

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: 2021

Grant #: 13- 31- 21

Name of Center: Paraquad, Inc

Acronym for Center (if applicable): _____

State: MO

Counties Served: St. Louis City, St. Louis County

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	\$0
(B) Title VII, Ch. 1, Part C	\$473,984.00
(C) Title VII, Ch. 2	\$0
(D) Other Federal Funds	\$297,927.00

Item 2 - Other Government Funds

(E) State Government Funds	\$256,563.00
(F) Local Government Funds	\$0

Item 3 - Private Resources

(G) Foundations, Corporations, or Trust Grants	\$1,327,754.00
(H) Donations from Individuals	\$1,061,550.00
(I) Membership Fees	\$0
(J) Investment Income/Endowment	\$170,413.00
(K) Fees for Service (program income, etc.)	\$9,556,892.00
(L) Other resources (in-kind, fundraising, etc.)	\$891,000.00

Item 4 - Total Income

Total income = (A)+(B)+(C)+(D)+(E)+(F)+(G)+(H)+(I)+(J)+(K)+(L)	\$14,036,083.00
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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	\$7,548,719.18
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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	854
(2) Enter the number of CSRs started since October 1 of the reporting year	413
(3) Add lines (1) and (2) to get the <i>total number of consumers served</i>	1267

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	19
(2) Withdrawn	168
(3) Died	26
(4) Completed all goals set	212
(5) Other	161
(6) Add lines (1)+(2)+(3)+(4)+(5) to get <i>total CSRs closed</i>	586

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	681

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	23
(2) Number of consumers with whom an ILP was developed	1244
(3) <i>Total number of consumers</i> served during the reporting year	1267

Section E – Age

Indicate the number of consumers in each category below.

	# of Consumers
(1) Under 5 years old	3
(2) Ages 5 – 19	61
(3) Ages 20 – 24	88
(4) Ages 25 – 59	664
(5) Age 60 and Older	441
(6) Age unavailable	10

Section F – Sex

Indicate the number of consumers in each category below.

	# of Consumers
(1) Number of Females served	715
(2) Number of Males served	552

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	8
(2) Asian	10
(3) Black or African American	787
(4) Native Hawaiian or Other Pacific Islander	1
(5) White	402
(6) Hispanic/Latino of any race or Hispanic/ Latino only	18
(7) Two or more races	12
(8) Race and ethnicity unknown	29

Section H – Disability

Indicate the number of consumers in each category below.

	# of Consumers
(1) Cognitive	266
(2) Mental/Emotional	34
(3) Physical	809
(4) Hearing	42
(5) Vision	35
(6) Multiple Disabilities	0
(7) Other	81

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	516
St. Louis County	695
Franklin	3
Jefferson	12
Lincoln	1
Madison	2
Monroe	1
St. Charles	22
St. Clair	8
Other (IL)	7

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	25	24
(B) Assistive Technology	53	53
(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	2	2
(H) IL Skills Training and Life Skills Training	250	242
(I) Information and Referral Services	267	265
(J) Mental Restoration Services	2	2
(K) Mobility Training	2	1
(L) Peer Counseling Services	69	66
(M) Personal Assistance Services	501	460
(N) Physical Restoration Services	0	0
(O) Preventive Services	181	142
(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	51	50
(U) Youth/Transition Services	77	60
(V) Vocational Services	176	173
(W) Other Services	407	400

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	99	23	54
(B) Communication	9	0	6
(C) Mobility/Transportation	215	118	55
(D) Community-Based Living	562	336	159
(E) Educational	26	16	2
(F) Vocational	92	53	3
(G) Self-care	228	34	84
(H) Information Access/Technology	27	24	3
(I) Personal Resource Management	33	16	3
(J) Relocation from a Nursing Home or Institution to Community-Based Living	1	0	1
(K) Community/Social Participation	84	24	35
(L) Other	14	6	0

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	228	3	225
(B) Health Care Services	368	113	255
(C) Assistive Technology	1395	141	1254

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

After taking a year break from Ramp Day due to COVID, Paraquad, Home Depot, and Civil Design, Inc, partnered again to build ramps for 8 local veterans and people with disabilities in the St. Louis Metropolitan Area. One recipient of a ramp was Ms. Arleen Hayes, whose father served in the Vietnam War. Without a ramp, Ms. Hayes relied on assistance to break down her scooter and navigate the stairs to her home. With the construction of a ramp, she will enjoy greater independence.

Employment for most of us means more than a paycheck. For some, it presents a purpose in life, a sense of accomplishment, or sometimes, simply a fulfillment of independence and social need to partake in the world. During the onset of Covid, as with many others, Danny lost his job at a downtown hotel laundry room. Danny was proud of this job. He enjoyed the hard work. He liked helping his family with his share of the bills. Most importantly, Danny shared, “It was upsetting because I like the people I worked with.” Many jobs were lost in the first month of the pandemic and people with disabilities were hit harder than most. The lockdown period made it clear that the hotel industry would not be a good place to seek another job and Danny was at a loss. As a person with Autism, he knew that he had put in more effort than most to find a job and then it was gone. Staying home was frustrating day after day. He was concerned about paying his bills. Deciding to take the next step, he spoke with the Department of Vocational Rehabilitation about finding new work. Danny met with a Paraquad Employment Specialist on his front porch to discuss his skill set, work experience, and interests to determine what type of job to look for. They later began virtual meetings to practice interview skills and complete applications for new positions. Within two to three weeks, Danny was getting requests from employers for interviews. He was offered two positions out of his first three interviews. Ultimately, he chose to work for a cleaning company as an evening Maintenance Specialist at an area high school. Danny said, “It’s awesome! They like working with me.” The Employment Specialist provides on- and off-site job coaching supports to ensure that Danny continues to grow in his new position. Months later, the Employment Specialist is still getting requests to interview Danny for positions. He attributes this to Danny’s positive, outgoing nature. His supervisor sees this in every shift. In their first meeting, Danny and the Employment Specialist discussed some of his goals and the reasons employment mattered to him. He wanted to pay bills, he wanted to purchase a grill for the summer, and some day get his own place. Now that he is employed, he is reaching these goals. With a steady paycheck, Danny shared, “I am putting some of it in a savings account and buying stuff that I want, like trains, and pots for gardening.” He now also has weekends off to grill with his family and share the experience of independence that comes with employment.

Jane experienced a lot of hardships during the past few years, including the loss of her house in a fire, the need to assist her disabled son, her own mental health and declining physical health. Through the assistance of her CDS Specialist, Jane contacted the Red Cross and her homeowner’s insurance immediately after the house fire and relocated to South St. Louis City. She assisted her son and his family during their health and family related issues. With her CDS specialist’s assistance, she was able to manage her utility bill and was referred to the Orthwein Center where she will start an exercise program to help her feel better mentally and physically.

Sally is a CDS participant who came home from hospital unable to walk after having Covid. She required a wheelchair to get around the home, but her home was not wheelchair accessible. She received a wheelchair from the hospital, but it did not fit through her bathroom door. During her monthly call, Sally explained the situation to her CDS Specialist. The specialist referred her to Paraquad's Durable Medical Equipment (DME) program, and she was able to get a transport chair that fit through her doorways. Sally reports the chair works perfectly and her attendant can move her around without a problem.

Margery, a CDS participant, experienced safety concerns while trying to take a bath. She requested assistance obtaining a bath bench that could meet her specifications. The DME program offered two bath benches and Margery found one that would meet her needs. During monthly calls, Margery reports the bath bench has improved her ability to meet her hygiene needs safely and allows her to bathe more frequently and expresses how glad she is to have it.

Rhonda lost her job when Bloom Cafe' closed. She came to Paraquad to find another employment opportunity and was placed in a new position within 3 weeks. Rhonda started receiving job coaching services and her Employee Advocate and manager were pleased at how quickly she caught on to the job. Rhonda was able to fade from services completely and now works independently and assists her manager in training new staff.

Major Obstacles:

COVID was the major obstacle for Paraquad in FY21. During the first quarter we made the difficult decision to close our social enterprise restaurant, Bloom Café, due to lack of sales. We utilized our employment team to help place employees with disabilities in the community. In addition, our Stephen A. Orthwein Health and Fitness Center, designed to be a revenue stream, was significantly affected as many people with disabilities stayed home due to safety concerns. Unlike some Paraquad programs that transitioned to Zoom, the Orthwein Center and Bloom depended on in-person attendance and participation.

Externally, the inability of people with disabilities to get out during COVID was also an obstacle. Paraquad responded by delivering food, paper goods, and PPE. However, staff health concerns made shopping and delivery coordination challenging. Participants also struggled to receive personal care due to COVID safety concerns. Paraquad was able to provide limited emergency assistance. We also addressed social isolation through weekly health check calls and an active Facebook social group.

While the initial emergency response has subsided, COVID continues to impact service delivery due to the hybrid work environment and some programs being delivered remotely. The lack of participation prompted the closing of two smaller employment programs. Other programs, such as Continuing Education, continue to struggle with attendance.

Finally, over the last six years, the funding landscape of Paraquad has changed significantly, primarily due to changes and cuts to the Medicaid-funded, Consumer Directed Services (CDS) program. The cuts have been exacerbated by increases to Missouri Minimum Wage. The

Missouri legislature favorably responded with a 5.29% rate increase. However, the rate increase was vetoed by Governor Parson, impacting approximately 35,000 Missourians with disabilities. It also impacted our budget by approximately \$120,000 during the second half of FY21. Beginning January FY22, minimum wage will increase another \$.85/hour, further impacting our ability to sustain the program. The targeting of CDS threatens the continuity of the program and the safety and independence of people with disabilities and seniors. The CDS program offers the most freedom of choice and control for individuals with disabilities.

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
18	10

(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	15	10	2
Other Staff	55	32	20

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 virtually where they advocated for issues impacting their lives.

In 2021, the People First group moved to meeting via Zoom. 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 October 2020, the youth group has continued to meet via Zoom. In addition, we held four weeks of summer youth transition camps. These transition camps teach youth a variety of skills that help them become better self-advocates and 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 virtual advocacy days where advocates met with legislators via Zoom and shared their stories. In addition, we have also identified ten 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 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. W 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 October 2020, we have had difficulty onboarding new peer mentors/mentees. We were not able to do much in-person outreach which is critical for this program. We continue to do outreach to individuals participating in our Stephen A. Orthwein Health and Wellness Center and have re-established a relationship with Ranken Jordan Pediatric Bridge Hospital to conduct outreach to those being discharged.

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. In addition, we have been hosting Friday Fun Nights virtually since November 2020 which provide a space for youth to socialize and enjoy their peers.

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 October 2020, COVID-19 has created some barriers for this group. They have met several times via Zoom, but in-person meetings are better suited for the communication styles of this group.

In addition, numerous Independent Living Specialists (ILSs) who work in Paraquad's various programs have a wide array of disabilities and speak with participants 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 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 and lack of increased provider rates for HCBS providers. Paraquad, in collaboration with other CILs, carried out a multi-pronged advocacy strategy during the 2021 Missouri legislative session to fight for

funding for HCBS and Independent Living Centers. 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 improvements to our Medicaid Buy-In program 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 2021 Missouri legislative session, Paraquad staff met with approximately 25 legislators to advocate for access to affordable accessible healthcare for people with disabilities

During the 2021 Missouri legislative session, Paraquad advocated for the rights of students with disabilities. This advocacy resulted in improvements to the State's restraint and seclusion laws and allowed parents the right to record their IEP meetings.

In addition, we advocated for the passage of a statewide Employment First policy to give preference to competitive integrated employment for people with disabilities.

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 2020, Paraquad has worked with several businesses, including St. Louis Public Library, Great Rivers Greenway, and The St. Louis Federal Reserve Bank.

Since October 2020, Paraquad has conducted 8 advocacy trainings focused on increasing advocacy skills and promoting civic engagement.

Paraquad staff continue to represent the agency on several advisory committees working on access including the St. Louis County Commission on Disability, Governor's Council on Disability, the Missouri Statewide Independent Living Council, and St. Louis Metropolitan Equal Housing Opportunities Council. Paraquad is also on the accessibility advisory committee for the St. Louis Art Museum and the Universal Design Group for a large City streets project called the Brickline Greenway.

Paraquad has also continued its advocacy efforts to make sure the COVID-19 vaccine is available to persons with disabilities. We have dedicated an information & referral

specialist to answering all vaccine related inquiries. In addition, we have participated in several vaccine events open to our participants and staff and assisted individuals in registering and with transportation to the vaccine site. We are also worked with the St. Louis County public health department to hold a one-day mass vaccination event for people with disabilities.

Item 5 – Alternative Formats

34 CFR 366.63(a)(4)

Briefly describe how, during the reporting year, the CIL has ensured the availability in alternative formats of all 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 of 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 historically 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.

Paraquad was also contacted by Oasis International to begin services with our Afghan refugee who became disabled during conflict in his home country. We anticipate more referrals from this agency as the refugee population continues to grow in the area.

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. During FY21, Paraquad served 1,262 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, 1,244 (98%) participants developed an Independent Living Plan with goals they were actively working on with IL staff.

Paraquad gathers satisfaction information from participants in all programs throughout the year. The information gathered from these surveys is shared with Paraquad's management team and Board of Directors through program scorecards 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 the computer network.

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	75	Youth with disabilities have access to adequate education services.	Advocated at 2 school districts (St. Louis Public City schools & St. Louis County SSD) to ensure 40 youth have access to services & facilities school. Advocated for the passage of two laws to improve education access for students with disabilities.
Other	Community/Systems Advocacy	50	Youth with disabilities have access to	Worked with parents and youth with disabilities at 7 IEP

			adequate education services.	meetings and 22 consults to fully understand their rights under IDEA and the IEP process.
Other	Community/Systems Advocacy	40	Raise awareness of inaccessible infrastructure and make physical change to sidewalks, curb cuts, etc., to increase accessibility.	We continue to work with community advocates and help guide their advocacy on these issues. In addition, we work closely with Metro and Great Rivers Greenway to help make infrastructure more accessible.
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.
Other	Community/Systems Advocacy	50	Educate, agitate, and grow the disability rights movement and independent living philosophy through teaching and speaking about organizing principles.	Supported the grassroots organization called CTI which is made up of about 111 members who are people with and without disabilities. Facilitated 8 advocacy trainings to the community.
Other (7)	Community/Systems Advocacy	100	To increase the number of people with disabilities	Continued our work with the Civic Engagement GOTV grant.

			registered to vote, educate people with disabilities and their community supports about voter rights at the polls, and increase voter turnout at the polls.	
Other	Community/Systems Advocacy	150	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.
Healthcare (1) (4)	Community / Systems Advocacy	300	Policymakers are aware of issues important to people with disabilities.	Educated numerous legislators on Paraquad's legislative priorities and how legislation positively or negatively impacts people with disabilities.
Other	Community/Systems Advocacy	100	People with disabilities can access their community.	Sent out several e-newsletters to AccessibleSTL members highlighting disability/accessibility topics and resources. Held several disability awareness trainings

				for area employers.
Health Care	Community/Systems Advocacy	50	Policymakers are aware of issues important to people with disabilities.	Over 200 individuals participated in the annual Disability Rights Legislative Day virtually and 2 virtual CDS Advocacy Days.
Healthcare (5) (6)	Community Education/Integration	300	People with disabilities have current information regarding disability policy.	Sent out 18 action alerts and legislative updates to over 6,000 advocates regarding various healthcare issues. Worked on Community Voices for Medicaid grant to educate people with disabilities and allies about importance of Medicaid.
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 healthcare issues.
Transportation	Community/systems Advocacy	40	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. Participated in Metro's Disability Transportation Resource Network.
Other	Community Education/Integration	100	To engage the community in discussions and conversations related to disability, to increase Paraquad's	Provided digital communications via 145,944 website page views; by reaching 57,642 contacts via Facebook, resulting in 2,642 "actions" taken by Facebook

			profile and promote integration and opportunity for people with disabilities.	followers; and by having 29,480 Twitter impressions and 365 Twitter engagements.
Other	Community Education/Integration	14	To educate the community about issues around living with a disability.	Published 7 blogs, providing information about disability rights and services, particularly related to policy issues and opportunities for advocacy.
Housing (8)	Technical Assistance	40	To increase residential accessibility and safety for people with disabilities and to engage volunteers.	Held our annual one-day Ramp Up for Accessibility event on 9/29, building ramps at 8 project sites. This is an ongoing effort and will be bolstered by expected grant and Special Gifts campaign funding in FY22.
Other	Resource Development	600	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, direct mail, and launching a special gifts campaign.
Other	Outreach Efforts	40	To provide education and information about Paraquad's services to potential participants or to referral sources.	Major activity was the planning and hosting of a virtual grand opening event for the Stephen A. Orthwein Center. The event highlighted the new name (formerly the Health and Wellness Center) and the new equipment and

				services that bolster our ability to provide post-rehabilitation health services.
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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 to pass provider rate increases for the Consumer Directed Services program. They were also urged to pass Medicaid Expansion funding. Testimonies were given before the MO House Budget Committee regarding funding for Consumer Directed Services and Centers for Independent Living (CILs). Staff advocated with legislators on the importance of Home and Community Based Services (HCBS). We partnered with other CILs and other Home Care Associations to create talking points and advocate for HCBS. Worked with advocates to help share their stories with legislators.
- (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
- (3) Continue our participation in Missouri Foundation for Health’s Exemplary Advocate Cohort Participating on MFH’s Medicaid Expansion Planning Committee and the Consumer Experience workgroup.
- (4) Advocated with federal legislators to support the Better Care Better Jobs Act.
- (5) Advocated for the passage of funding for Medicaid Expansion and proper implementation. We have also collaborated with several partners to develop the concept of a Medicaid Expansion Hotline that has launched in the St. Louis area.
- (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. We have held several community Medicaid education events a Spanish language event and a Youth transition event.

Other*:

- (7) We continued our work with our civic engagement grant and conducted 8 advocacy trainings to the community to promote civic engagement.

Housing*:

- (8) Our annual Ramp Up for Accessibility includes significant preparation time – identifying and vetting projects, engaging volunteer groups, and planning to ensure that the day runs smoothly – as well as the “day-of” efforts of our volunteer partners. In 2021, we held the one-day event, after taking 2020 off due to Covid. We have included home

modifications as one of the three focus areas for our Special Gifts Campaign, which launched in late FY21 and which aims to create a sustainable, year-round home modifications program.

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 4380 individuals 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 provided assistance to 27 households during FY21.
- I&R Specialists updated community resources to verify contact and program information for correctness.

Independent Living Skills Training

In FY21, services to develop the skills needed to live more independently were delivered to 1,267 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 FY21, 106 participants requested and received skills training through the ILAP program.
 - Robotic Pet Program: Twelve individuals participated in this program which explores the use of robotic companion pets as a low-cost, low-tech means to alleviate the negative impacts of social isolation. The 5-week study was open to both older adults and individuals with disabilities who are at least 18 years old and residing independently. The participant has a choice to either return the pet back to Missouri Assistive Technology or keep it after 5-weeks. All the participants chose to keep their pets.
 - Assistive Technology Reuse Program: provided pre-owned durable medical equipment to 139 people with disabilities. Paraquad accepts donations of used equipment, assess it for reuse, clean items and makes any minor repairs necessary. The equipment is then provided to participants at no cost.
 - Summer Youth Camps: Youth ages 16-21 met five days a week for four weeks to learn a variety of pre-employment skills. Five youth explored their career options, and learned valuable information about housing, transportation, and education options for the future. In addition, the youth learned some practical skills including how to search for a job, writing resumes, cooking, and public speaking.

- Consumer Directed Attendant Services (CDS) – provided services to 449 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 handling of payroll functions; employee information forms; 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 EVV timekeeping system.
 - Assisted with collection of data concerning CDS employers for evaluation activities.
 - Gathered information and participated in discussions and advocacy with entities regarding 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 0 participants. Missouri subcontracts the service to selected vendors.
- Job Development and Placement Services – 97 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, online application instruction, networking, and job retention strategies. Employment Specialists provided job development and placement services to the participants.
 - Bloom Culinary Training Program: 14 students have participated in a 15-week culinary training program, building job readiness skills and obtaining ServSafe certifications. After completing the culinary training program, students are referred to the job placement department to obtain jobs in the culinary field.
 - LaunchCode Partnership: 13 students participated in a 20-week computer programming class through LaunchCode, a partner organization. Paraquad works alongside LaunchCode, providing a tutor for our students in class and additional instruction and one-on-one support outside of class. After completing LaunchCode 101, students completed Lift Off, an independent project to develop a work portfolio. From there, students were referred to the job placement department to obtain jobs in the tech field. Paraquad’s job placement department works closely with LaunchCode to leverage their connections to employers in the tech space to secure strong job placements for program graduates.
 - The Summer Work Experience Programs (SWEP/SWE): The youth employment transition program allowed students (ages 16-21) the opportunity to work and be paid for up to an eight-week (20 hours per week) period. The participants must be receiving special education services, returning to school the following school year, have limited or no work experience, and need extra support to be successful on the job. Paraquad provided services to 19 students.
 - Youth Employment Transition (IEP’s): provide support and guidance for students and parents during transition IEP meetings. They discuss the vocational services students are eligible for through Paraquad.
 - Youth Employment Transition (schools): hygiene classes are provided to students within the Special School District (SSD) at the request of teachers. Hygiene kits are provided to each student and contain various hygiene products specific to 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 serve 115 adults with developmental disabilities who live in St. Louis City and County. Over the course of FY21, we offered 8 different virtual classes in the following areas: managing stress at home, book club, healthy relationships, and safety first. Students set individual goals for each class; classroom teachers assist students to reach those goals.

- Supported Education– Education coaches provided 1:1 support to a total of 13 adults with developmental disabilities who are residents of St. Louis City and County. One student was working toward obtaining the High School Equivalency. Three students receive 1:1 support within the Vocational Education classroom setting to achieve educational goals. Supported Education was discontinued as of June 30th, 2021.
- 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 provide full-time support on the job until natural supports are developed and the job tasks are adequately performed independently. As time continues, the Job Coach reduces support from the job site. Support is then provided a minimum of twice a month. The Job Coach also facilitates communication between the employer and co-workers, helping the employee understand and follow workplace policies and procedures, and helps ensure proper training on tasks.
- Work Incentives Planning and Assistance – provides work incentive knowledge and advocacy for Social Security beneficiaries who are working on employment goals and ready to return to work. Participants learn how income from employment will affect their benefits. During this fiscal year, the WIPA project responded to 381 referrals for service and initiated intensive individualized benefits counseling for 222 beneficiaries. This does not include the individuals who started receiving service in prior fiscal years who are still receiving long-term support. 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 keep 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 employment assistance and support services from approved providers and organizations. Paraquad has provided Ticket to Work (TTW) service as an Employment Network (EN) to 53 individuals during FY21. These individuals are not counted in our overall numbers due to the restrictions of the TTW grant.
- Volunteer Opportunities – provided services to 7 individuals with developmental disabilities who are residents of St. Louis County. The project assisted participants to successfully connect with volunteer opportunities of their choice. Paraquad staff assisted participants in assessing their skills and abilities and then identified volunteer sites that matched the strengths and desires of the participants. Participants received help with the application process, volunteer site set-up, and identifying modes of transportation. Job Coaches provided one-on-one support on site to ensure proper training, performance, and understanding of the workplace policies and procedures. The Volunteer program

provided a vehicle for participants to develop vocational skills, gain experience for their resume, integrate more fully into the community, expand their level of social interaction, give something back to their communities, and exercise a constructive and rewarding option for their recreation and leisure time. Volunteer Opportunities was discontinued as of June 30th, 2021.

- Stephen A. Orthwein Center - a specialized, fully adapted fitness center with a variety of services to support the comprehensive exercise needs people with disabilities.
 - During FY21, the Health & Wellness center has served 319 participants.
 - In addition to participants with disabilities, the Stephen A. Orthwein Center is also available for use by family members, attendants, SilverSneakers®, Renew Active™, and Silver&Fit® members, and Paraquad staff.
 - The Stephen A. Orthwein Center is staffed by physical therapists, occupational therapists, occupational therapist assistants, and physical therapist assistants.
 - There is a strong, supportive social environment that encourages participants to stay longer and connect with other people.
 - For an additional fee, participants can schedule 1:1 exercise training with a Stephen A. Orthwein Center staff member to develop condition-specific exercises, use specialty equipment, and/or achieve specific fitness/athletic goals. Sessions are available in-person or via telehealth.
 - The Stephen A. Orthwein Center partners with other community organizations and healthcare professionals to offer free education sessions on topics that are relevant to the health and fitness needs of individuals with disabilities and older adults.
 - 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 Stephen A. Orthwein Center offers adapted group exercise classes each week in multiple formats including yoga, circuit, Parkinson-specific classes, balance class, Krankcycle® classes, and cardio drumming class. When possible, classes are offered both in-person and virtually.
 - 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.
 - The Program in Occupational Therapy at Washington University provides clinical services and conducts research at the Research Lab and Community Practice Clinic at the Stephen A. Orthwein Center.
 - The Logan University Health Center provides evidence-informed, patient-centered, natural health care, chiropractic services at the Stephen A. Orthwein Center.
 - 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.
 - Through grants and donations, the Stephen A. Orthwein Center provides members with scholarship assistance as needed, so they can participate in the program regardless of financial ability.

- Telephone Access Program (TAP) – is a free program through Missouri Assistive Technology that provides adaptive telephone equipment to people with disabilities. For FY21, the program has provided TAP services to 23 participants in St. Louis City and County.
- Youth & Family Services – served youth with disabilities from birth to age 24 and their families. In FY21, 62 youth and their families were served.
 - Youth Group* – Since October, the youth group has continued to meet over zoom. The group has participated in various virtual activities to build independent living skills and they took part in a three-part training on mental health and self-confidence. Also, since November youth have been meeting every Friday night for Friday Fun Nights. This provides a great opportunity for the youth to socialize and have fun during a time when many feel isolated.
 - *School-Based Activities* – provided services specifically geared toward educational services for youth and their families. Paraquad staff provided classes on personal finance, personal hygiene, and independent living to the St. Louis County Special School District.
 - Individual Education Plans (IEPs) and IDEA – staff provided support to youth and their parents at annual IEP meetings and on-going support throughout the school year according to need. The Youth and Family staff also provided parents and youth an online training on virtual IEP meetings and what to expect.
 - 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 16 peer mentors. Currently, 9 mentors are actively working with 9 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.

In Fiscal Year 2021, Paraquad's Development Department has exceeded its annual fundraising goal (\$1.57 million) by securing more than \$1.7 million in gifts and commitments. Highlights of FY21 activities include:

- Major gifts: We continue to build authentic relationships with our strongest supporters, with a focus on providing excellent stewardship of gifts received. These relationships resulted in an unexpected gift of \$150,000 from an anonymous donor.
- Grants: Our dedicated grant writer, who joined us in October 2020, leads the development of grant proposals, the research into grant prospects, and communication with current and prospective grant partners. Grant revenue exceeded projections significantly (\$703,266 raised, \$424,650 projected).
- #LetsDoThis crowdfunding campaign: Our second annual social-media-driven fundraising event was also successful. The theme this year, #LetsDoThis, highlighted people with disabilities expressing their independence by showcasing their jobs, hobbies, and interests in short videos. Social media engagement was strong, and the 24-hour event raised \$110,000.
- Direct mail appeal: Our fall appeal raised \$27,000, slightly below projections, while our "White Mail" revenue (unsolicited donations) significantly exceeded projections (\$66,000 raised compared to \$25,000 budgeted).
- Ambassadors Giving Club: Originally designed as a mid-level giving club, we are reimagining this vehicle, which features monthly giving options, as a vehicle to retain and upgrade new donors. This continues to be an ongoing project, and we are exploring possibilities of connecting the giving club to volunteer efforts around home modifications in FY22.
- Special Gifts Campaign: Our Special Gifts campaign launched late in FY21, with a goal of benefitting three areas: home modifications, peer support, and the Orthwein Center. We have received one gift for \$20,000, two gifts of \$10,000, and we wrote grant proposals during FY21 that are still pending for \$1 million total. Our goal is to raise \$3.25 million in operating, capital, and reserve funding around the goal of increasing Paraquad's capacity to address the needs of individuals who acquire disabilities through accidents, injuries, or illnesses.
- Shine the Light Jubilee: We celebrated our 50th anniversary ("RE-DO") in person in FY21 after holding a virtual event in FY20. We were overwhelmed by the turnout – more than 300 people – and their generosity – \$224,000 raised. This event has grown exponentially in the past five years and is now a significant contributor to the annual fund.

Our Marketing Department has also supported our revenue-producing programs, including the growth of the Stephen A. Orthwein Center, Consumer Directed Services, and Deaf Way Interpreting Services. In March, we hosted a virtual grand opening for the newly named Orthwein Center, which was previously named the Health and Wellness Center. The event was an opportunity to educate donors, prospective participants, and referral partners about the new services and equipment available at the center. We also launched a new website to support the Center. We have been conducting a marketing campaign for our CDS program. We support Deaf Way's classes and outreach efforts. At the end of FY21, we learned we received a Google AdWords grant of \$10,000 in ad words each month. We are investing resources into building a

rich digital presence, which will allow Paraquad's services to rise to the top of online searches for disability services in the St. Louis area.

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: 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.

In progress and ongoing: Detailed monthly financials and analysis are sent to and reviewed, individually and often together, with Finance Committee, Executive Committee, and Senior Leadership.

B. Identify negative trends.

In progress and ongoing: The identification and analysis of negative trends are made monthly, or sooner when needed. The initial FY22 budget showed a deficit in excess \$500,000, primarily resulting from declining CDS revenue. The declining number of CDS participants is primarily driven by our inability to pay competitive wages to attendants.

C. Develop and implement correction plans.

In progress and ongoing: Correction plans are developed and implemented on an ongoing basis. Corrections included:

- Organization: 4 full-time vacant positions were not filled, and the 401K match was reduced from 5% to 2.5% for FY22.
- CDS: A marketing strategy aimed at attendants was developed to combat lost revenue, and we were able to recapture billing revenue.
- Employment: Our volunteer and supported education programs were eliminated based on prioritization and cost-benefit analysis, and leadership staffing was realigned.
- Stephen A. Orthwein Center: Post changes in leadership, oversight of the program and leadership was moved to the CEO for greater attention.

- Deaf Way: Supervision of program and leadership moved to the CEO for greater attention.

Objective 1.2: Increase fee for service program revenue.

In progress and ongoing:

Stephen A. Orthwein Center: Paraquod transformed the Health and Wellness Center into the Stephen A. Orthwein Center. Before the transformation, the Health and Wellness Center offered fee-based general memberships, but about 80% of members used scholarships, so membership revenue was very low. With the new program model and recruitment efforts, scholarships are limited to available funding and the member base is more economically diverse. Additionally, we launched a new individual training service, as well as a functional electrical stimulation cycling. The individual training is the main driver of revenue. As a result of the new program model, program revenue has increased by 50% from \$8,000 per month in September 2020 to \$12,000 in March 2021. With COVID cases declining, the weather improving, and referrals increasing from our partners, we projected \$3,000 of growth per month for the rest of the fiscal year. April through June were the highest revenue producing months, increasing from \$8,000 to \$16,000 to \$20,000. We experienced a decrease in later summer months, likely due to the Delta variant, transition of directors, and health-related issues among our participants. Percentage of scholarships vs. paying members decreased from almost 80% of members using scholarships to roughly 33% using full scholarships, about 35% paying members, and 32% mixed members (Silver Sneakers, Renew Active, and ½ scholarships).

Deaf Way: Paraquod had the opportunity to renegotiate many contracts, increasing rates by 5-10% to \$65.00 per hour and improving terms on peripheral items like parking and mileage. We also set a minimum profit margin for assignments, which will help us avoid any disadvantageous jobs, and assessed independent contractor rates to ensure all pay rates were within acceptable parameters. VR also raised their rates by \$9.00 per hour for each certification level of interpreting. As a result of these changes, we saw a positive change in performance.

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

- A. Develop and implement annual Development Plan.
Complete: Plan was implemented successfully during FY21, providing a guideline for activities, a means of tracking progress against goals, and a method for accessing success/opportunities for improvement for each fundraising initiative, as well as overall results. Overall, exceeded fundraising goals established for FY21.
- B. Develop and implement annual Marketing Plan.
In progress: Worked with org.story (consultant) to develop new messaging and create templates for collateral materials, as well as guidance on restructuring content on website and in suite of external collateral materials. By end of FY21, received digital templates to begin updating agency collateral material. Marketing plans for Orthwein Center and CDS were

implemented during FY21, including creation of collateral materials, utilization of Google Ad grant, and Facebook advertising for both.

- C. Develop and implement Special Gifts fundraising campaign.
In progress: A special gifts committee was created, fundraising objectives were identified, including the Stephen A. Orthwein Center, home modifications and post-rehab peer support. Worked with Let's Build Hope to develop collateral materials, refine campaign goal, and build collateral plan with our campaign champion. Applied for two grant opportunities, each proposal for \$500,000; results are pending. We are currently in the campaign quiet period, working with our lead donor and her network, while exploring additional grant-funding opportunities.
- D. Expand giving club to reach mid-level donors and grow their investment in Paraquad.

In progress/revised goal: Initially shifted focus to new, first-time donors, particularly those acquired via our annual crowdfunding campaign, but we had limited success in converting them to giving club members. We began conversations at the end of FY21 about combining volunteer and giving club efforts in FY22, and we will explore that direction moving forward.

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.
In progress: We formed a CDS/Managed Care Ad Hoc Committee to focus on these issues. The committee has met three times. We strategized with Missouri Foundation Health about advocacy with managed care. In addition, we are strengthening relationships by sending birthday and anniversary cards to participants and are beginning to plan a social support group for CDS participants and attendants.
- B. Execute strategic marketing plan.

Complete and ongoing: We developed and are implemented a CDS marketing plan. We marketed in one newspaper, two senior publications, and two digital billboards. Marketing efforts are ongoing.

- C. Advocate for rate increases for HCBS providers.

Complete and ongoing: The Public Policy and Advocacy department sent out numerous advocacy alerts through our e-newsletter; mobilized Board members and staff to make phone calls and send emails; organized a statewide virtual CDS advocacy event; testified before the House budget committee; and held meetings with all St. Louis area house budget committee members and committee leadership when possible. We successfully influenced the Missouri

Legislator to pass a budget with a 5.29% increase for CDS providers, unfortunately, the Governor vetoed the increase.

D. Engage in conversation with managed care companies.

In progress: We met with Missouri Foundation for Health to discuss managed care strategy. Additional advocacy is on hold until managed care contracts are determined.

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.

In progress and ongoing: Despite setbacks from COVID-related closures, the Orthwein Center has successfully launched the fee-for-service model and is actively growing the user base, more than doubling from 11 at the start of the fiscal year to 24-33 members between April and September. Revenue increased in April, our best month, to \$10,755 for 1:1 exercise training. We have maintained greater than \$8,200 in April-Sept for 1:1 exercise training revenue. We had to overcome COVID barriers, staff PTO, and the transition of a new director during the last few months of the fiscal year.

B. Pursue/strengthen relationships with current and potential donors.

In progress and ongoing: In collaboration with the naming donor of the Stephen A. Orthwein Center, Paraquad launched a special gifts campaign, which is leveraging the donor's network to raise additional support for the program in addition to home modifications and peer support. Exceeded fundraising goal by building relationships with donors. One hundred percent of the Board of Directors and Paraquad leadership participated in fundraising. We also targeted foundations with additional stewardship activity.

C. Build a strong community referral network and partnerships.

In progress and ongoing: Staff hold biweekly management meetings to stay accountable for consistently pursuing referral partnerships. The Rehabilitation Institute of St. Louis was the first successful partnership; the CEO became joined the board of directors. We have made connections with major rehab hospital in the area, distributing marketing materials, scheduling in-services, and meeting with staff to educate them about our program. We also held a virtual grand opening, which was well attended. Building referrals is an ongoing effort. In August, a new director joined, making connections with Washington University Movement Disorders Clinic and St. Louis University Movement Disorders Clinic in anticipation of Parkinson's Exercise program with in-services scheduled for FY22. The new director met with the Stephen A. Orthwein Committee members in September to establish relationships and gain connections for potential referrals. Initiated the update

of marketing materials and new marketing ideas. Organized a CEU course, which is anticipated for start of FY22.

- D. Recruit new members and personal training clients to reach profitability and achieve budget targets.

In progress and ongoing: As of the February financial statements, the program was \$56,261 behind budget largely due to timing of grants. It also includes a 5% overrun in expenses, most of which are budgeted one-time marketing expenses such as building a website and hosting a virtual grand opening.

Membership has held steady between 215 and 230. we were on target in October and November for revenue, but December through February were off target due to high COVID rates. We experienced strong growth in the spring. July and August were challenging months with the transition of directors, Delta variant, and vacations of many personal training clients. September financials demonstrated an increase in overall revenue from prior months, but final budget targets were missed. There is more staff comfort with “selling our product.” As comfort increases, we expect increases in the number of personal training clients.

By offering a workshop/continuing education course to clinicians in various regional hospital groups, we are hoping to increase referrals of new members and potential personal training clients. We plan to track referral patterns.

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.

Not achieved: COVID affected business volume and utilization rates. First quarter utilization rates were 69% for staff and 37% for managers, well below target. Second quarter demonstrated the recovery of business volume and utilization rates, at 78% for staff and 48% for managers. Final utilization rates were 76% for staff and 43% for managers. We were on track to meet the goal, but were impacted by the resignation of the scheduler, resulting in the need for management to fill the scheduling gaps.

- B. Reduce utilization of contract interpreters.

Complete: we finished FY21 spending approximately \$274,000 on contract interpreters. This amount is approximately \$40,000 less than the \$314,000 that was spent in FY20.

- C. Pursue new desirable contracts.

Not on target/ revised goal: Rather than focusing on pursuing new contracts, we have decided to focus on improving the terms of the contracts we currently have. This includes raising our rates and renegotiating terms, such as mileage

and parking reimbursements, holiday and after hours pay, etc. and improving customer service.

D. Achieve budget targets.

Completed: As of the February financial statements, the program is \$25,896 behind budget. This is a result of a 3% shortfall in revenue and a 2% overrun in expenses, which includes a one-time CARES-funded computer upgrade for remote work. Deaf Way finished FY21 with a surplus of \$28,566.

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.

Not achieved: In December 2020, Paraquad closed Bloom Café. It was no longer a sustainable program despite numerous efforts. Our employment team worked with the staff with disabilities to ensure everyone was placed in jobs that fit their skills and interests.

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

In progress: A facilities advisory committee was formed with experts from real estate, law, space utilization and architectural design to reduce our current workspace and lease the vacated space. We contracted with a real estate company to lead efforts in leasing 14,000 square foot office space (not yet leased), 6200 square foot Bloom restaurant space (lease expected November 2021), and 8800 square foot unfinished space currently used for storage in the Paraquad building (not yet leased). In addition, we leased a 6400 square foot neighboring building September 2021.

Goal 2: Strengthen internal infrastructure.

Objective 2.1: Strengthen Department of Finance

A. Establish measurable finance goals.

Completed: Created measurable financial goals including targets for capital reserves, targets for net working capital, and analysis of budget variances, among others.

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

Completed: The financial plan of the organization is indicated in the FY21-24 Strategic Plan as a 4-Year Financial Forecast.

Objective 2.2: Strengthen Department of Human Resources

- A. Revise and implement a new employee handbook.

Complete: All policies were reviewed, updated, and a new employee handbook was distributed June 2021.

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

- A. Develop and implement annual IT plan.

In progress: A detailed annual plan has been developed in partnership with MGB Systems. The plan is discussed at IT Steering Committee meetings and is approximately 90% complete.

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.

Complete: An analysis of facilities and facilities/maintenance personnel was completed. One area of concern was the condition of the roof, thought to need immediate/near-future replacement at an approximate cost of \$2 million dollars. Analysis indicated that, with proper maintenance, the existing roof could last up to ten years.

- B. Maximize space utilization.

In progress: See Objective 1.8.

- C. Develop written policies and procedures.

In progress: Policies and procedures have been written and finalization is in progress.

- D. Utilize CARF standards and recommendations to develop a comprehensive Health and Safety Manual and corresponding policies and procedures.

In progress: A comprehensive Health & Safety manual is being developed according to CARF guidelines. A competency-based training has been created and will be implemented in FY22 covering all CARF requirements including training on health and safety best practices, emergency procedures, evacuation routes, identification and reporting of unsafe conditions and reporting of critical incidents, and infections and communicable disease processes.

Goal 3: Improve staff morale.

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

In progress and ongoing: Implemented monthly “Brown Bag with the Board” whereby two board members are present for a lunchtime Zoom meeting and all staff are invited to attend. Staff can ask questions and get to know board members better. We also held an open house meet and greet for board and staff to mingle.

There is a standing open invitation for employees to attend all board meetings.

Objective 3.2: Measure and improve employee engagement.

In progress and ongoing: An employee engagement survey was completed in January, results were shared in March and focus groups were established to further define areas of opportunity. Morale-enhancing activities including birthday and anniversary celebrations, recognition for a job well done, and getting to know senior-level staff were important to employees. A monthly celebration day, recognition program, and Coffee Talk with the CEO and President were developed and implemented.

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.

In progress and ongoing: FY20 performance reviews were completed. A cost-of-living increase was given to staff; however, merit increases were not budgeted and days off were not awarded.

FY21 performance reviews are in progress with a completion date set for December. Forms were adjusted to reflect employee daily activities more accurately, as well as annual goals. Merit increases were budgeted for January 2022.

Objective 3.4: Implement succession plans for key staff positions.

In progress: We are always looking for internal and external individuals who may backfill key open positions. In addition, we continually work with supervisors and managers to help staff improve skills, set development goals so that they may work toward key roles. Finally, we keep a pipeline of viable resumes for future key openings.

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.

In progress and ongoing: The Board of Directors added a new class in January and September 2021. We have 18 members which is compliant with our bylaws. New members were assigned a “Board Buddy” to assist with onboarding. Greater emphasis is placed on Board engagement through committee work in volunteer opportunities. Board

recruitment is focused on governance and financial support. We also added a CDS participant.

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.

Complete and ongoing: A board matrix was developed for board members and prospective board members to identify skills, resources, connections, style, and demographic information.

Objective 4.3: Measure and improve Board engagement.

In progress and ongoing: A list of volunteer opportunities was created by staff to engage board members to help with various tasks within the organization. Engagement is gauged through board member participation. We also measure engagement through board member surveys after each board meeting. Development works with board member to build relationships and steward gifts.

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

In progress and ongoing: Development and marketing training was provided during the January orientation meeting. In addition, Development met individually with board members to review development priorities and goals and to learn about their philanthropic interests. Also, met to request support of annual fundraising gala, every board member participated.

Objective 4.5: Implement Board succession plan.

In progress and ongoing: Per our board succession plan, the board chair rolled off the Board in December and a new board chair was elected. Another long-standing board member will roll off at the end of this fiscal year. We have one additional board member who will roll off at the end of FY 22 making us fully compliant with our bylaw term limits. Going forward, board members are eligible for two three-year terms.

FY21 officers were re-elected for FY22.

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

In progress and ongoing: The Board of Directors worked with human resources to develop an evaluation process and compensation policy consistent with CARF standards.

Goal 5: Create and maintain program strength and excellence.

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

Complete and ongoing: Staff audit random program files monthly.

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

In progress: Program directors and managers have met with compliance staff to update program scorecards. Program scorecards with KPI's have been updated.

Objective 5.3: Increase effectiveness of Youth and Family programming

A. Strengthen partnerships with area schools.

In Progress and ongoing: We met with St. Louis County Special School District and St. Louis City Public Schools to discuss a collaborative approach to providing students transition services. Plans have been developed to partner with both on in-school transition programming, utilizing the Charting the Life Course curriculum.

B. Utilize CARF standards to further develop transition services.

In progress: We have reviewed all transition materials provided by CARF and are developing a program that utilizes the 'Charting a Life Course' transition curriculum and a transition plan follow up process. Staff have participated in the Charting the Life course training and have practiced using the curriculum and tools.

Objective 5.4: Increase effectiveness of Peer Program

A. Strengthen partnerships with area hospitals and rehabilitation centers to garner more referrals.

In progress and ongoing: The Peer Program collaborates with the Stephen A. Orthwein Center to build referral partnerships with rehabilitation centers and reach out to new participants. Staff from the Orthwein Center make the initial connection, distributing marketing materials, scheduling in services, and meeting with staff to educate them about our program. Peer staff follow up with the hospitals to strengthen the connection by speaking at support groups, visiting patients who are preparing to be discharged, and providing additional information about Paraquad's programs and services. We have established a regular outreach schedule with Ranken Jordan and are continuing to reestablish outreach schedules with other rehab facilities. We expect to increase referrals as Covid numbers decrease.

B. Increase the number of peer mentors.

In progress and ongoing: Peer staff have begun to focus on recruitment. In addition, we are evaluating a potential new volunteer coordinator position to assist in recruitment efforts. We have applied for a grant to help fund this effort.

Objective 5.5: Continue to provide information to people with disabilities to enhance independence and physical and emotional health.

A. Increase awareness of transportation systems.

In progress and ongoing: We continue to partner with our local public transit provider, Metro. Staff participate in the quarterly Disability Transportation Resource Network. We also share relevant transportation information through our social media posts and e-newsletter.

B. Increase awareness of emergency preparedness procedures and resources.

In progress and ongoing: Staff are informed of a variety of security and emergency preparedness procedures and resources throughout the year. In turn, staff, especially CDS specialists who have monthly/bi-monthly phone calls, relay the information to participants.

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.

Partially complete: COVID restrictions have limited traditional, educational outreach. Individual programs, Consumer Directed Services, Peer, and the Stephen A. Orthwein Center have been conducting targeted outreach with the goal of reaching new participants.

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

Partially complete and ongoing: Contracted with orgstory to develop a brand strategy, we are in the process of implementing recommendations.

Objective 6.3: Enhance Public Policy and Advocacy.

A. Advocate for increased funding for Home and Community Based Services.

In progress: We sent out numerous advocacy alerts through our e-newsletter; mobilized board members and staff to make phone calls and send emails; organized a statewide virtual CDS advocacy event; testified before the House Budget Committee; and held meetings with St. Louis area house budget committee members and committee leadership. We have also kept apprised of all

additional HCBS funding included in federal COVID relief bills. We successfully got an increase included the FY22 Missouri budget, but the Governor vetoed it.

We have double downed our efforts and have begun developing strategy options for FY22. We have also applied for a grant from Missouri Foundation for Health to help fund a CDS/HCBS advocacy strategy.

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

In progress: Public policy and Advocacy staff secured a legislative sponsor to champion an Employment First bill that prioritizes competitive integrated employment as the first and preferred option. This bill had a hearing for the first time in Missouri. Paraquad provided testimony in support of this bill. The bill did not pass in the FY21 session, but it will be filed again in FY22.

C. Advocate for successful implementation of Medicaid Expansion.

In progress and ongoing: Paraquad is involved in several efforts to help ensure Medicaid Expansion is implemented in an equitable way in Missouri. Staff participate in the Medicaid Expansion Implementation Team and the Consumer Experience Committee subcommittee. In addition, we have held two virtual community education events on Medicaid Expansion. A staff person participated in a workgroup focused on developing and implementing a Medicaid Expansion Helpline. Staff are promoting Medicaid Expansion information and resources including the helpline and Paraquad resources.

D. Advocate for CDS reform to strengthen the program.

In progress: Paraquad continues to meet with the administration, including DSS, DHSS, and MMAC staff, to stay informed and advocate for increased enforcement and monitoring of CDS.

E. Engage and mobilize advocates in the community.

In progress and ongoing: Public Policy and Advocacy has engaged and mobilized advocates through our 'Advocacy Matters' e-newsletter; posting regular calls to action and informational posts on social media; organizing and hosting several Medicaid educational events and one CDS advocacy event; and by collecting stories from numerous community members to be used in our legislative advocacy.

F. Increase civic engagement among people with disabilities.

In progress and ongoing: Paraquad facilitated several ‘get out the vote’ and voter registration events prior to the November 2020 election. We developed an advocacy training available to community members and organizations aimed at increasing civic engagement throughout the year. We provided 8 advocacy trainings to community members and organizations to encourage civic engagement.

Item 2 – Challenges

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

Deaf Way

Challenge: During COVID we experienced a major drop in in-person interpreting requests.

Resolution: We purchased new laptops and webcams and launched a larger video remote interpreting program than ever before. We promoted the service to our customers and were able to support clients remotely. For example, we supported college students whose classes had been moved to a remote format.

Challenge: With the national interpreter shortage, we are unable to fulfill the growing number of assignments that we receive.

No immediate resolution. We focus on building relationships with our contract interpreters to fill as many requests as possible.

Challenge: A full-time staff interpreter resigned to become a full-time independent contractor.

Resolution: We negotiated with the interpreter, and she agreed to be in an independent contractor for only Paraquad during regular business hours. However, she reserves the right to reject a proposed assignment.

Challenge: School districts who do not mandate masks have made it difficult to assign interpreters.

No immediate resolution until COVID numbers decrease in schools.

Bloom Cafe

Challenge: As a result of the pandemic, revenue continued to decline steadily and failed to cover staffing costs.

Resolution: Paraquad made the decision to close the café. We used our employment department to help employees with disabilities find new jobs in the community.

Health and Wellness Center (Stephen A. Orthwein Center)

Challenge: Due to COVID-related fears, attendance was low, and the new individual training program experienced slow referrals.

Resolution: We initially implemented an appointment-based system to ensure safety and social distancing. To grow membership, we developed a list of prospective referral partners and conducted systematic outreach to raise awareness and increase referrals for gym membership and individual training services.

Challenge: Decreased revenue in July and August compared to April through June.

Resolution: A new director was hired in August increasing September revenue. Promotions were trialed/added. Policies and processes were streamlined to increase efficiency. A CEU course was developed in September for the start of FY22 to increase awareness to potential referring clinicians.

Employment

Challenge: Due to the pandemic, hiring was slow.

Resolution: Staff worked creatively with participants to identify alternative jobs that may interest them, such as remote customer service jobs. We also partnered with other agencies, such as LaunchCode and Salvation Army, to increase our network and ensure that we are continually broadening our relationships with employers. We experienced a slight increase in placements.

Consumer Directed Services (CDS)

Challenge: Increased number of CDS providers and stagnant CDS provider reimbursement rates.

Resolution: We increased marketing and outreach to attract and retain participants. We focused on customer service and touted the additional services and programs that Paraquad participants have access to. We have marketed the service in senior publications, digital billboards, and direct mailings. We advocated to increase provider rates.

Challenge: After successfully advocating for the legislature to pass a 5% increase for CDS providers the Governor vetoed it.

Resolution: We are revamping our CDS strategy for FY22. We will continue the above activities. We slightly slowed the decrease in CDS participants in FY21.

Public Policy and Advocacy

Challenge: Challenging political landscape

Resolution: Continued to build relationships with majority party. While we could not meet in person with legislators, we held conference calls and zoom meetings with legislator and advocates.

Challenge: Very unusual and difficult state budget process in FY21 that will continue for FY22 due to the influx of federal relief money.

Resolution: We are working with advocates, partner organizations, and our MOCIL lobbyist to stay informed throughout the budget process and are mobilizing advocates at key points.

Independent Living Adult Program

Challenge: Obtaining new referrals

Resolution: We have been promoting new and innovative programs like the robotic pet project and utilizing COVID-19 funding to best benefit current and new participants. We also successfully utilized COVID relief money to provide utility assistance.

Youth and Family

Challenge: Strengthening and expanding Youth Transition Services.

Resolution: We have solidified partnerships with both St. Louis City and County School Districts to provide transition services.

Peer Services program

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

Resolution: We have been collaborating more with our Health and Wellness Center on outreach, which provides a natural setting for peer support.

Challenge: COVID has continued to create barriers for peer outreach to rehab facilities.

Resolution: Staff continued to contact rehab facilities to offer in-person or virtual outreach

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 access to affordable healthcare, including home and community-based services, affordable and accessible housing, and transportation. Paraquad 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. Increasing expectations and

opportunities for people with disabilities to live a life they can be proud of is a focus.

Much of our work during the first six months focused on COVID-19 education and resource development, including vaccine information. We have also addressed various issues concerning access to technology that we have not focused on as much in prior years.

Issues of racism and equity are top of mind. Paraquad primarily serves historically underrepresented individuals both in race and disability status. Expanding the conversation of equity to also include people with disabilities is a priority.

Fundraising is increasingly becoming a major focus of sustainability, which seems unlike other Missouri Centers for Independent Living.

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: Continue to improve organization’s financial status in accordance with FY21-24 strategic plan goal to “Achieve and Maintain Financial Health.”

Objective 1.1 Achieve or exceed annual budget targets.

- A. Analyze monthly financials and identify trends.
- B. Develop and implement correction plans, as necessary.

Objective 1.2: Continue building a robust Development and Marketing program.

- A. Develop and implement annual Development Plan.
- B. Identify and cultivate relationships with new high-capacity supporters.
 - a. Schedule two meetings per month with new prospects.
- C. Raise \$3 million through *Partners for Independence* special gifts campaign, with a minimum of \$100,000 for unrestricted use.
- D. Enhance Ambassadors Club to engage new donors and volunteers.
 - a. Engage 25 new donors
 - b. Engage 15 new volunteers
- E. Develop and implement donor stewardship plan.

- F. Utilize metrics to set goals and measure outcomes.
 - a. Cost per dollar raised
 - b. Growth rate (dollars raised and number of donors)
 - c. Retention rate
 - d. Average gift amount

 - G. Develop and implement annual Marketing Plan

 - H. Implement orgstory recommendations for collateral development and update to align with new branding strategy and impact visibility. Collateral materials include:
 - a. Website
 - b. Paraquad brochure
 - c. Program flyers
 - d. Internal branded templates

 - I. Train Paraquad staff on new Paraquad branding and messaging.
- Objective 1.3: Implement short- and long-term strategies to address declining Consumer Directed Services (CDS) revenue.
- A. Continue analysis of staff and staff responsibilities to improve efficiency and revenue-producing capability.
 - a. Identify and train a backup for weekly payroll processing.
 - b. identify and implement a third-party vendor to process CDS taxes.

 - B. Establish regular meetings with Program, CDS, and Finance leadership to identify and correct issues and/or inefficiencies.

 - C. Research and implement a new Electronic Visit Verification (EVV) system.

 - D. Advocate for rate increases for Home and Community Based Service (HCBS) providers.

 - E. Meet with the following Missouri managed care companies: Centene, WellCare, and United Healthcare.

 - F. Develop a written case for managed care organizations to contract with Paraquad for HCBS.
- Objective 1.4: Continue plans to expand the revenue-producing potential of the Stephen A. Orthwein Center.
- A. Pursue/strengthen relationships with current and potential donors.

 - B. Continue to strengthen and build community partnerships and referral network.

 - C. Recruit new members and personal training clients to reach profitability and achieve budget targets.

Objective 1.5: Continue plans to increase profitability for Deaf Way.

- A. Improve efficiency to increase profitability and achieve budget targets.
- B. Increase collection rates.
- C. Improve customer contracts terms and pursue only desirable new contracts.

Objective 1.6: Continue to analyze facility usage and ownership as it pertains to Paraquad's financial health.

- A. Continue utilizing the Facilities Planning Committee and/or outside expertise to develop future recommendations for refinancing and/or building ownership.
- B. Rent available space.

Goal 2: Continue to strengthen internal infrastructure.

Objective 2.1: Develop a FY 22 infrastructure plan

- A. Develop a maintenance plan and timeline.
- B. Develop a maintenance ticket system and ensure all requests are addressed in a timely manner.
- C. Develop an IT plan and timeline.

Objective 2.2: Enhance Supervisory/Managerial Skills of Leadership

- A. Develop and implement training opportunities for supervisors to enhance management/leadership skills.
- B. Develop a leadership lending library of professional books and/or publications for professional development

Objective 2.3: Attract and retain the best quality staff

- A. Continue to develop partnerships with area vocational schools, colleges, universities, and professional organizations, including historically black colleges, and partnerships with university access and veteran offices.
- B. Develop and implement a years of service recognition program.
- C. Evaluate current holidays, determine if Juneteenth should be observed and make recommendations to the Board of Directors.

Goal 3: Continue to improve staff morale and engagement.

Objective 3.1: Continue to measure/assess employee engagement and satisfaction and make improvements when possible and appropriate.

Objective 3.2: Evaluate Paraquad's current position relative to the marketplace and similar organizations regarding compensation and benefits.

A. Review pay-structure benchmarking to determine potential changes.

Objective 3.3 Continue to implement a comprehensive communication plan that encompasses the Board of Directors and Paraquad staff.

A. Evaluate effectiveness of activities.

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: Continue to strengthen the effectiveness of the Board of Directors.

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

A. Add three new members.

Objective 4.2: Develop a pipeline of potential board members with disabilities to achieve and maintain the required board membership of 51% or more people with disabilities.

Objective 4.3: Continue to improve Board engagement through committee and volunteer opportunities.

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

Goal 5: Continue to pursue programmatic excellence.

Objective 5.1: Continue to review, standardize, and implement processes and procedures for programs.

A. Create a consistent template across departments (style, content, formatting, branding, etc.) and implement it for all processes and procedures.

B. Develop a central repository of all program documents on the server to be managed by Compliance.

C. Implement and train staff on how to utilize CARF folders and materials.

Objective 5.2: Audit all program files to ensure program compliance.

Objective 5.3: Establish and utilize outcome data for every program to evaluate program effectiveness against established program goals.

Objective 5.4: Increase effectiveness of information and referral.

A. Track and evaluate call/email volume and implement necessary changes to staffing and/or outreach.

Objective 5.5: Increase effectiveness of Youth and Family programming

A. Develop and implement an in-school transition program.

- B. Continue strengthening partnerships with St. Louis Public Schools and the Special School District.

Objective 5.6: Increase effectiveness of Peer Program

- A. Strengthen partnerships with area rehabilitation centers by doing at least six regions per month to individuals being discharged.

Objective 5.7: Increase effectiveness of Adult IL Program

Identify and implement at least one new IL service that will meet the needs of the community.

Objective 5.8: Increase opportunities for economic independence.

- A. Increase efficiency and revenue capability of Employment
 - a. Establish regular meetings with Program, Employment, and Finance leadership to identify and correct issues and/or inefficiencies.
 - b. Add a part-time Ticket to Work Specialist position.
 - c. Add a full-time Employment Coordinator.
 - d. Increase the number of Productive Living Board (PLB) participants from 10 to 20 to utilize funding.

- B. Improve networking and relationship building with VR, Nexus Employment Group, and St. Louis schools.

Objective 5.9: Continue to provide information to people with disabilities to enhance independence and physical and emotional health.

- A. Increase awareness of transportation systems.
- B. Increase awareness of emergency preparedness procedures and resources.

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

Objective 6.1: Develop and implement a formal plan to increase and enhance engagement opportunities for donors, volunteers, people with disabilities and their families, and the community to build a pipeline of participants and support.

- A. Collaborate with Development and Marketing, Programs, and HR to design a volunteer component to the Ambassadors for Independence program to build capacity while increasing community engagement (possible volunteer opportunities include Home Modifications, Ramp Day, Continuing Education, People First, Fitness and Sports Extravaganza, Shine the Light, and board committees).

- B. Develop quarterly thought leadership seminars/webinars/panels led by internal and external experts

Objective 6.2: Continue to enhance Public Policy and Advocacy and prioritize disability rights.

- 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 increased affordable and accessible housing.
- D. Advocate for successful implementation of Medicaid Expansion.
- E. Advocate for CDS reform to strengthen the program.
- F. Engage and mobilize advocates in the community.
- G. 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.

Goal 1: Increase community integration of persons with disabilities across Missouri in areas of: (1) housing, (2) employment, and (3) transportation.

Housing:

Objective 1.1.A: Educational opportunities and resources will be developed and provided to increase centers for independent living influence on their local housing market and to educate statewide stakeholders.

The following goals and objectives address Objective 1.1.A:

Goal 1: Continue to improve organization’s financial status in accordance with FY21-24 strategic plan goal to “Achieve and Maintain Financial Health.”

Objective 1.2: Continue building a robust Development and Marketing program.

Objective 1.2.C: Raise \$3 million through *Partners for Independence* special gifts campaign, with a minimum of \$100,000 for unrestricted use. *Partners for Independence includes money for a new home modifications program.*

Objective 1.2.D: Enhance Ambassadors Club to engage new donors and volunteers. *Volunteers assist with home modifications.*

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

Objective 6.1: Develop and implement a formal plan to increase and enhance engagement opportunities for donors, volunteers, people with disabilities and their families, and the community to build a pipeline of participants and support.

Objective 6.1.A: Collaborate with Development and Marketing, Programs, and HR to design a volunteer component to the Ambassadors for Independence program to build capacity while increasing community engagement (possible volunteer opportunities include Home Modifications, Ramp Day, Continuing Education, People First, Fitness and Sports Extravaganza, Shine the Light, and board committees).

Objective 6.2: Continue to enhance Public Policy and Advocacy and prioritize disability rights.

Objective 6.2.C: Advocate for increased affordable and accessible housing.

Objective 1.1.B: Centers for independent living statewide and other stakeholders participate in policy making processes that impact consumer housing options.

The following goals and objectives address Objective 1.1.B:

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

Objective 6.2: Continue to enhance Public Policy and Advocacy and prioritize disability rights.

Objective 6.2.C: Advocate for increased affordable and accessible housing.

Employment:

Objective 1.2.A: Increase competitive and integrated employment of persons with disabilities.

The following goals and objectives address Objective 1.2.A:

Goal 5: Continue to pursue programmatic excellence.

Objective 5.8: Increase opportunities for economic independence.

C. Increase efficiency and revenue capability of Employment

- a. Establish regular meetings with Program, Employment, and Finance leadership to identify and correct issues and/or inefficiencies.
- b. Add a part-time Ticket to Work Specialist position.
- c. Add a full-time Employment Coordinator.

d. Increase the number of Productive Living Board (PLB) participants from 10 to 20 to utilize funding.

D. Improve networking and relationship building with VR, Nexus Employment Group, and St. Louis schools.

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

Objective 6.2: Continue to enhance Public Policy and Advocacy and prioritize disability rights.

Objective 6.2.B: Advocate for increased opportunities for competitive integrated employment for people with disabilities.

Objective 1.2.B: Engage community partners to advocate for competitive employment.

The following goals and objectives address Objective 1.2.B:

Goal 5: Continue to pursue programmatic excellence.

Objective 5.8.B: Improve networking and relationship building with VR, Nexus Employment Group, and St. Louis schools.

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

Objective 6.2: Continue to enhance Public Policy and Advocacy and prioritize disability rights.

Objective 6.2.B: Advocate for increased opportunities for competitive integrated employment for people with disabilities.

Objective 1.2.C: Promote education for CIL staff regarding Social Security incentives for employment.

The following goals and objectives address Objective 1.2.B:

Goal 5: Continue to pursue programmatic excellence.

Objective 5.8: Increase opportunities for economic independence. *In addition, Paraquad administers the Work Incentives Planning and Assistance Program and the Ticket to Work Health Assurance Program for Missouri.*

Objective 1.2.D: Increase CIL participation in VR programs such as summer employment and Pre-ETS.

The following goals and objectives address Objective 1.2.D:

Goal 5: Continue to pursue programmatic excellence.

Objective 5.5: Increase effectiveness of Youth and Family programming

C. Develop and implement an in-school transition program.

D. Continue strengthening partnerships with St. Louis Public Schools and the Special School District.

Objective 5.8: Increase opportunities for economic independence.

Objective 5.8.B: Improve networking and relationship building with VR, Nexus Employment Group, and St. Louis schools.

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

Objective 6.1: Develop and implement a formal plan to increase and enhance engagement opportunities for donors, volunteers, people with disabilities and their families, and the community to build a pipeline of participants and support.

Public Transportation:

Objective 1.3.A: Increase awareness of existing transportation systems by making information available in an easily accessible format.

The following goal and objectives address Objective 1.3.A:

Goal 5: Continue to pursue programmatic excellence.

Objective 5.9: Continue to provide information to people with disabilities to enhance independence and physical and emotional health.

Objective 5.9.A: Increase awareness of transportation systems.

Objective 1.3.B: Work closely with local, regional, and state planning entities and providers to promote transportation.

The following goal and objectives address Objective 1.3.B:

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

Objective 6.1: Develop and implement a formal plan to increase and enhance engagement opportunities for donors, volunteers, people with disabilities and their families, and the community to build a pipeline of participants and support.

Objective 6.2: Continue to enhance Public Policy and Advocacy and prioritize disability rights. *We will include accessible transportation.*

Objective 6.2.F: Engage and mobilize advocates in the community.

Objective 6.2.G: Increase civic engagement among people with disabilities.

Objective 1.3.C: Increase the number of CILS consumers who use public transportation.

The following goal and objectives address Objective 1.3.C:

Goal 5: Continue to pursue programmatic excellence.

Objective 5.9: Continue to provide information to people with disabilities to enhance independence and physical and emotional health.

Objective 5.9.A: Increase awareness of transportation systems. *We will encourage use of public transportation*

Objective 1.3.D: Promote “Ride Share” programs.

The following goal and objectives address Objective 1.3.D:

Goal 5: Continue to pursue programmatic excellence.

Objective 5.9: Continue to provide information to people with disabilities to enhance independence and physical and emotional health.

Objective 5.9.A: Increase awareness of transportation systems. *We will include information on “Ride Share” programs.*

Goal 2: Stimulate civic engagement of Missourians with disabilities and Centers for Independent Living (CILs) to result in increased inclusion and independence.

Objective 2.1.A: Encourage and educate persons with disabilities on the importance of civic engagement, promoting self-advocacy.

The following goal and objectives address Objective 2.1.A:

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

Objective 6.2: Continue to enhance Public Policy and Advocacy and prioritize disability rights.

Objective 6.2.F: Engage and mobilize advocates in the community.

Objective 6.2.G: Increase civic engagement among people with disabilities.

Objective 2.1.B: Educate self-advocates about serving on local and state boards, committees, and commissions.

The following goals and objectives address Objective 2.1.B:

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

Objective 6.1: Develop and implement a formal plan to increase and enhance engagement opportunities for donors, volunteers, people with disabilities and their families, and the community to build a pipeline of participants and support.

Objective 6.2: Continue to enhance Public Policy and Advocacy and prioritize disability rights.

Objective 6.2.F: Engage and mobilize advocates in the community.

Objective 6.2.G: Increase civic engagement among people with disabilities. *We will continue to educate advocates about serving on local and state boards, committees, and commissions.*

Objective 2.1.C: CILs will educate policymakers on prioritizing disability rights in all areas of public policy.

The following goal and objectives address Objective 2.1.C:

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

Objective 6.1: Develop and implement a formal plan to increase and enhance engagement opportunities for donors, volunteers, people with disabilities and their families, and the community to build a pipeline of participants and support.

Objective 6.2: Continue to enhance Public Policy and Advocacy and prioritize disability rights.

- H. Advocate for increased funding for Home and Community Based Services.
- I. Advocate for increased opportunities for competitive integrated employment for people with disabilities.
- J. Advocate for increased affordable and accessible housing.
- K. Advocate for successful implementation of Medicaid Expansion.
- L. Advocate for CDS reform to strengthen the program.
- M. Engage and mobilize advocates in the community.

N. Increase civic engagement among people with disabilities.

Goal 3: Expand emergency preparedness, response and recover for people with disabilities in Missouri.

Objective 3.1.A: Persons with disabilities in Missouri are prepared for emergencies and are included in the response and recovering planning made by local and state officials.

The following goals and objectives address Objective 3.1.A:

Goal 5: Continue to pursue programmatic excellence.

Objective 5.9: Continue to provide information to people with disabilities to enhance independence and physical and emotional health.

Objective 5.9.B Increase awareness of emergency preparedness procedures and resources.

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

Objective 6.1: Develop and implement a formal plan to increase and enhance engagement opportunities for donors, volunteers, people with disabilities and their families, and the community to build a pipeline of participants and support.

Objective 6.2: Continue to enhance Public Policy and Advocacy and prioritize disability rights. *We will continue to advocate for disability inclusion in all aspects of emergency management.*

Objective 3.1.B: The Missouri SILC (MOSILC) and the CILs will foster a spirit of disability inclusion into all aspects of emergency management through partnerships and collaborations with local, state, and federal emergency management and others.

The following goal and objectives address Objective 3.1.B:

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

Objective 6.1: Develop and implement a formal plan to increase and enhance engagement opportunities for donors, volunteers, people with disabilities and their families, and the community to build a pipeline of participants and support.

Objective 6.2: Continue to enhance Public Policy and Advocacy and prioritize disability rights. *We will continue to advocate for disability inclusion in all aspects of emergency management.*

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	
Networking Strategies	
General Overview	
Electronic	
Among CILs & SILCs	
Community Partners	5
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.

Accomplishments:

- Finalized metrics/scorecards for all programs.
- Provided tablets and hotspots to participants who did not have internet access.
- Increased focus on stewardship and creating innovative opportunities for donors/volunteers to engage which has resulted in increased gifts.
- Adopted a hybrid work model that offers greater flexibility and employee satisfaction.

Challenges:

- We continued to face a variety of barriers from COVID especially regarding our consumer's use of technology.
- We were challenged with lack of capacity and not having enough IL funding to provide additional services.
- We were challenged within our Consumer Directed Services program resulting from the Governor's veto to an increase to the provider rate. Many consumers continue to struggle to find and retain attendants.
- We are also challenged with the lack of homecare workers.

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