has moved to meeting via conference calls. COVID-19 has created several barriers for this group and communication via zoom or phone has been difficult. The officers of the group continue to meet regularly. The members are working hard to learn how to use zoom so they can continue to meet and advocate.

Paraquad's Youth and Family program works with youth with disabilities to help develop their self-advocacy skills. A Youth Group meeting is held once a month and youth work on a specific advocacy skill.

Since March, the youth group has continued to meet via zoom. In addition, we held three weeks of summer youth transition camps and two weeks virtually. These transition camps teach youth a variety of skills that help them successfully transition to adulthood.

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. In addition, we have also identified five community ambassadors that are working with Paraquad staff to promote and educate the community about the importance of the Medicaid program. By doing this, these ambassadors are receiving training from Paraquad to further develop their self-advocacy skills. These trainings have continued virtually.

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.

Since March we have had difficulty onboarding new peer mentors/mentees. We were not able to do in-person outreach which is critical for this program. However, we have continued teaching our Living Well classes virtually. These classes connect individuals with spinal cord injuries and help them learn from each other and the facilitator.

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 July and August, both in-person and virtually.

Paraquad's People First program also provides a great platform for peers with developmental disabilities to interact and learn from each other. People First members meet on the fourth Saturday of the month. They learn about each other's disabilities, how to navigate different barriers in the community, and develop advocacy and independent living skills.

Since March COVID-19 has created some barriers for this group. They have met several times via conference call, but in-person meetings are much better suited for the communication styles of this group.

Also, Paraquad's Public Policy and Advocacy department has created an online peer group to help combat isolation during the pandemic.

In addition, numerous 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 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 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 2017 cuts to home and community-based services. Paraquad staff worked with participants to ensure they received the maximum amount of personal care services to which they are 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 work 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. During the abbreviated 2020 Missouri legislative session, Paraquad staff has met with approximately

20 legislators to advocate for access to affordable accessible healthcare for people with disabilities

Since March, Paraquad has been advocating for supports and services for people with disabilities and their caregivers during COVID-19. We have been actively advocating for this type of relief to be included in federal COVID relief packages.

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. Paraquad was appointed to the implementation team that has been working on creating and implementing new policies to achieve the goal of making Missouri a model employer of people with disabilities. The implementation team began meeting again in January 2020 and is working on implementing the work plan that was created the previous year.

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.

Paraquad continues to work to promote and improve equal access to public transportation. Staff members continue to serve on Metro Disability Transportation Resource Network to help ensure that people with disabilities have equal access to public transportation. 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.

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 greater accessibility. Since October 2019, Paraquad has completed 2 ADA website surveys, 18 trainings to over 1000 people, and provided several other services such as accessibility consulting in the St. Louis area.

Since March, Paraquad has continued to provide trainings through AccessibleSTL via Zoom. We provided a summer training series that focused on accessibility while working from home and accessibility within various digital platforms.

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. We have provided over 15 trainings to various organizations on voting rights and education. Paraquad has also developed a Candidate Voter Guide for over 100 Missouri candidates featuring their answers to several disability-related questions.

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.

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.

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 1,364 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, 1,322 (97%) 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 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 keypad 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)
Other	Community/Systems Advocacy	80	Youth with disabilities have access to adequate education services.	Advocated with 2 school districts - St. Louis Public City schools and St. Louis County -SSD to make sure that 40 youth have access to the services and facilities of their school.
Other	Community/Systems Advocacy	26	Youth with disabilities have access to adequate education services.	Worked with parents and youth with disabilities at 13 IEP meetings to fully understand their rights under IDEA and the IEP process.

Other	Community/Systems Advocacy	50	Raise awareness of inaccessible infrastructure and make physical change to sidewalks, curb cuts, etc., with the end goal of making it easier to move through our world.	This work continues: We now have stronger relationships with city officials and this campaign led to movement towards a city-wide “No Pedestrian Deaths Ordinance” and a ‘workzone’ accessibility ordinance which we are working on this fiscal year.
Healthcare (1) (2) (3)	Community/Systems Advocacy	500	Influencing the outcome of various bills that would negatively impacted health care for people with disabilities.	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. Continued our participation in the Missouri Foundation for Health Exemplary Advocate Cohort to strengthen the healthcare advocacy network in Missouri.
Other	Community/Systems Advocacy	60	Educate, agitate, and grow the disability rights	Supported the grassroots organization called CTI which is made up

			movement and independent living philosophy through teaching and speaking about organizing principles.	of about 111 members who are people with and without disabilities.
Other (7) 8) (9)	Community/Systems Advocacy	300	To increase the number of people with disabilities registered to vote, educate people with disabilities and their community supports about voter rights at the polls, and increase voter turnout at the polls.	Continued to lead a coalition of individuals and organizations around increasing voter engagement in the disability community. Continued working on Civic Engagement grant geared toward GOTV for disability community. Recruited more partner organizations for GOTV effort.
Other	Community/Systems Advocacy	300	Support, guide, and train a group of people with intellectual disabilities to exercise the highest level of self-determination and skill building to 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.
Healthcare (1) (4)	Community / Systems Advocacy	250	Policymakers are aware of issues	Continued reaching out to St. Louis County and City

			important to people with disabilities.	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 Held several meetings with federal legislators to advocate for policies that help people with disabilities during COVID-19.
Other	Community/Systems Advocacy	400	People with disabilities can access their community.	Conducted one website accessibility study. Held 4 AccessibleSTL roundtable trainings where area businesses discussed disability topics with each other. Provided 10 trainings through AccessibleSTL. Sent out several e-newsletters to AccessibleSTL members highlighting disability/accessibility topics and resources.

Health Care	Community/Systems Advocacy	50	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 12 staff from Paragad.
Healthcare (5) (6)	Community Education/Integration	400	People with disabilities have current information regarding disability policy.	Sent out 22 action alerts and legislative updates to over 1,000 advocates regarding various healthcare issues. Worked on Community Voices for Medicaid grant to educate people with disabilities and allies about importance of Medicaid. Held a Medicaid Expansion education panel in August after Missouri voters passed Medicaid Expansion.
Healthcare (2)	Collaboration/Networking Community/Systems Advocacy	100	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	75	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 Disability Transportation Resource Network.
Other	Community Education/Integration	75	To increase access to legal representation and provide information & referral.	Provided legal information and referrals to the disability community.
Other	Community Education/Integration	100	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 126,748 website page views; by reaching 163,288 contacts via Facebook, resulting in 11,912 "actions" taken by Facebook followers; and by having 37,763 Twitter impressions and 632 Twitter engagements.
Other	Community Education/Integration	24	To educate the community about issues around living with a disability.	Published 17 blogs, featuring both curated external content and stories from internal Paraquad sources, which detailed programs, personal insights, and personal commitment to disability rights and services. Public Policy and Advocacy contributed heavily in the second half of 2020, including a highly engaging series, the #WeAreEssential campaign.
Housing (10)	Technical Assistance	60	To increase residential	Formed and moderated a new

			accessibility and safety for people with disabilities and to engage volunteers.	committee focused on improving/expanding annual Ramp Day, which provides housing modifications at 15 houses and utilizing more than 300 community volunteers. Planning continues but the projects have been postponed until the spring of 2021 depending on COVID-19.
Other	Community Education/Integration	20	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. Worked with new restaurant manager to develop materials to support his efforts to meet with local businesses, with the goal of promoting catering during COVID-19, which is limiting in-person dining and pickup, etc.
Other	Resource Development	300	To raise funds to support otherwise unfunded programs and services.	Multiple efforts, including solicitation of major donors, grant requests, a one-day online giving campaign, the Shine the Light Awards, and direct mail.
Other (11)	Outreach Efforts	60	To provide education and information about Paraquad's services to potential	Coordinated 27 presentations by staff members to various groups reaching approximately 1,150 people from unserved and underserved

			participants or to referral sources.	populations. After March, outreach requests ceased and while we participated in a few virtual presentations, it is difficult to provide data for those.
Other (12)	Outreach Efforts	42	To provide education and information about Paraquad's services to potential participants or to referral sources.	Coordinated participation at booths at 20 health fairs/community expos that reached 1,265 individuals. After March, outreach requests essentially ceased, though we did participate in one virtual booth for the Brain Injury Association
Other	Outreach Efforts	15	To provide education and information about Paraquad's services to potential participants or to referral sources.	Provided 2 tours of Paraquad's main offices and/or Health and Wellness Center for 8 people representing underserved populations. Held a reception for friends and families of a major donor of the (newly renamed) Stephen A. Orthwein Center (formerly the Health and Wellness Center), which featured tours of the space to more than 40 people.
Other	Collaboration/Networking	100	To create employment opportunities for people with disabilities	Provided information about Paraquad's employment services to over 560 people through various presentations, job

				fairs, meetings and trainings.
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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 funding for consumer directed services and Center for Independent Living. Staff advocated with legislators on the importance of Home and Community Based Services. We participated in several meetings with Missouri Medicaid Director Todd Richardson to make sure the needs of the disability community are included in his Medicaid Reform plan.
- (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 our participation in Missouri Foundation for Health’s Exemplary Advocate Cohort
- (4) Advocated with federal legislators for adequate support for people with disabilities during COVID-19.
- (5) Advocated for the passage of Medicaid Expansion and provided information after its passage.
- (6) Paraquad has been actively educating the community about the importance and benefits of Medicaid for people with disabilities. We have identified community Medicaid leaders and champions to help with this education

Other*:

- (7) We have begun ramping up our GOTV and voter education efforts. A survey about issues important to the disability community has been sent out and the data is being compiled into a candidate questionnaire. This voter guide has been completed and contains responses from over 100 Missouri candidates. Worked with the Missouri Voter Access Coalition
- (8) We conducted over 15 voter rights trainings prior to the November election.
- (9) We conducted GOTV voter registration up until the November election.
- (11) Outreach target population included African Americans, Youths with Disabilities, Developmental Disabilities, Immigrant and Ethnic Groups, Veterans, Senior Citizens, Homeless, and the Unemployed.
- (12) 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*:

- **(10)** 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. In 2020, we have enlisted the assistance of volunteers to examine opportunities to increase our capacity to address housing modification needs in the community – through partnerships with construction entities, increased fundraising and corporate engagement, and a plan to build to having a full-time staff responsible for coordinating projects year-long. While the actual event has been delayed due to COVID, we continue to work with these partners to restructure the event for 2021 and beyond.

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 4,689 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).
- The energy assistance program through Ameren UE was provided assistance to 57 households during FY20.
- I&R Specialists updated community resources to verify contact and program information for correctness.

Independent Living Skills Training

In FY20, services to develop the skills needed to live more independently were delivered to 1,364 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 FY20, 57 participants requested and received skills training through the ILAP program.

- **Consumer Directed Attendant Services (CDS)** – provided services to 510 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.
 - 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 staff assisted 22 participants.

- **Job Development and Placement Services** – 76 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, on-line application instruction, 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 195 adults with developmental disabilities who live in St. Louis City and County. Over the course of FY20 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. Once COVID-19 hit, in person classes were suspended. Virtual classes are now offered. Students set individual goals for each class; classroom teachers assist students to reach those goals.
 - Supported Education – provided 1:1 support to 21 adults with development disabilities who are residents of St. Louis City and County. Students can work toward obtaining the High School Equivalency or 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 22 individuals with developmental 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 (WIPA) – 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, 393 beneficiaries were referred to the WIPA project and were contacted by a Community Work Incentives Coordinator to provide information. Of those, 181 began receiving 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 provided Ticket to Work (TTW) service to 56 individuals during FY20. These individuals are not counted in our overall numbers due to the restrictions of the TTW grant.

- Volunteer Opportunities – provided services to 13 individuals with developmental disabilities who are residents of St. Louis County. The project assists 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 provides 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 FY20, the Health & Wellness center served 306 participants.
 - In addition to participants with disabilities, the Health and Wellness Center is also available for use by family members, attendants, Silver Sneakers members, and Paraquad staff.
 - Participants typically exercise 2-3 times per week for an hour and a half per session. There is a strong, supportive social environment that encourages participants to stay longer and connect with other people.
 - We partner with Oasis to offer free education classes on aging well, with plans to offer additional education classes provided by local healthcare professionals.
 - Physical therapists, occupational therapists, occupational therapist assistants, and physical therapist assistants staff the Health and Wellness Center.
 - All participants complete an annual assessment with a staff physical or occupational therapist to set goals, evaluate fitness levels and review appropriate exercises. The assessment is also an opportunity for staff to make appropriate referrals for additional resources, both internal and external.
 - The Health and Wellness Center offers adapted group exercise classes each week in multiple formats including yoga, circuit, and cardio drumming. There are plans to add a Parkinson-specific class, a balance class and a Krankcycle class.

- Paraquad has contracts with multiple local schools to provide both observation and fieldwork opportunities for students. These include programs in occupational therapy, exercise science, and nutrition.
- Paraquad collaborates with Logan College of Chiropractic to provide supportive health and wellness services to participants.
- Participants frequently report increased strength and endurance to complete functional tasks, such as transferring or walking longer distances, and many also report decreases in secondary conditions such as high blood pressure.
- Telephone Accessibility Program (TAP) – is a free program through Missouri Assistive Technology that provides adaptive telephone equipment to people with disabilities. For FY20, the program has provided TAP services to 41 participants in St. Louis City and County.
- Youth & Family Services – served youth with disabilities from birth to age 24 and their families. In FY20, 88 youth and their families were served through Paraquad’s Youth and Family services.
 - *Youth Group* – several community trips were provided this year. The trips gave youth opportunities to build upon their independent living skills while interacting in the community. Youth evaluated the accessibility of each location. 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* – Paraquad staff provided services specifically geared toward educational services for youth and their families, including 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 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. Currently, 6 mentors are actively working with 14 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 FY20, Paraquad secured gifts totaling \$2,402,792. Of this total, \$1,554,692 was from major gifts (including a \$1 million pledge for our Health and Wellness Center), \$577,115 was from grants, and \$150,000 was from the United Way.
- Our Shine the Light Jubilee, celebrating our 50th anniversary, was rescheduled from April to September and conducted as a virtual event. We raised \$161,736 from sponsorships and donations.
- We are excited about our financial success and the opportunities to continue to build philanthropic revenue, including through cultivating relationships with individuals we have been introduced to through the Orthwein family.

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.

Goal 1: Ensure Financial Viability of Paraquad

Objective 1.1: Achieve annual budget targets

Complete. Except for Consumer Directed Services, programs were performing close to budget prior to COVID-19. COVID-19 has negatively impacted program revenue. However, reductions in program revenue were offset by fundraising and several COVID-related grants and loans, which have positively impacted cashflow.

Objective 1.2: Create new revenue-producing contracts

Complete. Paraquad secured a new contract with Vocational Rehabilitation to fund the Bloom Culinary Training Program. In addition, we are negotiating MOUs with The Rehabilitation Institute of St. Louis to increase health and wellness referrals.

Objective 1.3: Diversify revenue sources and increase total fee for service program revenues while protecting CDS program

Partially Complete. Program revenue was impacted by COVID-19 due to the suspension and/or reduction of programming. Paraquad pivoted program staff to respond to the immediate needs of people with disabilities. Federal funding made available to Medicaid providers through the CARES Act was used to supplement our CDS program and provide personal care attendants a \$.30 raise. We have also utilized other CARES Act funds to provided needed emergency supplies and PPE to CDS participants/attendants.

Objective 1.4: Decrease Health and Wellness Center Deficit

Complete due to philanthropic response. We secured a \$1 million gift to support the Health and Wellness Center, which has sparked the beginning of a special gifts campaign for FY 2021.

Objective 1.5: Decrease Bloom Café Deficit

Incomplete. Like most restaurants, Bloom Café was greatly impacted by COVID-19.

Objective 1.6: Manage risks by reviewing and updating operational policies, procedures and practices

Complete and Ongoing. We are utilizing recommendations from our 2020 CARF survey. We received a three-year accreditation.

Goal 2: Create and Maintain Program Strength and Excellence

Objective 2.1: Audit all program files to ensure program compliance

Completed annually.

Objective 2.2: Establish and utilize outcome data for every program to evaluate program effectiveness against established program goals.

Complete. All established outcomes are tracked on program scorecards.

Objective 2.3: Bloom Café

A. Refresh menu and other marketing materials to remain competitive

Complete

B. Grow catering business by 10% in FY2020

Incomplete. Bloom Café was impacted by COVID-19. We have implemented a systematic approach for pushing catering sales in FY 2021.

Objective 2.4: Health and Wellness

A. Implement new fee-for-service personal training model

Complete

B. Recruit new members and personal training clients to achieve break even by the final month of FY2020

Partially Complete. Health and Wellness Center was impacted by COVID-19. We developed telehealth options during shutdown. While we did not achieve a breakeven budget based on program revenue along in FY2020, we did successfully implement the new model and are steadily recruiting new members and personal training clients. We have set benchmarks for FY2021 to grow this program.

Objective 2.5: Deaf Way

A. Increase staff utilization to 80% for staff and 60% for managers

Partially Complete. Utilization at 77% for staff and 40% for managers; utilization was impacted by COVID-19 business slowdown.

B. Reduce utilization of contract interpreters

Complete and ongoing

C. Earn \$200k in net profits in FY2020

Incomplete. Financial results were significantly impacted by COVID-19 in the shutdown of schools and many businesses.

Objective 2.6: Employment

A. Reorganize staffing structure to minimize deficit

Complete

B. Enhance pre-employment programs and streamline internal referral process

Complete

C. Improve billing efficiency, turning in documentation by 5th of each month

- Complete
- D. Grow Summer Work Experience Program by 20%
Incomplete. Enrollment was significantly impacted by COVID-19.
- E. Increase billing to make Ticket to Work breakeven
Complete

Objective 2.7: Youth and Family

- A. Strengthen partnerships with area schools
Complete. Prior to COVID-19, Youth and Family staff work with schools on a regular basis. The youth education advocate provided Independent Living Skills classes, including Basic Money Management and Personal Hygiene at two schools. Staff participated in St. Louis County School District Transition Coalition meetings on a quarterly basis. In addition, they did outreaches focused on disability awareness, rights and advocacy. Staff are now working to address issues related to distance learning during the pandemic. We are offering training to parents/students to provide information about conducting IEP's remotely. In addition, we have an intern who is dedicating her time to performing an in-depth program evaluation of our current Youth and Family program which will result in recommendations to improve services and outcomes for youth with disabilities with an emphasis on our youth transition services.

Objective 2.8: Peer Program

- A. Strengthen our partnerships with area hospitals and rehab centers to garner more referrals
Partially Complete and Ongoing. We are in the process of developing a memorandum of understanding with the Rehabilitation Institute of St. Louis. We are also conducting systematic outreach to area hospitals and rehab centers, with new marketing materials biweekly internal meetings to track progress. COVID-19 has impacted the ability of peer support staff to do in-person outreach to rehab facilities and hospitals. We have reached out to coordinate outreach through zoom or another digital platform but have not been successful. However, we have continued provided our Living Well classes via zoom.

Goal 3: Strengthen External Relations with Consumers, Organizations, Advocates, Contributors and Media

Objective 3.1: Enhance outreach activities to maximize reach, educate the community and produce new revenues

- Partially Complete. Results have been impacted by staff transition, staffing levels and COVID-19. We are reaching out to rehab facilities and community partners regarding the new health and wellness model. We are also increasing our philanthropic outreach. General outreach for educational purposes was significantly impacted by COVID-19, as schools and business and community organizations were not seeking guest speakers, booths, or other outreach activities

after spring. However, digital meeting options have created new opportunities to expand outreach across the country and save money and resources for travel.

Objective 3.2: Increase overall staff participation and interaction with external stakeholders

Partially Complete. See Objective 3.1

Objective 3.3: Leverage relationships to increase visibility and advance our reputation as "the disability expert"

Complete and Ongoing. Paraquad was selected as the lead organization for a six-county COVID-19 Regional Response Team to coordinate emergency disability services which greatly increased our profile. We also celebrated a milestone 50-year anniversary, which provided opportunities to share the story of Paraquad. We received a one million-dollar gift from a prominent donor that resulted in a stewardship opportunity that included other prominent donor prospects.

Objective 3.4: Public Policy and Advocacy

A. Advocate for increased funding for Home and Community Based Services (HCBS)

Complete and Ongoing. Along with other Missouri Centers for Independent Living, we have advocated for increased hours for HCBS, increased provider rates, and appropriate and accurate level of care tools to determine eligibility. We drafted and shared talking points on the importance of appropriate funding for HCBS with legislators. Paraquad staff testified before the House Budget committee on the need for increased HCBS services and funding. Since the onset of COVID-19 staff have been advocating at the federal level for appropriate relief for HCBS providers.

B. Advocate for increased opportunities for competitive integrated employment for people with disabilities

Complete and Ongoing. Paraquad worked with legislators to file legislation to improve the current Medicaid Buy-In Program to expand opportunities for individuals with disabilities to work and still have access to needed Medicaid services. The Senate bill had a hearing in February at which we testified. In addition, Paraquad has continued our work on the Governor's implementation team for the State as a Model Employer initiative.

C. Protect and Expand Medicaid

Complete. Paraquad continued coalition work with Missouri Health Partners and Cover Missouri. We submitted testimony opposing Medicaid work requirements and block grants. Staff attended meetings with Medicaid Director Todd Richardson on Medicaid reform. Paraquad is working with other CILs in Missouri to ensure the disability community's voice is heard and included in any attempts to reform Medicaid. Staff worked under a grant to provide public education about the importance of Medicaid. We identified Medicaid ambassadors and community leaders to serve as champions. Ambassadors

received basic Medicaid training and educated other individuals with disabilities and helped them share their personal stories. Paraquad provided information and educated the public on the benefits of Medicaid expansion which was voted on in Missouri's August election. After its successful passage, Paraquad held one of the first events discussing the impact of Medicaid Expansion on individuals with disabilities and the State budget. In addition, Paraquad's President is participating in Missouri Foundation for Health's Medicaid Expansion Implementation Team.

D. Advocate for CDS reform to strengthen the program

Complete and Ongoing. Paraquad is working with other CILs and the Missouri Alliance for Home Care to improve the current CDS program. We partnered with Senator Lincoln Hough again to file legislation to improve the accountability and integrity of the system. Paraquad testified in support of this legislation and it was successfully voted out of committee. In addition, we continue to work with DHSS to ensure the administration is doing all it can to monitor and enforce current regulations of the CDS program. The CDS reform bill was passed in the Missouri legislature and went into effect on August 28th. We continue to work with DHSS on various CDS issues regarding taxes and EVV.

Objective 3.5: Development/Marketing Goals:

A. Develop a giving club to reach mid-level donors (approximately \$1,000 to \$5,000) and grow their investment in Paraquad.

Complete

B. Develop and implement new corporate sponsorship model that includes options for benefits (participation in Ramp Day, table at events, AccessibleSTL services, etc.).

Incomplete. Overall, philanthropic goals were exceeded. However, special events were greatly impacted by COVID-19 and the opportunity to discuss multiple sponsorship opportunities was limited.

C. Secure \$1.44 million in philanthropic giving through all sources

Complete

D. Successfully brand the new post-rehab model at Health and Wellness and support recruitment efforts.

Complete. We received a \$1 million gift to name the Health and Wellness Center. Hired a new director and implemented the fee-for-service structure. We developed a new name, logo, marketing collateral, and are under contract with an architecture firm on a construction project to install fresh signage and complete other facility upgrades.

Goal 4: Enhance Staff and Board Abilities and Engagement

Objective 4.1: Measure and improve employee engagement

Incomplete. The disruption from COVID-19 caused most staff to work remotely which impacted the ability to measure engagement. We brought staff together remotely for staff meetings and teambuilding.

Objective 4.2: Develop and implement a succession and development plan for key positions for staff and board

Incomplete

Item 2 – Challenges

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

Deaf Way

Challenge: Interpreter shortage leads to difficulty meeting demand.

Resolution: Paraquad hires staff interpreters to ensure we have available interpreters to fill jobs. We also cultivate talent by offering continuing education workshops and mentoring new interpreters.

Bloom Cafe

Challenge: The restaurant industry has been fundamentally changed by COVID-19. We closed our doors in March due to dramatically reduced revenue and safety concerns.

Resolution: We read industry periodicals and attended webinars to ensure we were aware of the most up-to-date health and safety practices when Bloom Café reopened. We developed a comprehensive plan to implement social distancing and enhanced hygiene practices to set staff and customers at ease and establish Bloom Café as a safe space. Bloom reopened in July. Sales are returning slowly, but we have hired a new General Manager and implemented aggressive goals around sales and marketing to raise revenue in the coming year.

Health and Wellness Center

Challenge: The Health and Wellness Center serves a medically at-risk population. We closed our doors in March, at a time when we were rolling out a new one-on-one exercise service. COVID-19 has fundamentally changed the health and wellness space.

Resolution: During our closure, we offered daily 10-minute exercise routines free of charge on Facebook. We also offered weekly exercise classes for members on Zoom. Since reopening, we have continued to offer exercise classes online as well as in person. We also developed one-on-one exercise services using HIPAA-compliant telehealth technology. Since reopening in June, we implemented an appointment-based system to ensure the gym never becomes overcrowded and instituted social distancing policies. To grow membership, we developed a list of prospective referral partners and are conducting systematic outreach to raise awareness and increase referrals for gym membership and individual training services. We also hired new administrative

personnel to ensure a seamless handoff with referral sources and top-notch customer service.

Employment

Challenge: Due to COVID-19, many individuals we serve have been laid off, and many employers we have cultivated are not currently hiring. Therefore, job placement is slow, and many individuals face unemployment.

Resolution: We are assisting individuals in applying for unemployment and navigating the other resources available. We are also checking to ensure their basic needs are met. We are networking with funding sources, employers, and other employment placement agencies to stay informed about opportunities for job placement. As the economy reopens, more of our participants are returning to work and we are having more success in placing people in jobs.

Consumer Directed Services (CDS)

Challenge: Increased number of CDS providers.

Resolution: Increase marketing and outreach to attract and retain participants. We will focus on our good customer service and tout the additional services and programs that Paraquad participants have access to. With COVID relief funding we increased attendant wages by \$.30. We also provided participants and attendants with needed PPE. We also created an aggressive marketing plan to execute in FY21.

Challenge: If pandemic continues, we will be challenged by attendants not able or not wanting to work

Resolution: We are utilizing our attendant registry list and a few emergency backup attendants to help meet this need. We are offering PPE to our participants and attendants to help them feel safe delivering CDS services.

Public Policy and Advocacy

Challenge: Political landscape

Resolution: Continue to build relationships with majority party. While we cannot meet in person with legislators, we plan to hold conference calls and zoom meetings with legislator and advocates.

Challenge: State budget shortfalls

Resolution: We are working with partners to advocate for opportunities to increase general revenue through internet taxes and other methods along with advocating for funding to be prioritized to meet the needs of the disability community.

Independent Living Adult Program

Challenge: Obtaining new referrals

Resolution: We are increasing outreach, cross promoting through other Paraquad programs, and featuring more success stories on social media.

Youth and Family

Challenge: Strengthening and expanding our Youth Transition Services.

Resolution: We are working to highlight and more formally promote our Youth Transition services. We are developing flyers/brochures to distribute to community partners. We are also utilizing an intern to do a program evaluation of our current youth and family program.

Peer Services program

Challenge: Outreach and maintaining consistent relationships with hospitals, rehab centers etc.

Resolution: With COVID-19 we are implementing options for digital outreach and zoom meetings for peers. We are also collaborating more with our Health and Wellness Center which provides a natural setting for peer support.

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.

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.

Goal 1: Improve organization’s financial status so that Paraquad can increase salaries, award annual raises, fill key administrative positions with salaries commensurate with roles and responsibilities and maintain/strengthen operational and physical infrastructure.

Objective 1.1: Achieve annual budget targets.

A. Review monthly financials.

- B. Identify negative trends.
- C. Develop and implement correction plans.

Objective 1.2: Increase fee for service program revenue.

Objective 1.3: Continue building a robust Development and Marketing program.

- A. Develop and implement annual Development Plan.
- B. Develop and implement annual Marketing Plan.
- C. Develop and implement Special Gifts fundraising campaign.
- D. Expand giving club to reach mid-level donors and grow their investment in Paraquad.

Objective 1.4: Develop short- and long-term strategies to address declining Consumer Directed Services (CDS) revenue.

- A. Pursue Board and external support and expertise to develop short-and long-range sustainability/exit plan.
- B. Execute strategic marketing plan.
- C. Advocate for rate increases for HCBS providers.
- D. Engage in conversation with managed care companies.

Objective 1.5: Continue plans to reduce the deficit of and expand the revenue-producing potential of the Health and Wellness Center.

- A. Grow fee-for-service personal training model.
- B. Pursue/strengthen relationships with current and potential donors.
- C. Build a strong community referral network and partnerships.
- D. Recruit new members and personal training clients to reach profitability and achieve budget targets.

Objective 1.6: Continue plans to increase profitability for Deaf Way.

- A. Increase and maintain staff utilization of 80% for staff and 60% for managers.
- B. Reduce utilization of contract interpreters.
- C. Pursue new desirable contracts.
- D. Achieve budget targets.

Objective 1.7: Continue plans to reduce the deficit of and expand the revenue-producing potential of Bloom Café.

- A. Reduce food and labor costs.
- B. Raise public profile through strategic marketing efforts.
- C. Grow catering business.
- D. Achieve budget targets.

Objective 1.8: Evaluate opportunities to maximize property use and rental revenue.

Goal 2: Strengthen internal infrastructure.

Objective 2.1: Strengthen Department of Finance

- A. Establish measurable finance goals.
- B. In partnership with the Board, leadership, and program staff, develop a short- and long-range financial plan.

Objective 2.2: Strengthen Department of Human Resources

- A. Revise and implement a new employee handbook.

Objective 2.3: Continue to strengthen the structure and efficiency of Information Technology.

- A. Develop and implement annual IT plan.

Objective 2.4: Strengthen Operations as it pertains to facility management and maintenance.

- A. Evaluate existing infrastructure, including personnel, and make changes as budget permits.
- B. Maximize space utilization.
- C. Develop written policies and procedures.
- D. Utilize CARF standards and recommendations to develop a comprehensive Health and Safety Manual and corresponding policies and procedures.

Goal 3: Improve staff morale.

Objective 3.1: Provide opportunities for Board leadership to meet with employees to hear concerns and needs.

Objective 3.2: Measure and improve employee Board engagement.

Objective 3.3: Complete performance reviews for all staff and reward strong performance with incentives such as merit raises, bonuses, and days off based on financial results.

Objective 3.4: Implement succession plans for key staff positions.

Goal 4: Strengthen the effectiveness of the Board of Directors

Objective 4.1: Continuing building the Board of Directors to ensure strong governance and financial support.

Objective 4.2: Utilize Recruiting Priorities and Board Matrix to identify desired skills, knowledge, experience and other attributes and demographics needed to build a more diverse Board.

Objective 4.3: Measure and improve Board engagement.

Objective 4.4: Regularly meet with Board members regarding philanthropy and provide annual training on methods of successful fundraising.

Objective 4.5: Implement Board succession plan.

Objective 4.6: Expand governance policies to address executive leadership development, evaluation and compensation consistent with CARF standards.

Goal 5: Create and maintain program strength and excellence

Objective 5.1: Audit all program files to ensure program compliance.

Objective 5.2: Establish and utilize outcome data for every program to evaluate program effectiveness against established program goals.

Objective 5.3: Increase effectiveness of Youth and Family programming

- A. Strengthen partnerships with area schools.
- B. Utilize CARF standards to further develop transition services.

Objective 5.4: Increase effectiveness of Peer Program

- A. Strengthen partnerships with area hospitals and rehabilitation centers to garner more referrals.
- B. Increase the number of peer mentors.

Goal 6: Strengthen external relations with consumers, organizations, advocates, contributors, and media

Objective 6.1: Enhance outreach activities to maximize reach, educate the community and produce new revenues.

Objective 6.2: Leverage relationships to increase visibility and advance our reputation as "the disability expert."

Objective 6.3: Enhance Public Policy and Advocacy.

- A. Advocate for increased funding for Home and Community Based Services.
- B. Advocate for increased opportunities for competitive integrated employment for people with disabilities.
- C. Advocate for successful implementation of Medicaid Expansion.
- D. Advocate for CDS reform to strengthen the program.

E. Engage and mobilize advocates in the community.

F. Increase civic engagement among people with disabilities.

Item 2 – SPIL Consistency

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

Objective 1.1: Increase employment for people with disabilities

Paraquad’s Goal 5: “Create and maintain program strength and excellence” will support employment for people with disabilities. Paraquad has several programs that support employment: Through Objective 2: “Establish and utilize outcome data for every program to evaluate program effectiveness against established program goals,” Paraquad will improve these programs and 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, houses the Culinary Training Program, offering a 15-week training program on culinary and soft skills followed by an optional paid internship, and ending with job placement services. The majority of permanent Bloom Café staff are people with disabilities.

This year, Paraquad started a partnership with LaunchCode, a nonprofit organization that teaches computer programming skills through a 20-week training program. Paraquad is helping ten students with disabilities to succeed in the LaunchCode training program through in-class support, group tutoring, and one-on-one tutoring. Once they complete the training program, LaunchCode will place the students in paid apprenticeships at partner employers. Within three to six months, apprentices are hired as full-time employees or re-placed in new jobs.

Paraquad's Goal 6: "Strengthen external relations with consumers, organizations, advocates, contributors and media," especially Objective 4: "Enhance Public Policy and Advocacy," directly supports employment for people with disabilities through subpoint B. "Advocate for increased opportunities for competitive integrated employment for people with disabilities." Public Policy and Advocacy staff are participating 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's Goal 5: "Create and maintain program strength and excellence" also supports people with disabilities in increasing their financial assets. Through Objective 2: "Establish and utilize outcome data for every program to evaluate program effectiveness against established program goals," Paraquad will improve these programs and empower people with disabilities to increase their 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.

Under the same goal, Objective 3: "Increase effectiveness of Youth and Family programming," also supports individuals in increasing their financial assets. The Youth and Family Services department offers Money Management classes to students with disabilities in St. Louis city and county public schools. Through these classes, students learn basic skills such as how to build a budget and open a checking account. Students take pre- and post-tests to measure the improvement of their skills.

Goal 2: Increase independence

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

Under Paraquad's Goal 6: "Strengthen external relations with consumers, organizations, advocates, contributors and media," Paraquad is increasing the influence of people with disabilities on the community. Through Objective 1: "Enhance outreach activities to maximize reach, educate the community and produce new revenues," Paraquad performs a variety of outreach and collaborates with professionals at rehabilitation facilities, inpatient and outpatient facilities and nursing homes, and with social workers at area housing and apartment complexes, as well as schools and local businesses and organizations. The goal is to raise awareness of disability etiquette and inclusion by expanding the individual and group presentations we make to professionals and individuals, as well as increasing program referrals.

Under the same goal, Objective 4: "Enhance Public Policy and Advocacy," Paraquad works with a variety of partners to increase the influence of people with disabilities. We work with health care advocates around the state like MO Health Partnership and Missouri Foundation for Health's Exemplary Advocate Cohort. 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.

In addition to this grassroots advocacy, we also work with individuals advocates in the community to help inform, engage, and activate them to participate in advocacy and civic engagement opportunities to make their voices heard. We take advocates to the Capitol to meet with their legislators, help arrange in-district meetings, and have a strong GOTV effort within the disability community.

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's Goal 5: "Create and maintain program strength and excellence" promotes an inclusive community through Objective 3: "Increase effectiveness of Youth and Family programming." Paraquad provides youth with disabilities leadership and self-advocacy skills training through the youth group and summer youth camps.

Through Objective 2: "Establish and utilize outcome data for every program to evaluate program effectiveness against established program goals," Paraquad will also improve other programs that promote an inclusive community. 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.

Through Goal 6: “Strengthen external relations with consumers, organizations, advocates, contributors and media,” Objective 2: “Increase overall staff participation and interaction with external stakeholders,” Paraquad promotes inclusion through community-based events. 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 workday, Paraquad makes a difference in the lives of 10-20 people with disabilities.

Under the same goal, Objective 3: “Leverage relationships to increase visibility and advance our reputation as “the disability expert,” 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.

Under Goal 1: “Improve organization’s financial status so that Paraquad can increase salaries, award annual raises, fill key administrative positions with salaries commensurate with roles and responsibilities, and maintain/strengthen operational and physical infrastructure,” Objective 5: “Continue plans to reduce the deficit of and expand the revenue-producing potential of the Health and Wellness Center,” will contribute to a more inclusive community, offering a top-of-the-line facility where people with disabilities can exercise in the community. Paraquad's Health and Wellness Center is an inclusive gym for people with disabilities, older adults, and their family members and caregivers. With the announcement of the rebranding of the Health and Wellness Center as the Stephen A. Orthwein Center, Paraquad will attract attention as a regional center for post-rehabilitation exercise for people with disabilities.

Objective 2.3: Impact Public Policy to support people with disabilities

Paraquad’s Goal 6: “Strengthen external relations with consumers, organizations, advocates, contributors and media,” especially Objective 4: “Enhance Public Policy and Advocacy,” directly impacts public policy to support people with disabilities. Paraquad has a robust Get Out the Vote 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.

Paraquad provides information, resources, and calls to action through our website, facebook, and twitter pages.

Goal 3: Increase emergency preparedness for people with disabilities

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

Paraquad addresses disability specific emergency planning and preparedness resources under Goal 2: "Strengthen internal infrastructure," Objective 4: "Strengthen Operations as it pertains to facility management and maintenance," Subpoint A. "Utilize CARF standards and recommendations to develop a comprehensive Health and Safety Manual and corresponding policies and procedures." 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.

Training And Technical Assistance Needs	Choose up to 10 Priority Needs --- Rate items 1-10 with 1 being most important
Advocacy/Leadership Development	
General Overview	
Community/Grassroots Organizing	
Individual Empowerment	
Systems Advocacy	
Legislative Process	
Applicable Laws	
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	
Assistive Technologies	
General Overview	
Data Collecting and Reporting	
General Overview	
704 Reports	
Performance Measures contained in 704 Report	9
Dual Reporting Requirements	
Case Service Record Documentation	
Disability Awareness and Information	
Specific Issues	
Evaluation	
General Overview	
CIL Standards and Indicators	
Community Needs Assessment	
Consumer Satisfaction Surveys	
Focus Groups	
Outcome Measures	

Financial: Grant Management	
General Overview	
Federal Regulations	
Budgeting	
Fund Accounting	
Financial: Resource Development	
General Overview	
Diversification of Funding Base	1
Fee-for-Service Approaches	2
For Profit Subsidiaries	3
Fund-Raising Events of Statewide Campaigns	
Grant Writing	
Independent Living Philosophy	
General Overview	
Innovative Programs	
Best Practices	
Specific Examples	8
Management Information Systems	
Computer Skills	
Software	
Marketing and Public Relations	
General Overview	
Presentation/Workshop Skills	
Community Awareness	5
Networking Strategies	
General Overview	
Electronic	
Among CILs & SILCs	
Community Partners	
Program Planning	
General Overview of Program Management and Staff Development	
CIL Executive Directorship Skills Building	
Conflict Management and Alternative Dispute Resolution	
First-Line CIL Supervisor Skills Building	10
IL Skills Modules	
Peer Mentoring	7
Program Design	
Time Management	
Team Building	6
Outreach to Unserved/Underserved Populations	
General Overview	
Disability	
Minority	
Institutionalized Potential Consumers	
Rural	

Urban	
SILC Roles/Relationship to CILs	
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	
CIL Board of Directors	
General Overview	
Roles and Responsibilities	
Policy Development	
Recruiting/Increasing Involvement	4
Volunteer Programs	
General Overview	
Optional Areas and/or Comments (write-in)	

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.

SIGNATURE OF CENTER DIRECTOR

DATE

NAME AND TITLE OF CENTER DIRECTOR

PHONE NUMBER

SIGNATURE OF CENTER BOARD CHAIRPERSON

DATE

NAME AND TITLE OF CENTER BOARD CHAIRPERSON

PHONE NUMBER