

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: 2014

Grant #: H132A937005

Name of Center: Paraquad, Inc.

Acronym for Center (if applicable): PQ

State: Missouri

Counties Served: St. Louis City & St. Louis County (Primary Catchment Area).

Other counties served: Allen, Audrain, Barton, Bates, Benton, Callaway, Camden, Cass, Cedar, Christian, Cole, Cook, Crawford, Franklin, Gasconade, Greene, Henry, Howell, Jasper, Jefferson, Laclede, Lincoln, Macoupin, Madison (IL), Maries, Miller, Morgan, Newton, Osage, Perry, Pettis, Phelps, Polk, Pulaski, Sangamon, St. Charles, St. Clair (IL), Ste. Genevieve, Taney, Texas, Vernon, Warren, Washington, Webster, and Wright.

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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	\$408,002
(B) Title VII, Ch. 1, Part C	0
(C) Title VII, Ch. 2	0
(D) Other Federal Funds	\$468,155

Item 2 - Other Government Funds

(E) State Government Funds	\$196,777
(F) Local Government Funds	\$70,851

Item 3 - Private Resources

(G) Foundations, Corporations, or Trust Grants	\$516,641
(H) Donations from Individuals	\$57,509
(I) Membership Fees	0
(J) Investment Income/Endowment	\$352,393
(K) Fees for Service (program income, etc.)	\$20,397,721
(L) Other resources (in-kind, fundraising, etc.)	(\$14,442)

Item 4 - Total Income

Total income = (A)+(B)+(C)+(D)+(E)+(F)+(G)+(H)+(I)+(J)+(K)+(L)	\$22,453,607
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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)	\$10,942,099
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Item 6 - Net Operating Resources

[Total Income (Section 4)<minus> amount paid out to Consumers (Section 5) = Net Operating Resources	\$11,511,508
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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	1625
(2) Enter the number of CSRs started since October 1 of the reporting year	1785
(3) Add lines (1) and (2) to get the <i>total number of consumers served</i>	3410

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	159
(2) Withdrawn	159
(3) Died	67
(4) Completed all goals set	1105
(5) Other	332
(6) Add lines (1)+(2)+(3)+(4)+(5) to get <i>total CSRs closed</i>	1822

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	1588

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	668
(2) Number of consumers with whom an ILP was developed	2742
(3) <i>Total number of consumers</i> served during the reporting year	3410

Section E – Age

Indicate the number of consumers in each category below.

	# of Consumers
(1) Under 5 years old	9
(2) Ages 5 – 19	162
(3) Ages 20 – 24	253
(4) Ages 25 – 59	1952
(5) Age 60 and Older	987
(6) Age unavailable	47

Section F – Sex

Indicate the number of consumers in each category below.

	# of Consumers
(1) Number of Females served	1954
(2) Number of Males served	1456

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	19
(2) Asian	22
(3) Black or African American	1948
(4) Native Hawaiian or Other Pacific Islander	302
(5) White	893
(6) Hispanic/Latino of any race or Hispanic/ Latino only	18
(7) Two or more races	21
(8) Race and ethnicity unknown	187

Section H – Disability

Indicate the number of consumers in each category below.

	# of Consumers
(1) Cognitive	739
(2) Mental/Emotional	198
(3) Physical	1429
(4) Hearing	276
(5) Vision	118
(6) Multiple Disabilities	0
(7) Other	650

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	1628
St. Louis City	1309
Allen	1
Audrain	3
Barton	2
Bates	1
Benton	1
Callaway	3
Camden	11
Cass	3
Cedar	2
Christian	6
Cole	22
Cook	1
Crawford	8
Franklin	32
Gasconade	1
Greene	27

Henry	1
Howell	2
Jasper	19
Jefferson	60
Laclede	4
Lincoln	3
Macoupin	1
Madison (IL)	16
Maries	6
Miller	3
Morgan	3
Newton	10
Osage	3
Perry	2
Pettis	3
Phelps	46
Polk	4
Pulaski	19
Sangamon	1
St. Charles	45
St. Clair (IL)	21
Ste. Genevieve	1
Taney	3

Texas	4
Vernon	10
Warren	5
Washington	3
Webster	2
Wright	1
Other (IL)	7
Other (MO)	7
Unspecified	34

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	36	35
(B) Assistive Technology	391	347
(C) Children’s Services	2	1
(D) Communication Services	21	5
(E) Counseling and Related Services	9	9
(F) Family Services	8	6
(G) Housing, Home Modifications, and Shelter Services	223	146
(H) IL Skills Training and Life Skills Training	465	340
(I) Information and Referral Services	13730	12764
(J) Mental Restoration Services	1	1
(K) Mobility Training	6	5
(L) Peer Counseling Services	161	70
(M) Personal Assistance Services	287	285
(N) Physical Restoration Services	2	2
(O) Preventive Services	30	29
(P) Prostheses, Orthotics, and Other Appliances	0	0
(Q) Recreational Services	14	14
(R) Rehabilitation Technology Services	183	133

Services	Consumers Requesting Services	Consumers Receiving Services
(S) Therapeutic Treatment	0	0
(T) Transportation Services	92	91
(U) Youth/Transition Services	82	60
(V) Vocational Services	507	226
(W) Other Services	199	183

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	408	89	132
(B) Communication	155	101	24
(C) Mobility/Transportation	260	40	120
(D) Community-Based Living	1593	395	826
(E) Educational	324	51	146
(F) Vocational	928	404	205
(G) Self-care	752	145	255
(H) Information Access/Technology	136	65	22
(I) Personal Resource Management	342	143	129
(J) Relocation from a Nursing Home or Institution to Community-Based Living	144	19	37
(K) Community/Social Participation	356	42	150
(L) Other	550	357	166

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	353	11	342
(B) Health Care Services	414	75	339
(C) Assistive Technology	1989	430	1559

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

Derrick is a 30-something African American man who was diagnosed with cerebral palsy at birth. He had previously finished his Masters in Counseling degree and had obtained his LPC; however, Derrick reported “he had nowhere to go from there – that he was just existing in life trying to figure out what he wanted to do.” His ILAP Specialist helped him to create a pros and cons list for living in St. Louis or moving and starting school again. The Specialist provided resources for apartment listings and job openings. Once Derrick decided he wanted to go back to school, the Specialist helped him research types of degrees and assisted with tweaking letters of intent and resumes. Derrick has now been accepted into Clark Atlanta University. He is moving to Atlanta to start his PhD program in African American Studies in August. Derrick has already contacted the CIL in Atlanta and has begun the process to obtain an ILS there. In addition, he has contacted the university and housing services to advocate for himself regarding what he will need to live accessibly and be successful in the program.

Jason had a stroke which left his speech severely affected, as well as his strength diminished. He also walked with a cane. With an individualized exercise plan, goals, and training with gym staff, Jason met the following goals: weight loss of 10 lbs by the end of the 12-week session, increased strength in his right upper and lower extremities, and an increase in his ability to perform activities of daily living. Jason reports that he “met all his goals and has found the program to be very satisfying”. He states that “his activities of daily living are easier and he now walks without his cane.”

Although Juan did not complete his high school education, he had the desire to attend college. Through the Supported Education program, Juan was provided one-on-one tutoring (up to four days a week). He enrolled in GED ONLINE and worked with a tutor on learning and retaining the material needed to take the HiSET (formerly GED). Once Juan was prepared to take the test, the tutor worked with him to gather all the required documentation needed to apply for accommodations during testing. Juan passed all 5 of the tests needed to obtain his high school equivalency! He has gained the ability to attend college which substantially increases his independence.

Before coming to Paraquad, Ryan attended high school but not did participate in any extracurricular activities. He did not go anywhere without at least one of his parents and relied heavily on them for all of his needs. Ryan began receiving Youth IL skills training at his house. The focus for Ryan was learning to utilize alternative transportation and not needing to rely on his parents to get him to and from activities. Ryan has now successfully traveled alone to Paraquad using an alternative transportation method. He stated he “felt empowered” and has since requested that all future meetings be held at Paraquad (not at his home). Ryan also has picked up recreational soccer and now has a part-time job at his school.

Jeff has cerebral palsy and has proudly worked and lived independently for over 20 years. When he came to Paraquad, he needed rental assistance and personal care assistance. His accessible van (which he uses to get to work) had broken down and required repairs. The cost of the repairs had caused him to fall behind on his rent. Jeff had also been privately paying for attendant services, but he began needing more help than he could afford. An I&R Specialist assisted him with information to begin the process of applying for Ticket to Work (TTW) and referred him to CDS for attendant services. The CDS Intake department worked with Jeff to help him understand what was needed to meet his TTW premium and get his Medicaid active. Jeff and the CDS Intake department also worked together to advocate for attendant services as he was denied on his first attempt. Paraquad was able to help him with his rent, so he would not be evicted. Jeff was finally approved for CDS. He is now financially stable and has an attendant helping him in his home 5 days a week. Paraquad's assistance allowed him to continue to work and live independently!

During a discussion with a 77-year-old woman regarding a possible home modification, Ms. M. told staff what a profound effect the installation of a TAP phone had on her. She said she "was confined to her bed living alone. Once the phone was installed, she knew she was no longer alone. She could connect with the community and she could call if she needed help."

The Reuse department was contacted by an occupational therapist from BJC to help with a newly injured patient. He had fallen off a roof and sustained a C6 spinal cord injury. He did not have insurance. The occupational therapist explained that no one would help him and that he needed a power wheelchair. Reuse staff was able to find the man a wheelchair – a donated Q6 edge power wheelchair equipped with tilt, recline, elevating leg rests and seat elevator. Staff also threw in a ROHO cushion and battery charger. Additional adjustments were made to get the appropriate fit and supports in the chair, including a different joystick, laterals, hip guides and arms rests. When staff delivered the wheelchair to his hospital room to explain all the features, the therapist told staff that everyday up until then the man was depressed and almost in tears. She said the day he got in the chair, he was smiling and so happy. The therapist later emailed this "Thank you so much for your willingness to help!! This is one of the many reasons Paraquad is such a great organization! I truly appreciate your dedication to making people's lives better regardless of their financial or cultural backgrounds!" After further follow up, the OT at BJC said "Hi Lindsey!! He is doing great! We were able to get him to supervision level with all ADLs and thanks to all of your help he was able to get around the room and floor on his own once assisted with the transfer to the chair. After discharge he was able to get to TRISL for several weeks and is now at a Rehab center in Mexico. Once discharged from Rehab, he will be staying with his parents and nephew. Thank you again so very much! You all truly changed this man's life! Instead of being bed bound, he is able to engage with friends and family in his home and community!!"

A parent who attended an outing to the St. Louis Art Museum with the Family Participation program reported being so excited about being out in the community with her two daughters. She stated that "she doesn't take her daughters out to do anything for fun in the community." The parent and her daughters had a blast creating furniture at the museum. The parent also reported that she "will now have the confidence to take her daughters back the Art Museum independently."

Charles was referred to employment by Voc Rehab in November. When the Employment Specialist met with him, he reported that he has a criminal history, has had no employment history for the last ten years, and was about to become homeless. Charles was open to any employment prospects, but mentioned that in the past he had cooked at a restaurant. He really wanted to try to find something culinary related. During his job search process, Charles was provided with housing stabilization resources, mock interviewing practice, a phone number to receive calls from potential employers, and a referral to Dress for Success to obtain appropriate interview attire. After three weeks, Charles received a call to set-up an interview with a local restaurant chain. He was offered and accepted a dishwasher position. Due to his positive attitude, Charles was offered a line cook position after only 6 months of employment! He will soon be celebrating his one year anniversary at the restaurant.

Jane contacted the I&R department in January needing for resources for her adult son with muscular dystrophy. The furnace had gone out in his home while St. Louis was experiencing an extremely cold winter. He only had a space heater to keep him warm. The son did not have the financial resources to replace the broken furnace himself. Jane was very concerned for his health. The I&R Specialist gave her a direct number to call a Community Action Agency's program which assists low income individuals with getting a furnace. Jane called the I&R Specialist back in February to say thank you and to let staff know her son had contacted the Community Action Agency and, after going through their application process, he was able to get a new furnace and now has a heated home!

Getting the youth to speak up and participate at youth group meetings during the Advocacy/Civic Engagement training (led by Public Policy staff) used to be like pulling teeth. The youth were quiet and waited for staff to answer questions for them or they needed a LOT of prodding before they would participate. The Civic Engagement training was conducted for at least 30 minutes a month during monthly youth group meetings. The training included lessons on human rights, citizenship responsibilities, identifying problems and finding solutions, and disability history. They engaged in hands-on, participatory, youth-led activities. The youth worked in teams to develop plans on how to solve community problems. Representatives from each team even had to present their group's plan publicly in front of the rest of the youth group. Youth were also encouraged to use their own voice and experiences to talk about problems they see in their community. Four months into the project, the youth are very excited about doing a community action and are starting to see themselves as potential leaders. After the last meeting, several youth stated that they would be interested in being "insiders", one of the advocacy roles they learned about. An insider is a person who holds a powerful position and can make good decisions for the community. Insiders are public figures, decision-makers, and leaders. To have an attitude shift of being hesitant to participate in a youth group meeting to being interested in taking on a community leadership role when they are older is a huge success for these youth.

Ruqayyah started receiving services from Paraquad while she was still in high school through Youth Services. She then transitioned into Continuing Education after high school. Ruqayyah took the CE class "Higher Education Prep" in the summer 2014 and learned how to enroll into a community college. She is now taking classes at St. Louis Community College and is working towards get her own housing!

Ben uses a walker to help him walk. He had trouble with a heavy door with an inaccessible handle at a local 7-Eleven store. He could only get into the store if someone else helped him open the door. After Ben contacted Paraquad's legal services, staff visited the store, took measurements and assessed how the entrance was not compliant with the ADA. Paraquad first wrote a letter to the 7-Eleven store explaining the problem and sharing information on the ADA requirements for entrances to public accommodations. When Paraquad and Ben received no response, staff assisted Ben with filing a complaint with the Missouri Human Rights Commission. 7-Eleven replaced the heavy, inaccessible door with a lighter weight door with a "U" shaped handles that are more accessible for all and are recommended under the ADA. The new door requires much less than 8 pounds of force to be opened (the ADA requirement). Ben can more easily open the door on his own and is pleased that his advocacy will make it easier for all shoppers to access the 7-Eleven store.

Bryan came to his DHHP Specialist with concerns regarding a communication barrier between him and his probation officer. He had repeatedly requested for an interpreter to be present during scheduled meeting with his probation officer, but the officer kept saying "No – there was not enough time to reserve an interpreter." The next meeting was two weeks away. The Specialist wrote a letter to the probation officer explaining that she would be able to use Paraquad's DeafWay Interpreting agency and could schedule as late as 24-hours prior to the meeting time. After receiving the letter, the officer contacted the court to inquire about interpreting services. The officer discovered, not only does the court cover interpreting costs, but it also has a standing contract with an interpreting agency. Bryan was able to get an interpreter for all of his future appointments with his probation officer. This has helped him to proceed more quickly through his drug court program. He was able to graduate from the drug court program at the Justice Center in August 2014.

Anita has multiple sclerosis and arthritis. She lives in a second floor apartment making it difficult for her to get in and out of home. In addition to the staircase to the second floor, there were six steps from the sidewalk to the entrance of the building. Anita was scheduled to have a knee replacement surgery. Her landlord owns several apartment buildings and was willing to let her relocate, but no first floor apartments were available. Anita originally called Paraquad to see if the RHAP program could install a handrail for the outside steps because there was nothing for her to hold on to. While assessing the outside stairs, staff discovered that a chair guide could be installed for the staircase to the second floor! Using the chair guide, Anita no longer has to struggle to get in and out of the apartment she loves. The landlord also paid for the installation of the outside handrail when Paraquad could not cover the cost of both projects.

George needed to find a manual wheelchair that would suit his needs and help him maintain his independence. His doctor wanted him to stay strong and use his upper body, so the doctor advised him to get a manual wheelchair. George was using a transport chair, but he could not propel himself independently. His wife had to push him everywhere he went. George could not go through his insurance for a new manual wheelchair as the company had already paid for a power wheelchair. Reuse staff found nice used sport chair that fit him perfectly and at a low cost to fit his budget. George left with the biggest smile on his face because he able to propel himself around the waiting room! He even called back a day later to thank us for the chair and to say that is was perfect for him.

Tyra, who has cerebral palsy and uses a scooter, has been a Paraquad participant for years. She has been dissatisfied with her residence for over a year now, but has been unable to find a suitable alternative. The ILAP Specialists provided housing lists and coaching on how to speak with prospective landlords. This past month, Tyra was able to locate a new, more accessible and better located apartment. She has completed the application, been approved to move in, and arranged for a transfer of her Section 8 voucher. Tyra will be moving in next month!

DD found out about Paraquad's job placement services through her affiliation with Epworth – a St. Louis-based agency that provides foster care case management and supportive services. DD had been in foster care for approximately five years and had aged out a few months earlier. She had a job at a local restaurant and was sharing an apartment with a roommate. DD and her roommate began to have issues, so the roommate asked DD to leave. She found her way back to Epworth outreach center in early June. She was homeless and a bit scared about her next step. Staff from Paraquad's Employment department was at the center presenting a class on job search skills. DD was very engaged in the class and asked many questions. At the conclusion of class, she asked if she could begin working with the employment program to help her locate a job as soon as possible. Through direct interaction with DD, her counselor, Metro, and her Employment Specialist, DD became employed with Metro in a job of her choice one month later! DD was also able to move into an apartment with a new roommate and is no longer homeless.

Jennifer is a young woman who lived in her parents' home when she first came to Paraquad to take Continuing Education classes a few years ago. During the summer of 2014, she took the Higher Education Prep class. Jennifer used the information she learned to apply to St. Louis Community College. Jennifer began taking classes at the community college this fall. She also is now working with the ILAP department on a variety of independent living goals and is now living on her own!

A participant called very upset after she received a letter notifying her that her CDS services would be ending due to her ownership of a mobile home. The participant reported that she was told that "owning a mobile home was considered an asset". The CDS Specialist provided the participant with contact information and explained to the participant that she is allowed to own a home. The participant called FSD office and advocated for herself. After speaking to someone at a local office, it was determined that the original interviewer had incorrectly entered the participant's information into the system. The participant was informed that this would be corrected and her CDS services were fully restored.

Charles was living with his mom. He had been in the penitentiary for quite a while and he could not find house. His ILAP Specialist assisting with budgeting, so he could save up for the day when he found his own place and provided him with housing lists (which included only those landlord/owners not requiring a criminal background check). Charles recently called his Specialist to update his address. He found a duplex on one of the housing lists and is moving in soon. His friend also found a home on the housing lists send by the Specialist and will also be moving soon. Charles said "it took everything that he had saved, but he did it on his own, financially". He was extremely proud of himself!

When LW began participating in the Volunteer Opportunities program at Paraquad, he stated that he wanted to volunteer at the library close to his home. His goal was to improve his reading and working readiness skills by volunteering at a library. LW began volunteering at a local library shelving books and restocking the returned CDs and DVDs. He started out on the wrong foot by coming in late and not wearing the proper attire. Through job coaching and lots of encouragement, LW began to handle all of the CD and DVD return successfully. He also started showing up on time and was properly dressed. It took LW about a year to really gain the confidence to become more assertive and to really “own” his volunteer position at the library. He transformed into “the expert” on CDs and DVDs at the library – many regular patrons knew him by name and sought out his help. Several of the job coaches who had worked with LW at the library had witnessed him develop into a valued member of the library team and felt LW was ready to start looking for paid employment! The job coaches helped LW practice interviewing skills and assisted with the purchase of interview clothing. LW was able to land a part-time job with a local branch of the YMCA. He works about 12-15 hours a week at above minimum wage collecting and laundering gym towels and he loves it! As a part of his benefits package, LW gets a free membership to the Y. He also has continued to volunteer at the library in his spare time.

Rita did not exercise out in the community prior to joining Paraquad’s gym. She began exercising two times per week under the direction of staff. Rita says, “I have enjoyed coming to Paraquad for the past 5 years. The Health and Wellness Program is a place for me to come each week to interact socially with others as well as participate in activities that benefit my health. I really look forward to it each week.”

Ann called looking for durable medical equipment to rent while she was in St. Louis for the Post-Polio Conference. She needed a bedside commode and tub transfer bench to use in her hotel room. The reuse department was able to loan her the equipment she required at no cost while she was in town. Staff received the following thank you card from Ann – “Dear Dawn, I want to thank you for assisting me by loaning me the equipment I needed while I was at the conference. Enclosed please find a small donation to Paraquad. I appreciate the time you took to assist me.”

One student of the Knowing Your Rights and Advocacy class taught by Public Policy staff for Continuing Education initially had very strong, negative view about people with disabilities. He would stress that he couldn’t date a blind person because “they can’t go to restaurants and they can’t go anywhere in the community” due to their disability. He felt that people with certain disabilities couldn’t and shouldn’t be able to live full, equal lives. After class each week, the participant engaged in conversations with the teacher about basic human rights, discrimination, and his attitude. The teacher was able to challenge him to think from a different perspective and held him accountable for his thoughts and actions. His view was persistent through the whole semester, but it was obvious that the student’s views were slowly changing. On the last day of class, when the participant told the class what he had learned, he stated that he could “date people who are blind because of laws and accommodations that allow people who have disabilities to be active in the community”. He also stated that he feels “it is wrong for him to treat people with disabilities differently than others as this is discrimination and wrong”. This is a major step for this individual as other Paraquad staff who have worked with him in the past have said these negative views have been persistent for years.

Claire first came to Paraquad as young, 15-year-old to attend youth group activities. She was very shy and quiet and she often looked to be unsure if she even wanted to be there. During the first couple youth group meetings, Claire just listened and watched. She then expressed interest in learning about various disabilities. She interviewed the Youth Education Specialist about her disability and then wanted to do a power point presentation to the youth group explaining her own disability. This was a turning point for Claire. She became open with others and began to show her disability pride. The Specialist encouraged Claire to apply to the Missouri Youth Leadership Forum. She was accepted and was so like by the MYLF staff that she was asked to return the following year. Claire also began participating in Continuing Education classes to help her gain more self-confidence. Now at nineteen, Claire is attending college a couple hours away from home! She plans to major in Art. During the past summer, she volunteered at the Turner Center for Arts.

Jason was having family issues and needed advice and support when he heard about the Men's Support Group. He began attending the monthly group meetings. Jason stopped the group leader one day and told him that he "no longer trusted his wife and that he wanted to move." He needed help finding an apartment and a job. The group leader informed Jason about several programs at Paraquad to help assist him with these goals. The group leader made several internal referrals and provided Jason with contact information for an apartment complex. During the next several months, Jason worked with the Employment department and took a basic budgeting skills workshop. He has now moved into a new apartment and is currently working a part-time job!

Krista lived with her parents and worked for a school district for almost 10 years. After her parents' death, a relative initiated the process of having a guardian appointed for Krista. For almost the last six years, Krista has lived in an institution instead of the in community. She currently shares a small room with another person on a locked floor in a city institution. Krista leaves the facility once a month when an aunt takes her out for a few hours. She has very little contact with her guardian, who she last saw 5 or 6 month ago. Krista contacted Paraquad's legal services and asked for help to become "her own guardian". Currently, the legal work done by staff attorneys does not include work related to guardianship. Staff met with Krista and explained that the staff attorneys' supporting role would be to help her get connected to an attorney or legal services agency that would take on her case and file to have her rights restored. The first agency had a difficult referral process, as Krista had to leave a message and wait for a call back. Reaching her at the facility is difficult and messages do not always get through. Once on the phone, Krista has a five minute time limit. The agency in the end rejected her case. Krista, with the help of the staff attorney, tried a few more agencies with the same result. Finally, staff attorneys learned of an attorney at another legal services entity who might take the case. After five weeks, multiple messages and emails, and resorting to asking a contact within the agency to help facilitate the connection, this attorney went to see Krista and agreed to take her case. At this time, Krista still has a guardian and still lives in an institution. We count helping her to find legal representation as a success because it took four months to go through the application, intake, and rejection processes to find a resource for Krista. We also count this as a success because we have facilitated Krista's access to her legal rights. We don't know if her doctor will support limited or no guardianship or whether a judge will grant her petition, but we do know that Krista has a right to access the legal system in order to try to live in a community setting. We hope that that will be the outcome, but for now, feel that, at a minimum, Krista has access to representation of her interests.

Johid, his mother Jahari and his sisters Jatonia and Jakyara were homeless after the mother left an abusive relationship. The family had been living from place to place. The constant moving was having a negative effect on the mother who has depression and the children, two of whom have disabilities. Through the Transition department's Housing Stabilization program, Paraquad was able to advocate with a landlord and assist the family with monthly rent. The family now has stable housing. This has helped the family to get the children into school, get counseling, and have access to the supports necessary to deal with their disabilities. The mother was also recently hired by Goodwill Industries and soon the family will be able to be completely independent.

Major Obstacles

Paraquad has faced many programmatic obstacles this year. Funding for several programs was either reduced or remained stagnant, while demand for the services has increased. Issues with spenddown has reduced or eliminated attendant services for several participants. Problems continue with the timely completion of reevaluations by the Department of Health and Senior Services (DHSS) for both CDS and In-Home participants. A high staff turnover rate in In-Home creates problems with finding and retaining quality aides. In addition, increased competition in the area has negatively impacted the revenue generated from attendant services programs in recent years due to a reduced number of referrals and the inability to compete with the wages paid to aides and attendants by other providers.

Lack of affordable, accessible housing is always an obstacle to keeping people with disabilities independent in the community. We work to increase our funding to provide home modifications in St. Louis City and County as well as continue to work with builders and landlords to increase the amount of appropriate, safe housing options for people with disabilities in the St. Louis metropolitan area. Unemployment rates for people with disabilities are still very high. Many employers are less willing to provide job carving and job sharing because of the need to do more with less. Employment specialists have to use many creative methods to attempt to carve out jobs for our participants.

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
19	12

(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	40	24	5
Other Staff	86	40	28

Item 2 - Self-Help and Self-Advocacy

34 CFR 366.63(a)(2)

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

Paraquad utilizes a service provision model that promotes the development of a collaborative relationship between IL services participants and their Specialists. This relationship requires the participant to be the driving force behind goal creation and achievement. Self-help and self-advocacy is promoted by encouraging the development of participant-driven plans which are then used to guide the actions of the participant and CIL staff. From the onset of services, participants are strongly encouraged to actively participate in determining their individual goals and developing strategies toward achieving those goals.

Paraquad also sponsors a variety of community education activities and workshops to help promote self-help and self-advocacy, as well as hosting various advocacy events throughout the year that give people with significant disabilities the opportunity to apply advocacy skills to the legislative activities affecting their lives.

Paraquad organizes People First of St. Louis – a self-advocacy group for adults with developmental disabilities. Participants learn advocacy skills and are then provided opportunities to put those skills to action in their community by attending rallies, visiting members of the legislature, and speaking with other community members about disability advocacy issues. People First of St. Louis members teach each other the skills needed for self-advocacy, empowering each other to understand their rights and to speak up for themselves. Members also advocate for community and systems change to ensure that necessary services, supports, and opportunities are in place for people with disabilities. In FY14, People First members chose to focus on their Spread the Word to End the Word campaign. Members held six (6) actions events, including tabling at area community fairs/events, canvassing the community, and educating elected officials at Jefferson City. The group made over 400 direct contacts regarding the use of the “R” word and collected over 300 pledges.

Paraquad also continues to facilitate the development of local Community Groups – groups made up of individuals who want to make change in their community through advocacy. The key to these groups is that they are shaped and lead by community members. Members develop and enhance their advocacy skills and become involved in the following issues: political participation and legislation; architectural accessibility; transportation; sidewalk and housing accessibility. Organizing advocates locally, building their power and leadership skills provides for the growth of the Disability Rights movement and, thereby, strengthening the Independent Living philosophy through fostering and supporting the rise of Community Groups in the greater St. Louis metropolitan area.

The goal of the Community Groups is to make the IL philosophy play out in the St. Louis community at large. Paraquad acts to find leaders in the community willing to start a group. Each group then identifies its own leaders and sets its own agenda. Paraquad offers any education that members of the community might need to grow and move toward making change in their given neighborhoods. These trainings include, but are not limited to: community organizing, working with local government/power structures, and knowing one’s communal power. In FY14, Paraquad mentored and supported eleven (11) community groups – in areas including: North County/Spanish Lake, South County, downtown St. Louis City, North City, South City, Maplewood/Richmond Heights, University City, Kirkwood, and Belleville, IL – totaling almost eighty (80) members.

Paraquad offers an in-depth civic engagement training curriculum to the participants of Paraquad, participants and staff at CILs in greater Missouri, and other disability organizations within the St. Louis metropolitan area. This training is designed to meet community members where they are and develop leadership and advocacy skills related to disability rights issues. In FY14, twenty-four (24) civic engagement training have been completed reaching approximately 75 people.

Item 3 - Peer Relationships and Peer Role Models

34 CFR 366.63(a)(3)

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

Paraquad promotes the development of peer relationships in multiple ways. Paraquad's Peer Mentorship program provides services to individuals across the disability spectrum that may have questions or concerns and/or are facing barriers related to their disability. Individuals with disabilities, identified as Peer Mentors, agree to meet with and talk to participants who contact Paraquad with the concerns of living with a disability. During this process, the Mentor is able to provide feedback and share problem-resolution skills with the participant. In FY14, 84 individuals with disabilities and/or their families requested and received services from Paraquad's thirty-two (32) Peer Mentors. The peer mentors are pre-screened and trained as Paraquad volunteers.

Paraquad also has several support groups that meet on a regular basis

- Women's Community Support Group - offers opportunities for women with disabilities to learn more about available community resources, address personal issues, and socialize with peers. Members meet once a month to discuss a variety of issues including transportation, employment, advocacy, financial management, housing, familial issues, parenting with a disability, and women's health issues (such as breast cancer awareness, life insurance, burial plans, and medical benefits). The Women's Community Support Group meets on the third Monday of each month.
- Men's Community Support Group - offers opportunities for men with disabilities to learn more about available community resources, address personal issues, and socialize with peers. Members meet once a month to discuss a variety of issues including transportation, employment, advocacy, financial management, housing, familial issues, child support issues, and men's health issues (such as prostate health, life insurance, burial plan, and medical benefits). The Men's Community Support Group meets on the third Tuesday of each month.
- Living Well Young Adult Group (LWYAG) – facilitators and group members work together to develop trust and self-confidence, develop individual strengths, and transform participants' passions into occupations that bring them pride. To join this group, individuals must have a physical disability, high school diploma or GED and be over the age of 18. Group times may vary.
- Youth Group – focuses on social and recreational activities that promote the development of social skills not acquired in segregated environments. Participants include both young people with and without disabilities. Non-disabled youth develop an awareness and understanding of their disabled peers and learn to work and play side-by-side with people with disabilities, while youth with disabilities learn to participate within the community as

an equal. Paraquad's Youth Group targets youth between the ages of 14-24. The Youth Group meets once a month on the third Saturday of each month from August to May for group discussions. In June and July, the group focuses on community outings, computer camp, and the Youth Transition Camp.

- Family Participation Group - provides assistance for parents with physical disabilities and their families through support groups, phone and internet networks, access to resources, and a speaker's bureau on selected topics. Meetings are held on a quarterly basis, mainly on Saturdays.

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

Item 4 - Equal Access

34 CFR 366.63(a)(4)

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

Paraquad ensures equal access to all of 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 corporate office meets ADA guidelines for accessibility and is located near public transportation.

Any programs or services that are provided to the general public (i.e., rallies, legislative activities, workshops, and speakers) are announced ahead of time and information on how to request accommodations is included in all announcements. When Paraquad finds it necessary to provide a program at a location away from its corporate office, the accessibility of the remote location is taken into account 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 are collaborating closely with other statewide health advocacy groups to address barriers presented by MO HealthNet, particularly the Family Support Division (FSD) reorganization and subsequent issues. Staff has been troubleshooting, story banking, and advocating with department officials to create solutions to these problems. Paraquad staff also participates on the Missouri Medicaid Coalition working to expand and transform Medicaid. Paraquad testified before the MO House Committee regarding increasing the asset limit for Medicaid eligibility which would result in better access to healthcare in Missouri.

Paraquad continues to work to promote and improve equal access to public transportation. Staff members continue to serve on the Metro Access Advisory Group to help ensure that people with disabilities have equal access to public transportation. Paraquad continues to promote and monitor the operation of four (4) accessible vans operated by a local taxi company. In addition, several grassroots community groups supported by Paraquad have initiated campaigns to improve certain Call-a-Ride (paratransit) policies and procedures to ensure equal access to this service.

Paraquad continues to work with local public accommodations and state and local entities to provide full and equal access for individuals with disabilities. Paraquad has grown its AccessibleSTL program which provides surveys, trainings, and technical assistance to businesses/organizations to support them in becoming more accessible. In FY14, Paraquad has surveyed 14 businesses/organizations in the St. Louis area, including an extremely comprehensive survey for Ameren. Paraquad staff members are continuing to train and provide skills building opportunities for individuals to help them advocate for themselves when faced with a barrier in the community. As a result, several community groups are advocating with local restaurants and government entities to eliminate barriers and provide better access. One group is advocating for improvements in the municipality's snow removal procedure, another group is working on an initiative to improve sidewalk access in and around a local park, and a third group is advocating for access to a KFC restaurant that currently has no accessible entrance.

Paraquad conducted numerous activities to ensure people with disabilities have equal access to voting. Paraquad maintained relationships with local and state election officials. A staff member has joined the NCIL subcommittee on Voting Rights. Paraquad conducted four (4) voter rights education trainings with community organizations in preparation of the 2014 elections and continued to offer voter registration and voter education throughout the year. In FY14, Paraquad presented findings from the three-year Research Alliance on Accessible Voting (RAAV) grant at six (6) national conferences sponsored by The Election Center and one (1) national webinar sponsored by the Election Assistance Commission (EAC) and National

Institute of Standards and Technology (NIST). Paraquad's training focused on how poll workers and election administrators can improve voting experiences for voters with disabilities. These conferences and the webinar reached over 250 people from 78 different state and local election offices.

Paraquad staff continues to address the issue of accessible affordable housing. Staff performed research and analysis on the current status of accessible housing in the St. Louis area. Priorities have been identified and action steps are being developed to ensure equal access to affordable accessible housing. Paraquad is collaborating with the Equal Housing and Opportunity Council in an effort to work with St. Louis Public Housing Authority to identify the need for affordable accessible housing. In addition, a Paraquad staff member is working on the Missouri Universal Design Initiative that creates universal design criteria to be used by the Missouri Housing Development Corporation.

Paraquad staff continues to represent Paraquad on several advisory committees working on access including the CityArchRiver Universal Design Committee, Missouri Medicaid Coalition and the NCIL ADA/Civil Rights subcommittee. All of these committees focus on providing equal access for individuals with disabilities.

Paraquad staff members have also taken a leadership role in Missouri's efforts to support ratification of the Convention of the Rights of Persons with Disabilities (CRPD). The CRPD helps provide equal access to individuals with disabilities on a global scale. Paraquad's staff organized a statewide advocacy group that continues to disseminate information about the CRPD, organizes advocacy actions, and directly advocates with legislators. In FY14, Paraquad has attended two (2) CRPD rallies, one of which was at Senator Blunt's office. Paraquad also organized four (4) call-in days and three (3) legislative visits to promote the CRPD.

Finally, Paraquad continues to provide individual legal advocacy services to people with disabilities. The goal of this initiative is to help provide equal access to legal services for individuals with disabilities who often face barriers to obtaining these services. In FY14, Paraquad staff provided responses to 161 individuals with disabilities requesting legal assistance and information.

Item 5 – Alternative Formats

34 CFR 366.63(a)(4)

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

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

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

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

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

Paraquad works with all people with disabilities regardless of the type or severity of the disability. The four core IL services are provided across all disabilities and are available to any eligible individual without restriction. Any person with a disability who requests a particular service, but may not be eligible due to the specific eligibility requirements of that program's funder, is never deny services as a whole. These individuals are offered core IL services such as referral to alternative programs, peer mentoring, independent living skills training, or even advocacy to increase eligibility for the requested services. Paraquad trains all employees in the Independent Living philosophy and in the skills needed to provide services to individuals with disabilities regardless of the severity of their disability. All training is presented in the "People First" model.

Paraquad serves the greater St. Louis metropolitan area and several surrounding counties. The bulk of requests received for Paraquad's services in the city of St. Louis and surrounding counties are from minority populations. During FY14, 68% of the total individuals served by Paraquad were from a minority race population. The need to provide outreach to unserved or underserved populations is addressed through multiple marketing and community outreach activities with local civic groups, churches, senior centers, and other service providers throughout the metropolitan area. Outreach efforts include community presentations, health fairs, community education activities, conferences, school presentations, etc.

In FY14, Paraquad participated in 9 presentations to various groups reaching nearly 180 people from various unserved and underserved populations. In addition, Paraquad participated in 14 health fairs/community expos that reached almost 19,900 individuals. Paraquad also provide two (2) tours for underserved populations reaching an additional thirteen people. Targeted outreach was provided to the following unserved and underserved population categories: African Americans, Youths with Disabilities, Developmental Disabilities, Immigrant and Ethnic Groups (Bosnians), Veterans, Senior Citizens, Homeless, and the Unemployed.

In FY14, Paraquad also launched its new Cultural Competency initiative. The chief goal was to increase the agency's capacity to serve diverse population in terms of disability, cultural background, sexual orientation, and religious preference. Through an initial working committee, a cultural competency work plan was designed and a standing Cultural Competency Committee was launched. This standing committee will analyze, recommend, and oversee changes to the organizational culture and policies.

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 participants have the opportunity to develop and achieve their goals (either with or without an ILP) and that the participant has the opportunity to express satisfaction with the center and such participant 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 a semi-annual basis. Goals are modified more frequently 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 FY14, Paraquad served 3,410 participants through its various programs and services. Many of the programs are one-time services and do not warrant the necessity of developing an Independent Living Plan. Of those served, 2,742 (80%) participants developed an Independent Living Plan with goals they were actively working on with IL staff.

Satisfaction data is collected in a variety of ways from participants. Missouri requires all Centers for Independent Living (CILs) receiving funds from the state IL grant to conduct an IL Outcomes Survey each year. This survey is developed by the Statewide Independent Living Council (SILC) and results are submitted to Vocational Rehabilitation (VR) for analysis. In FY14, 728 of Paraquad's participants completed the IL Outcomes Survey. Respondents were asked what services they received and what their level of satisfaction was, as well as what change the services made in their lives. The IL Outcome Survey data submitted by Paraquad is compiled with data received from the 21 other CILs across Missouri. This information is used by the SILC to advocate with legislators and administrative agencies to promote services that assist people with disabilities throughout the state.

Paraquad gathers satisfaction information from participants in all programs throughout the year. During FY14, satisfaction surveys were completed with over 1,050 participants across all programs. The information gathered from these surveys is shared with Paraquad's management team and Board of Directors and is utilized in determining the effectiveness of programs and in assisting with the improvement of services. Any areas identified as needing improvement are reviewed and action plans are developed.

In FY14, Paraquad formed a Participant Advisory Committee. Training was provided to eleven (11) committee members in March/April on the history and philosophy of the Independent Living Movement and Paraquad's program and services. The group began meeting to develop duties and structure for the members. This advisory group, comprised of current and former participants, functions in conjunction with the Program committee of the Board of Directors with the board's Program Committee chair acting as an ex-officio member. The Participant Advisory Committee's purpose is to give advice and recommendations to Paraquad's governing Board and senior management team and to provide participant input regarding Paraquad's programs and policies. The advisory committee currently has six (6) active members and membership will hopefully be expanded in FY15.

Item 2 – Consumer Service Record Requirements

Briefly describe how, during the reporting year, the CIL ensured that each participant'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. Database reports by referral date are also generated on a weekly basis and monitored by program directors to ensure prompt onset of service delivery. 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 online through a Google website. A real time listing of the required file documentation and the most current up-to-date to the forms are available electronically through this site.

Every new participant file is reviewed extensively for the required documentation by the Compliance department. Required documents are scanned, uploaded, and stored in the agency's database and original copies are placed in the participant file. Immediate corrective action is expected when a file fails to contain required information and deficiencies are corrected by the respective ILS. Error reports are given to program directors on a weekly basis for purpose of monitoring staff performance. Global error tracking and the detection of error trends is used to assist in dictating the direction of future staff trainings. All files are kept in a secure file room requiring key pad entry in order to protect participant information and confidentiality. Random file location audits are completed on a weekly basis to ensure proper file storage. File audits are also conducted at random 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 Areas	Activity Type	Hours Spent	Objective(s)	Outcomes(s)
Other	Community Education/ Systems Advocacy	1000	Policymakers are aware of issues important to people with disabilities.	Reached out to all St. Louis County and City representatives and senators on multiple occasions, both in-district and at the capitol. Educated them on Parquad’s legislation priorities and how legislation positively or negatively impacts people with disabilities. Repeated education and advocacy with elected officials on why Medicaid expansion and reform is essential for people with disabilities. Held 3 meetings with U.S. Senator Blunt’s office to urge him to support passage of CRPD. Implemented and hosted calls twice a month to strategize on advocacy efforts related to the CRPD.
Other	Advocacy	250	Youth with disabilities have access to adequate education services.	Advocated with several school districts to make sure that youth have access to the services and facilities of their schools.
Other	Collaboration/Networking	500	Youth with disabilities have access to adequate education services.	Worked with parents and youth with disabilities to fully understand their rights under IDEA and through the IEP process.

Other	Community/Systems Advocacy	400	People with disabilities are able to access their community.	Conducted 14 accessibility surveys on public accommodations and state and local entities and advocated for improvements where issues were identified. Grew AccessibleSTL program to engage and educate businesses/organizations to become more accessible. Provided trainings and support to 11 grassroots community groups.
Healthcare	Community/Systems Advocacy	1850	Policymakers are aware of issues important to people with disabilities.	Over 400 individuals participated in the annual Disability Rights Legislative Day in Jefferson City, including 30 participants and 20 staff from Paragard. Urged legislators to pass Medicaid Expansion and reform bills, including increasing asset limits. Testified before the MO House Committee regarding increasing the asset limit for Medicaid eligibility which would result in better access to healthcare in Missouri. Submitted comments to Access Board on accessible diagnostic medical equipment. Worked to address and resolve numerous issues resulting from FSD reorganization. Advocated with legislators on importance of Home and Community Based Services and need for a provider rate increase for these services.
Other	Collaboration	25	People with disabilities know what to do in a large scale emergency.	Staff continue to sit on various local emergency preparedness coalitions and task forces to ensure that the needs of people with disabilities are met in a large scale emergency situation.

Healthcare	Community Education	200	People with disabilities have current information regarding disability policy.	Sent out 10 action alerts and legislative updates to 725 advocates regarding various healthcare issues.
Healthcare	Collaboration/Networking Community/Systems Advocacy	2000	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 for Medicaid Expansion and Reform. Held 12 phone banks at Parquad – averaging 10 volunteers from area entities dedicated to Medicaid Expansion advocacy. Participated in the Medicaid Coalition and helped organize efforts to pass Medicaid Expansion across the state of Missouri. Collaborated with other CILs and disability organizations to support increase asset limits and oppose managed care for individual with disabilities.
Housing	Collaboration	500	To increase the number of affordable and accessible housing units available in the City of St. Louis.	Performed research on practices/policies of the St. Louis Housing Authority. Collaborated and strategized with Equal Housing and Opportunity Council on efforts with St. Louis Housing Authority. Worked on statewide initiative to create Universal Design criteria for Missouri Housing Development Corporation.
Other	Community Education and Public Information	2000	Increase public awareness regarding disability issues.	Continued to accept invitations to speak to public groups relating to disabilities issues. Provided 10 building tours, made 135 presentations to various groups in the community and participated in 47 public information events.

Other	Collaboration	100	To increase the number of employment opportunities available for people with disabilities.	Presented 10 trainings with businesses on ADA Title I employment rights for people with disabilities.
Transportation	Advocacy	900	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. Trained taxi cab companies on serving people with disabilities. Attended 3 meetings with Metro to discussing accessibility, route changes, and improving policies for people with disabilities. Visited legislators in the capitol to encourage them to increase funding for MODOT. Staff members continue to serve on the Metro Access Advisory Group. Continued to promote and monitor the operation of 4 accessible vans operated by a local taxi company. Worked with community groups supporting their efforts to improve Call-a-Ride services.
Other	Collaboration	1000	To increase the number of people with disabilities who vote in 2014 elections.	Maintained relationships with local and state election officials. A staff member has joined the NCIL subcommittee on Voting Rights. Conducted 4 voter rights education trainings with community organizations in preparation for the 2014 elections and continued to offer voter registration and voter education throughout the year. Conducted a robust social media campaign to Get Out the Vote by phone banking. Made over 2,000 calls to encourage voting.

Other	Collaboration	100	To increase the number of employment opportunities available for people with disabilities.	Conducted cross-training to promote relationship building between various partner agencies (Voc Rehab, Missouri Career Centers, and Department of Mental Health) in areas such as job search techniques, job development, employer negotiation, and job support strategies related to individualized employment services.
Other	Technical Assistance	200	To increase the number of employment opportunities available for people with disabilities.	Trained and mentored the Missouri Career Center staff about how to use various types of adaptive technologies, equipment, and materials for assisting customers with unique needs. Examples of such equipment and materials include telecommunication devices for the deaf and hard of hearing (TTY/TDD), accessible workstations, materials in alternative formats or languages other than English. Provided ongoing training as requested.
Other	Community/Systems Advocacy	1000	To raise self-sustaining community groups to advocate on issues in their communities.	Raised 6 additional groups from six distinct communities – totaling 11 groups in FY 14. Identified leaders through outreach. Conducted more than 60 one-on-one sessions with community members with disabilities to develop leadership and organizing abilities. Organized and facilitated over 26 weekly meetings of each group. Once established, each group fleshed out its identity and crafted a mission and values statement. Ended the fiscal year by planting seeds for new groups which involved outreach and one-on-one meetings.

Other	Collaboration	100	To increase the number of employment opportunities available for people with disabilities.	Hosted multiple cross-training sessions with the St. Patrick's Center, Missouri Career Center, Veterans Administration Work Adjustment Training Program, St. Louis Regional Center, and the Veterans Vocational Rehabilitation, Epworth, and Ranken Jordan to increase the knowledge of how CILs are able to help support employment outcomes for veterans with disabilities.
Other	Collaboration	200	To increase the number of employment opportunities available for people with disabilities.	Hosted multiple cross-training sessions with the Division of Vocational Rehabilitation to increase knowledge of how CILs are able to help support employment outcomes. Partnered and collaborated with VR and Deaf and Hard of Hearing employment programs. Coordinated several job fairs with VR office and counselors serving Deaf and Hard of Hearing participants.
Other	Community Education & Public Information	1200	To increase access to legal representation and provide information & referral.	Provided legal representation, information and referral to the disability community. Conducted outreach internally and externally to spread awareness of the program. Addressed 161 requests for legal advocacy services. Began representing individuals at Social Security hearings.
Other	Community Education & Public Information	500	To educate voters on the issues, to educate candidates on issues related to the disability community.	Hosted a candidate forum to prepare community members for the 2014 election. Fifteen candidates and over 50 advocates attended.

Other	Community Education & Public Information; Community/Systems Advocacy	400	To ensure that officials and people with disabilities in the community are aware of the right to vote and accommodations that officials are obligated to provide in order to increase access to the polls.	RAAV project – presented findings from the three year RAAV grant at 6 national conferences sponsored by The Election Center and 1 national webinar sponsored by the EAC and NIST. Training focused on how poll workers and election administrators can improve voting experiences for voters with disabilities. These conferences and webinar reach over 250 people from 78 different state and local election offices.
Other	Community/Systems Advocacy	1500	To organize and facilitate the local chapter of People First and to empower people with developmental disabilities to advocate and be leaders.	Met each month. Completed intense engagement and advocacy training sessions, helped with phone banks, visited Jefferson City multiple times, attended CRPD and Medicaid rallies and planned own events. The leadership board also planned their own meetings. This involved meeting ahead of time and extensive training and practice on presentation skills, listening, diffusing difficult discussions and other topics pertinent to leading meetings. Members have chosen to focus on their Spread the Word to End the Word campaign. Members have held six actions events including tabling at area community fairs/events, canvassing the community, and educating elected officials at Jeff City. The group has made over 400 direct contacts regarding the use of the “R” word and has collected over 300 pledges.

Other	Community/Systems Advocacy	1000	To train on the foundations of advocacy, engagement, and independent living.	Created and developed trainings on the foundations of advocacy, engagement, and independent living. Conducted outreach in order to set-up opportunities to train individuals and CILs throughout Missouri. Each of the trainings covered the following topics: IL history, human and civil rights, oppression and discrimination, what is power, how do we use power, how do we influence legislators and create change, and the different types of roles and actions needed to effect change. Trainings put participants in charge of naming problems and identifying solutions with the goal of creating new leaders in the IL Movement. 24 civic engagement trainings (in conjunction with Paraquad's Continuing Education program and Youth Group, Paraquad staff, the Lupus Foundation, National Disability Leadership Alliance) have been completed reach approximately 75 people.
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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 member, and/or consumers, names of any partner organization and further descriptions of the specific activities and benefits.

The following are examples of the advocacy activities conducted at Paraquad during FY13:

1. **Community actions, rallies, rights testing, and related activities**
 - a. Over 400 individuals concerned about the rights of people with disabilities rallied in Jefferson City for the Statewide Disability Rights Legislative Day.
 - b. Numerous telephone calls and personal visits were made to legislators and department officials on topics including personal assistance program, independent living, FSD issues, and support of Medicaid Expansion and reform.

- c. Met with members of Congress to discuss WIOA, the Able Act, and the Convention on the Rights of People with Disabilities (CRPD).
- d. Sent over 10 action alerts and legislative updates to over 725 Community Advocacy Network (CAN) members on the email list serve regarding policy issues effecting people with disabilities.
- e. Attended 2 CRPD rallies, one of which was at Senator Blunt's office. Implemented and hosted calls twice a month to strategize on advocacy efforts related to the CRPD. Held 4 call-in days to Senator Blunt's office to ask for support of the CRPD.
- f. Met with election officials to discuss issues related to accessibility and voting. Specifically met with Saint Louis County officials about inaccessible polling places.
- g. Paraquad staff organized and facilitated weekly meetings for 11 community groups. Meetings engaged community leaders with disabilities in organizing themselves to take on issues in the community.

2. **Technical Assistance**

- a. Paraquad staff responded to ADA issues through I&R, staff attorney, ADA consultations on architectural access, employment, housing, education, recreation, and other trainings.
- b. Provided assistance to individuals who needed adaptive equipment or accessible housing.
- c. Maintained a list of affordable, accessible housing available in the St. Louis area.
- d. Conducted 14 ADA accessibility surveys and provided recommendations for improvement.
- e. Paraquad employment staff responded to ADA issues on architectural access, employment, reasonable accommodations in the workplace, education, and other trainings with 10 employers in St. Louis City and County.
- f. Provided assistance to 26 individuals who needed adaptive equipment in order to obtain or maintain employment.

3. **Collaboration**

- a. Maintained supportive relationships with over 400 agencies during the grant period.
- b. Member of the Missouri Organization of Centers for Independent Living (MOCIL). Attended regular quarterly meetings and the annual membership meeting.
- c. One staff member was appointed by the Governor to sit on the Statewide Independent Living Council (SILC) in FY08. This staff member attended quarterly meetings and chaired the Quality Assurance Committee for the SILC.
- d. One CIL staff participated in the St. Louis Homeless Service Provider Network developing a plan of action for eliminating chronic homelessness in St. Louis. Staff also sat on the St. Louis County Continuum of Care and St. Louis Regional Office Housing Team.
- e. One staff collaborated with the St. Louis Metropolitan Equal Housing and Opportunity Council to advocate for accessible affordable housing. One staff member participated in the Missouri Universal Design Initiative.
- f. CIL staff collaborated with the Governor's Council on Disability to address issues relating to services for people with disabilities in Missouri.
- g. One CIL staff member sat on the Metro Access Advisory board to provide consultative support to the St. Louis metro transportation authority.

- h. One staff member sat on the St. Louis County Commission on Disabilities. This commission reviews all legislation, programs and policies of St. Louis County affecting people with disabilities and make such recommendations as it deems necessary to the County Executive and the County Council.
- i. Attended the MO Attorney General's Disability Roundtable Group meetings on a quarterly basis.
- j. Collaborated with Vocational Rehabilitation, St. Louis Regional Center, and Special School District in developing a Regional Transition Network (RTN) to provide services, resources and advocacy to youth transitioning from high school to work or college.
- k. Collaborated with Ranken Jordan and Epworth to provide employment and job readiness services to increase the knowledge and advocacy skills of area foster care youth with disabilities.
- l. One CIL staff member is the Secretary of Missouri Association of the Deaf (MOAD).
- m. Attended Deaf Advisory Committee (DAC) under DMH to ensure that DMH lawsuit settlement is being done as it stated.
- n. Attended Deaf Professional Advisory Committee (DPA) monthly as professional network group under BJC Behavioral Health for the Deaf.
- o. Attended monthly meeting to Deaf-Blind Task Force and Employment Team.
- p. One CIL staff member attended Deaf & Hard of Hearing Employment Consortium (DHHEC) monthly meetings with Vocational Rehabilitation counselors and Employment Agencies (Mers/Goodwill and Alternative Opportunities).
- q. One CIL staff member attended Hands & Voices/Missouri Chapter meetings.
- r. Worked with Missouri Commission for the Deaf & Hard of Hearing to keep deaf community updates with news, legislative bills, and new resources.
- s. One staff participated as a member of the Missouri Automated Voting Equipment Committee through the Secretary of State's Office. The committee reviewed new voting equipment and determined whether it met accessibility and usability standards.
- t. Two staff participated in the Research Alliance for Accessible Voting coalition. Staff attended monthly conference calls, multiple in-person member meetings, and contributed information and experience related to accessible voting to national conferences.
- u. Built stronger relationships with disability organizations in Saint Louis, specifically St. Louis Arc, ADAPT of Missouri, and the Lupus Foundation, in order to promote civic engagement among citizens with disabilities and build a stronger community of people with disabilities and providers who serve the disability community.
- v. Two staff members sat on the CityArchRiver Universal Design group. Over 20 different organizations and individuals participate in this group, including St. Louis City Office of the Disabled, Rehabilitation Services for the Blind, Starkloff Disability Institute, Paralyzed Veterans, Lighthouse for the Blind and several others.
- w. One staff organized a state-wide advocacy group to advocate for ratification of the Convention on the Rights of Persons with Disabilities. Organizations participating include Starkloff Disability Institute, Missouri DD Council, ADAPT of Missouri, TASH and other CILS.
- x. The Health and Wellness Center collaborates with over a dozen colleges and universities in the fields of: occupational therapy, physical therapy, exercise science, nutrition, and

chiropractic. These schools provide interns to the program for 8-12 weeks. Logan College of Chiropractic provides supplemental services free of charge to participants for the program and their caregivers.

- y. One staff is a member of the Community Advisory Board at the Rehabilitation Institute of St. Louis. This board functions to bridge the gap between rehabilitation and community organizations that can contribute to the individual's journey to improved health.
- z. The Reuse and Repair program has a service agreement with Therapeutic Specialties (who provides new wheelchairs to clients in the St. Louis area). The repair program provides labor for the first year on devices Therapeutic Specialties distributes.

4. Education Campaigns

- a. 135 invitations from community organizations (such as schools, churches, recreation centers, and businesses) to make presentations on independent living services and issues were accepted in FY14.
- b. Brochures and flyers describing independent living services and demonstrating an all-inclusive, cross-disability approach were distributed at training sessions, and resource fairs, in rehabilitation facilities to social service providers, and to consumer organizations.
- c. 47 invitations to set-up Paraquad's display booth at events such as disability awareness conferences and health fairs were accepted in FY14.
- d. 10 tours of Paraquad's building were provided to students, community members, elected officials, and others. Provided information on the programs and services provided by Paraquad, as well as information on the Independent Living Movement.
- e. Sought media coverage through continued efforts to pitch stories to the media. Paraquad was highlighted through earned and paid media – including national and international coverage – a total of 233 times (52 print, 54 television, 39 radio, and 88 online). Five press releases were distributed to media organizations.
- f. Visited 3 Missouri Career Centers in St. Louis City and County to provide disability awareness trainings to employment and youth services staff, while also providing education on Centers for Independent Living and Paraquad's services.
- g. Organized the 2014 Candidate Forum with over 70 people in attendance. Community members learned about the voting process, prepared for potential barriers to voting, and became familiar with ballot issues and candidates.
- h. Conducted 24 civic engagement trainings (in conjunction with Paraquad's Continuing Education program and Youth Group, Paraquad staff, the Lupus Foundation, National Disability Leadership Alliance) have been completed reaching approximately 75 people. Trainings focused on the foundations of advocacy, engagement, and independent living. Each session included information on disability/IL history, human and civil rights, oppression and discrimination, power, using power and influence, creating change, advocacy roles, and effective actions to create change.
- i. Presented RAAV findings at 6 national conferences sponsored by EAC and 1 national webinar sponsored by EAC and NIST reaching over 250 people from 78 different state and local election offices.

- j. Around 30 members of People First met each month to learn advocacy skills and engagement strategies.

5. **Legal Actions**

- a. Paraquad staff continues to encourage participants to file complaints to appropriate agencies regarding violations of the Americans with Disabilities Act
- b. Paraquad continued to work through complaints filed against local businesses in violation of the Americans with Disabilities Act.
- c. Paraquad launched its Individual Legal Advocacy Initiative that will provide limited legal services to individuals with disabilities.
- d. Paraquad provided legal information and guidance to 123 individuals with disabilities.
- e. Paraquad provided legal referrals to 77 individuals with disabilities.
- f. Paraquad conducted 15 meetings with other legal entities promoting legal advocacy services.

6. **Outreach Activities**

- a. Van drivers provided a total of 8,713 one-way trips to participants residing in the St. Louis City and St. Louis County as they worked toward their independent living goals.
- b. Continued collaborative relationships with ADAPT, Adequate Housing for Missourians, American Cancer Society Housing Redevelopment, American Heart Association, ARCHS, Boulevard Tenant Counsel, Cardinal Ritter Institute, Christian Northeast Hospital, City of St. Louis Community Development Agency, Equal Housing Opportunity Council, MS Society, Professional Housing Resources, Inc., NAACP, St. Louis 2004 Planning for Leadership Development, MO Council for the Blind, Action Council for the Blind, MO School for the Blind, St. Louis City Network/Homeless Service Providers, Breakthrough Coalition, St. Louis Sustainable Neighborhood Committee, Metro Citizens for Modern Transit, and Starkloff Disability Institute.
- c. Paraquad staff members made numerous presentations, provided tours, and attended community events to promote independent living services and related issues reaching more than 49,000 community members.
- d. Targeted outreach was provided to the following unserved and underserved populations – African Americans, Youths with Disabilities, Developmental Disabilities, Immigrant and Ethnic Groups (Bosnians), Veterans, Senior Citizens, Homeless, and the Unemployed.
- e. Mailed out the Annual Report to over 375 individuals.
- f. Mailed out three separate Continuing Education class schedules to over 700 individuals.
- g. Worked in coordination with the Governor’s Council on Disability to develop and run the Youth Leadership Forum, which increased the knowledge and advocacy skills of area youth with disabilities.
- h. Continued to increase online presence through social media through engagement with existing and new “followers” and “likes”. With minimal advertising, we increased our Twitter followers by approximately 300 users (907 total); Facebook likes by approximately 265 (1,250 total), and LinkedIn followers by approximately 400 (629 total). Almost 27,000 unique visitors (39,342 total) came to the website, www.paraquad.org, and viewed a total of 123,518 pages. About 66% of traffic was from new users who had not previously visited the website.

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:

1. Information and Referral (I&R) Services

Paraquad provided I&R services to a total of 12,764 people during the funding cycle - with 5,602 contacts being completed by three (3) full-time I&R Specialists. 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:

- a. Contacts made to Paraquad requesting information over the telephone, in person for walk-ins, by email, and/or through the mail.
- b. Paraquad continued to maintain a website that provided additional information for participants as well as who to contact for additional questions (www.paraquad.org).
- c. The energy assistance program through Ameren UE was able to provide assistance to 135 households during FY14.
- d. Continued to utilize a web-based follow-up survey to use with callers to determine effectiveness and usefulness of information
- e. I&R Specialists updated community resources to verify contact and program information for correctness.

2. Independent Living Skills Training

During the 12-month funding cycle, services to develop the skills needed to live more independently were delivered to 3,410 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 generalized basis. Many participants in ILAP are referred to other Paraquad programs to continue more specialized skills training.

- a. In FY14, 302 participants requested and received skills training through the ILAP program.
 - b. Monthly budgeting classes were offered to interested participants to help improve their financial management skills.
 - c. The ILAP program developed a series of workshops on additional independent living skills, including emergency planning, home modification and maintenance, and health and wellness. The program now offers three different workshops each month around these topics.
- Deaf & Hard of Hearing Program (DHHP) – provided advocacy and skills training to Deaf and Hard of Hearing participants. Activities include the IL core services, and other services as requested.
 - a. DHHP staff provided IL skills training, advocacy, transition, peer support, information and referral services to 82 participants.
 - b. Interpreters continued to provide services to the program.
 - c. Continued to manage an Educational Endowment Program which is specifically created to assist high school seniors and adults who are deaf or hard of hearing in continuing their education at the post-secondary level. Four (4) students are awarded \$500 each per school year.
 - d. Administered the Deaf and Hard of Hearing Devices Fund which serves the deaf, deaf-blind, and hard of hearing, low-income St. Louis residents, or single parents with children. The following devices are offered: baby crier signalers, sonic alert wireless signaling systems including doorbell/telephone transmitters and receivers, vibrating alarm clocks, silent call receivers. Nineteen (19) devices were distributed in FY14.
 - Consumer Directed Attendant Services (CDS) – employed 36 full-time staff who provided services to 1,034 CDS participants. Some of these services were:
 - a. 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).
 - b. Trained CDS participants in skills helpful to employ and maintain attendant services. Training covered the correct handling of payroll functions, employee information forms, timesheets, identification of abuse, neglect, or exploitation and fraud, rights and responsibilities of the participant, and rights and responsibilities of the attendant.
 - c. Each CDS participant received and was trained on a comprehensive CDS Participant Manual. A Bosnian translation of the Participant Manual was also completed.
 - d. Assisted in general orientation of both the CDS participant and their attendant to the Independent Living philosophy.
 - e. Processed inquiries and solved problems related to CDS.
 - f. Assisted with collection of data concerning CDS employers for DHSS’s evaluation activities.
 - g. Gathered information and participated in discussions with State entities as advocacy regarding participant Medicaid, spenddown issues, telephony timekeeping legislation, and DOL Joint Employer issues.

- h. Offered thirteen (13) trainings for CDS attendants; some CDS participants attended.
 - i. Reviewed emergency plans with CDS participants on a monthly basis and updated plans as needed.
- In-Home Services (IHS) – employed five (5) full-time staff who provided services to 120 participants. Some of these services were:
 - a. Maintained files of eligible aides who assist participants in completing personal care, homemaker chores, advanced personal care, and respite services. These individuals have completed all the background screenings as required by the vendor contract with the Missouri Medicaid Audit & Compliance Unit (MMAC).
 - b. Reviewed with In-Home participants all In-Home documents which included timesheet training, identification of abuse, neglect or exploitation and fraud, code of ethics, rights and responsibilities of the participant and aide.
 - c. Assisted in general orientation of both the In-Home participant and the aide to the Independent Living philosophy.
 - d. Processed inquiries and solved problems related to In-Home Services.
 - e. Assisted with the collection of data concerning In-Home employers for DHSS’s evaluation activities.
 - f. Gathered information and participated in discussions with State entities as advocacy regarding participant Medicaid and spenddown issues.
 - g. Offered twenty (20) hours of orientation training for In-Home aides.
 - h. Offered ten (10) hours of in-service trainings annually.
 - i. Last day of in-home services is 10-19-14.
 - Community Transition Services – assisted people with disabilities who are homeless or institutionalized to move to a community-based setting of their choice and helped people with disabilities remain in their own homes by provided financial assistance.
 - a. During FY14, six (6) full-time staff worked with 377 participants.
 - b. Transition Specialists helped 59 participants move from homeless situations to independent living situations and assisted 22 individuals in nursing homes to transition back into the community.
 - c. The Rental Assistance Program (RAP) – a homeless prevention program that serves people with disabilities who are at or below 50% Area Medium Income (AMI). Funds are available for rent/mortgage assistance or first and last month’s rent. The goal is to provide people with both the financial resources and the knowledge to become financially stable so they will not lose their housing. Served 121 households in St. Louis City and County in FY14.
 - d. The Housing Stabilization Program (HSP) – a housing program that is able to assist families for several months until they are able to become financially stabilized. This program has expanded assistance capabilities for families in temporary crisis that affects their income and thus their ability to remain in housing. During FY14, the HSP program assisted 9 families.
 - e. Transition staff are members of the Continuum of Care, a homeless provider network in St. Louis City and County.

- Vocational Rehabilitation Career Options and Employment Programs – served 190 people, 138 of whom were placed into competitive employment.
 - a. Participants worked with Employment Consultants in an effort to obtain employment. Services included: vocational assessments, resume and cover letter preparation, interviewing and salary negotiation skills, job development skills, instruction in on-line applications, networking, and job retention strategies. Employment Consultants provided job development and placement services to the participants.
 - b. Paraquad continued to work with the MO Business Leadership Network (BLN). The Network has created a consortium of Regional Business Leaders to share and learn “best practices” in hiring and retaining employees with disabilities. The BLN has provided an avenue for information and referral sources on issues of technical assistance, accommodations, assistive technology, disability awareness, and staff development training.

- Continuing Education Program – provided participants a level of basic skills to live as independently as possible, and served 227 adults with developmental disabilities who live in St. Louis City and County.
 - a. Ten (10) classes in math and management covered practical skills on subjects such as measuring, weighing, temperature reading, budgeting, and paying bills.
 - b. Eight (8) classes in reading covered how to read a newspaper and a magazine, current events, mastering language in the supermarket, restaurant, and workplace, and discussing books.
 - c. Twelve (12) classes in computer skills taught participants how to use IBM-compatible computers, different software programs, and basic and advanced computer skills.
 - d. One (1) class in enrolling for college and accessing disability services on campus. Two of the eight participants have enrolled in a local community college as a result of the class.

- Supported Education Project – gave participants a unique opportunity for personal growth by participating in an integrated educational setting. The project served nineteen (19) students with development disabilities who are residents of St. Louis County and are eighteen years of age or older.
 - a. The Project Coordinator and Education Coaches provided participants help to access an Adult Basic Education/Graduate Equivalency Degree (ABE/GED) site. Through testing, the appropriate grade or starting level was determined.
 - b. The Coordinator provided participants educational management and support services by assisting them in the development of educational goals, helped them to choose an appropriate site and class to meet his/her needs, a course of study and program plan, and explored learning strategies.
 - c. The Project Coordinator provided a minimum of quarterly person-to-person contact. If needed, additional contact and increased support was provided and may include such things as a change in site procedures, a tutor or teacher change, etc.
 - d. The Project Coordinator provided instruction to teachers and tutors in participant’s classrooms.

- e. Two (2) participants obtained their GED and have enrolled in a local community college as a result of the program.
- Job Placement/Supported Employment Services – provided to 38 individuals with development disabilities.
 - a. Employment Consultants provided one-on-one support to each participant (employee) from the beginning of the job. While on the job sites, the consultants helped develop natural supports which allowed the consultant to fade. The consultant facilitated communication between the employer and co-workers, helped the employee understand and follow workplace policies and procedures, and helped ensure proper training on tasks.
 - b. Employment Consultants initially provided full-time support on the job until natural supports were developed and the job tasks were adequately performed independently. As time continued, the consultant reduced support from the job site. Support was then provided a minimum of twice a month.
 - c. Employment Consultants provided continued follow-up services with each employee to help him/her develop their career and provided support as needed to employee and employer.
- The Summer Work Experience Program (SWEP) – this transition program allowed students the opportunity to work and be paid for an eight-week (20 hours per week) period.
 - a. The participants must be receiving special education services, have limited or no work experience, and need extra support to be successful on the job.
 - b. Served 22 students in collaboration with the funding source, a school district, and employers/adults service providers/family members. Three (3) students were hired at the end of the summer placement into permanent positions.
- Benefits Counseling Program – provides work incentive knowledge and advocacy for beneficiaries of SSI and SSDI.
 - a. During FY14, Paraquad directly served 357 participants.
 - b. An additional 183 participants were served through subcontractors at LIFE Center for Independent Living in Farmington, MO.
 - c. As a result of this program, 118 individuals have started working during FY14.
- Volunteer Opportunities Project – provided services to 45 individuals with development disabilities who are residents of St. Louis City and County. The project assisted participants to successfully connect with volunteer opportunities of their choice.
 - a. The Volunteer Consultants assisted participants in assessing their skills and abilities. Volunteer sites were matched to the needs of the participants. Participants received help with the application process, volunteer site set-up, and identifying modes of transportation.
 - b. The Volunteer Consultants provided one-on-one support on site to ensure proper training, performance, and understanding of the workplace policies and procedures.

- c. 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.
 - d. Of the 45 individuals participating, six (6) were offered positions at their volunteer site.
- Housing – continued to expand the accessible housing options in the St. Louis metropolitan area.
 - a. Continued to operate housing programs to assist people with disabilities.
 - b. The Home Accessibility Program (HAP) and Rental Home Accessibility Program (RHAP) are homeless prevention programs that perform accessibility modifications to the homes of people with disabilities that are at or below 50% AMI. This income level does not allow for the expense of building a ramp, creating an accessible bathroom, or to widen doorways to accommodate individuals using wheelchairs. Without such modifications, people with disabilities would be trapped in their homes or forced to move into a nursing home or other institution. HAP served 24 households and RHAP served 9 households during FY14
 - c. Paraquad completed a Ramp Day this year for the first time. Ramps were installed at ten (10) housing units by volunteers, primarily from Home Depot and Bank of America. Some of the participants were chosen because they would not have the opportunity for the services due to the stimulations of the funding source. For example, there has never been funding to install ramps in St. Louis County rental units. This was a very successful event.
 - d. Affordable Accessible Housing Conference – This was another first time event. Contractors, occupational therapists, apartment leasing managers, and other were invited to participate in a conference stressing the need for affordable, accessible housing the in St. Louis area.
 - Assistive Technology Repair & Reutilization Program – the reutilization program provides donated durable medical equipment that has been refurbished to people, who cannot get the needed equipment through insurance, at a significantly reduced cost. The Repair program repairs durable medical equipment. Clients can either self-pay or use their insurance.
 - a. In FY14, the reuse and repair program completed 721 sales orders.
 - b. The Reuse program served 142 participants and distributed 184 devices.
 - c. The Repair program served 308.
 - d. Paraquad has two (2) gold level certified repair technicians with over 25 years of experience combined.
 - Health & Wellness Center – provides an accessible gym setting for people with disabilities to work out and get the assistance needed to increase their health.
 - a. In FY14, the Health and Wellness center served 134 participants.
 - b. Participants worked out 2-3 times per week for an hour and a half per session.

- c. Occupational therapists, an occupational therapist assistant, a personal trainer, and physical therapist assistant staff the gym.
 - d. Hours have expanded this fiscal year. The Center is now open Monday – Thursday from 9am – 7pm and Saturdays 10:30am – 3:30pm.
 - e. Paraquad has contracts with twelve (12) schools including OT, OTA, exercise science, nutrition, and chiropractic. We also partner with local PT programs to provide hands-on/observation as well as local area high schools offering internship opportunities.
 - f. Paraquad collaborates with Logan College of Chiropractic to provide supportive health and wellness services to participants.
 - g. Clients reported increased strength and endurance to complete functional tasks, such as transferring or walking longer distances and many report decreases in secondary conditions such as high blood pressure and fatigue.
- Telephone Accessibility Program (TAP) – free program through the state of Missouri providing adaptive telephone equipment to people with disabilities. In FY14, the program provided TAP services to 198 participants in St. Louis City and County.
 - Youth & Family Services – served youth with disabilities from birth to age 24 and their families. In FY14, 133 youth and their families were served through Paraquad’s Youth and Family services.
 - a. *Youth Group* – several outings were provided this year. The outings gave the youth opportunities to build upon their independent living skills while interacting in the community. While there, they checked out whether the locations of the outings were accessible to people with disabilities. The youth were required to be responsible for their own money and to provide the correct change. Some of the youth spent time talking and exchanging ideas with their peers, and some helped each other with daily living skills.
 - b. *Living Well Youth Group*
 - (1) Served adults with a physical disability.
 - (2) 10-week series focused on developing participants’ self-awareness and confidence. The sessions provided an opportunity for individuals to explore their strengths in a group setting, exercise their assertiveness, and maximize their independence.
 - c. *Computer Camp* – youth participated in a one-week session of hands-on computer training. Youth learned how to access the computer and a favorite camp activity was to develop a PowerPoint presentation.
 - d. *School-Based Activities* – provided services specifically geared toward educational services for youth and their families. We provided personal financial classes and Independent Living 101 classes to the St. Louis County Special School District and St. Louis City Public Schools.
 - (1) 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.
 - (2) Special Education Advocacy – staff worked with students, parents, and educators

to support the needs of students with disabilities in various school districts.

e. *Family Participation Program*

- (1) Designed for parents with disabilities who have children under the age of 12.
- (2) Provided education, resources, advocacy, and support to participating families.
- (3) Met quarterly during FY14.
- (4) Provided support to 15 families.

3. **Peer Consultation (including cross-disability peer counseling)**

- a. 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.
- b. The Peer Mentor Coordinator assigned 32 peers to work with 84 individuals.
- c. Developed a monthly meeting for Peer Mentors to discuss issues and best ways to provide peer support.

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.

Objective: A primary Paraquad development goal is to increase awareness of disability issues and expand the number and diversity of funding sources.

During FY14, Paraquad received a total of \$686,519.13 in gift and non-governmental grants. Of this total, \$490,135.60 was received from 67 corporations, organizations, and foundations; \$55,783.53 from individual donors; and an additional \$140,600.00 in support for the Shine the Light Awards held in November 2013.

Paraquad has developed a solid base of consistent support from individuals, foundations, and corporations who recognize the value of providing independent living services. This list of generous benefactors is growing steadily.

Accomplishments:

- Held the second AccessibleSTL Shine the Light Awards to recognize five companies and one individual for their commitment to promoting accessibility and opportunities for people with disabilities. We welcomed nearly 400 people, including 32 sponsors, and raised nearly \$140,600 through sponsorships and ticket sales. The event also promoted positive partnerships with the business community and paved the way for working relationships through the AccessibleSTL program (involving services for businesses to assess and improve their ability to serve customers and employees with disabilities).
- Rock the Warehouse – a friend-raising event geared toward the young professionals’ audience. The designed and production of the event was a success, but due to the extreme heat of the day attendance was limited to only 100 people.
- Ramp Build – In conjunction with Bank of America and Home Depot, we were able to build 12 ramps on homes of individuals and families with disabilities. Volunteer groups from Bank of America, Home Depot, Regions Bank, Microgrid Solar, the Association of Legal Administrators and the Paralegal Association devoted their time and funds to complete these ramps. Our two major sponsors contributed significantly with Home Depot providing over \$23,000 in materials and Bank of America giving a grant for \$10,000 to cover the overhead expenses of the project.
- Took several important steps to prepare for a capital campaign to build an Accessible Health and Wellness Center to significantly expand the exercise services we currently offer.
 - Partnered with a consultant to conduct a feasibility study to refine the project focus and assemble a list of prospective donors.
 - Built a committee, including campaign co-chairs, to advise and work with staff on the details of the campaign preparation.
 - Developed collateral materials, including a booklet brochure and video, for solicitation efforts.

- Held an informational meeting for major donors.
 - Applied for and received Neighborhood Assistance Program (NAP) tax credits for our capital project and which can leverage major gift donations.
 - Received an unsolicited gift of \$200,000 through an anonymous donor who read about the project in the St. Louis Post Dispatch.
- Worked with fundraising consultants to increase fundraising capacity, including reconfiguring the departmental structure to separate public relations/marketing and development activities; conducting a large spring appeal to attempt to engage lapsed donors; and hiring a Development Director to guide the new department.
 - Implemented a new donor database, Raiser's Edge to improve gift tracking and reporting.
 - Participated in GiveSTLDay, a one-day event through the Greater St. Louis Community Foundation, raising \$2,052 and increasing our visibility in the giving community.
 - Held a major donor appreciation event to increase connection with donors.
 - Produced two direct mail appears netting \$34,723.
 - Secured new grants from foundation and corporate funding sources.
 - Renewed our Volunteer program with the United Way.
 - Nominated Board Member David Pruessner for the Diverse Leaders Award, which he won.
 - Continued relationship with Business Journal: sponsoring the Diverse Leader's Lunch, producing Aimee Wehmeier's columns, and running advertisements promoting Shine the Light nominations, winner, and ticket sales. We also ran an advertisement honoring our legislatures.
 - Worked with Icarus to research what was happening in the CDS market and creating a strategy to recoup market share by advertising and marketing our services. As a result of the market study, we partnered with Metro to do an advertising campaign using busses and bus stops to promote Paraquad's Consumer-Directed Services (CDS) program.
 - Created partnerships with the Mayor's office, the Regional Chamber, the CVC, and the St. Louis Economic Development Partnership by providing interpreting services for their annual dinners. Garnered publicity and new business for next year.
 - Partnered with CBS Sports Radio to introduce Paraquad to a new, younger audience.
 - Partnered with Disability Awareness Partnership (DAP) to promote our mission at their annual summit.
 - Participated in the Bosnian Festival to engage with the community.
 - Participated in the Business Journal's Influential Women's Luncheon.
 - Invited to participate in the Sports Commissions Final Four Site Selection Breakfast.

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 & Annual Work Plan

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

Goal 1: Individuals with disabilities have access to programs to develop and support their independence.

Objective 1: Paraquad will provide programs, services, and activities needed for individuals with disabilities to live independently.

Activity	Output	Outcome	Indicator	Method of Measurement
TAP devices are provided to consumers	200 participants receive new TAP devices. In FY14, 201 devices were distributed.	Participants' access to telephone and computer services will improve.	100% of participants whose access to telephone and computer services has improved.	Case notes; surveys
Ramps and/or home modifications	25 ramps and/or home modifications are completed. A total of 38 households (29 HAP & 9 RHAP) received ramps/home modifications in FY14.	Participants are able to participate in new activities in their homes or communities.	95% of participants respond "yes" when asked "Are there any new activities that you can do in your home or in the community now that your home has been modified." In FY14, 100% of participants receiving a ramp or home modification responded "yes" to the question above.	Case notes; surveys
Emergency Financial Assistance	90 participants receive emergency financial assistance. 121 participants received emergency financial assistance.	Participants remain in the home of their choice.	95% of participants who receive financial assistance remain in their homes for 6 months following assistance. In FY14, 95% of participant who received financial assistance remained in their homes for 6 months following assistance.	Case notes; surveys
IL Skills Training for participants	300 participants receive independent living skills training. 302 participants received IL skills training in FY14.	Participants' independent living skills will increase.	100% of IL participants meet at least one goal each fiscal year. 233 of 302 (77%) of IL participants met at least one goal this fiscal year.	Case notes; surveys

Activity	Output	Outcome	Indicator	Method of Measurement
IL Skills Training for youth	50 youth receive independent living skills training. 13 youth received IL skills training in FY14.	Youth will improve appropriate social interactions through participation in group meetings.	80% of group participants will show at least some improvement in 5 of the 7 social/behavioral areas evaluated on staff observation checklists. 76% of group participants showed at least some improvement in 5 of the 7 social/behavioral area evaluated.	Staff observation checklists
Individuals transition from an institution	20 participants will transition from an institution to the community. In FY 14, 22 participants were transitioned from an institution into the community.	Participants have access to home and community based services.	100% of individuals whose independence increased. 22 of 22 participants (100%) reported that their independence has increased.	Case notes; surveys
Individuals transition from homelessness	20 participants who were previously homeless will transition to the community. 59 participants who were previously homeless transitioned into the community in FY14.	Participants move into the home of their choice.	100% of individuals whose independence increased. 100% of participants reported that their independence increased.	Case notes; surveys
18 Support Group Meetings	75 individuals will participate in peer support groups offered at Paraquad. 174 individuals (86 women & 88 men) participated in peer support groups.	Participants who attend support group meetings develop improved self-awareness as a person with a disability.	90% of participants report to have “an improved self-awareness” since beginning the support groups. The support groups were restructured in June 2014. As a result, FY14 outcome date is not available.	Case notes; surveys

Activity	Output	Outcome	Indicator	Method of Measurement
Peer Consultation	60 participants will receive support from peer consultants. In FY14, 84 participants received support from a peer mentor.	Participants maintain their social support networks.	90% of Peer participants report to be likely to “continue the relationships they have formed during the program once the program has ended.” 98% of participants reported to be likely to “continue the relationship they have formed during the program once the program ended”.	Case notes; surveys
Pre-Employment Training for people with developmental disabilities	150 participants take a continuing education class or receive support to obtain their GED. 246 participants took a continuing education class or receive support to obtain GED in FY14.	Participants acquire new employment skills that support them in their employment and community.	95% of Education participants will show an increase in test scores. 235 participants (96%) showed an increase in test scores.	Case notes; test scores
Deaf/Hard of Hearing Devices	33 devices are distributed. 19 devices were distributed in FY 14.	Participants’ access to home devices will improve.	100% of participants whose access to home devices has improved.	Case notes; surveys
Financial assistance grants for deaf students	4 scholarships are awarded to Deaf college students. In FY14, 4 scholarships totaling \$2,500 were awarded to Deaf and Hard of Hearing college students.	Participants will have access to funds for college.	Participants’ access to financial assistance for college will increase. 4 of 4 (100%) students’ access to financial assistance for college increased.	Case notes; surveys

Activity	Output	Outcome	Indicator	Method of Measurement
In-Home	100 participants receive in-home services.	Participants increase their access to home supportive care services.	80% of participants will report an improved ability to manage their physical health needs. Not completed – program discontinued.	Survey Not administered.
In-Home	100 participants receive in-home services.	Participants increase their access to home supportive care services.	80% participants will report improved emotional health. Not completed – program discontinued.	Survey Not administered.
In-Home	25 In-Home participants receive referrals for additional services.	Participants who receive referrals for additional services follow through with referrals.	70% of participants who received a referral for additional services follow through with those referrals. 21/21 (100%) of participants who requested a referral for additional services received a referral for those services. Data was not collected on participant follow-up as the program was discontinued.	Referral tracking spreadsheet Discontinued.
In-Home	135 In-Home participants receive authorized services.	Participants remain in their homes.	Participants utilize 80% of authorized units of service. A total of 120 participants were served in FY15. 75% of authorized units were utilized.	Payroll tracking spreadsheet Discontinued.
Employment	100 participants receive job readiness skills training. 152 participants received job readiness training during FY14.	Participants' knowledge of job readiness skills will increase.	80% of 100 participants' knowledge of job readiness skills is increased. 138 participants (91%) reported their knowledge of job readiness skills had increased.	Case notes, survey

Activity	Output	Outcome	Indicator	Method of Measurement
Employment	Job search services for 125 participants. 190 participants received job search services in FY14.	Participants obtain a job of their choice.	90% of 125 participants of job seeking activities will obtain a job of their choice. 138 participants (73%) obtained a job of their choice.	Case notes, survey
Employment	25 youth (transition age) will obtain job search services. 27 youth received job search services in FY14.	Youth obtain a job of their choice.	90% of 25 youth will obtain a job of their choice 27 of 27 (100%) youth participants found a job.	Case notes, survey
Employment: Volunteer Program	20 participants will obtain volunteer site development services. 4 participants received volunteer services.	Participants volunteer at a site of their choice.	90% of 20 participants will begin volunteering at a site of their choice. 1 participant began volunteering at a site. Program will be restructured FY15.	Case notes, survey
Employment: WIPA Program	Work incentives information (benefits counseling) for 660 participants that receive SSI or SSDI. Provide work incentives information to 540 participants.	Participants' knowledge of work incentives will increase.	80% of 660 participants' knowledge of work incentives has increased. 100% of participants reported an increase in their knowledge of work incentives. Additional staff have been trained and certified to help attain the goal of 660 participants to be served in FY15.	Case notes, survey

Activity	Output	Outcome	Indicator	Method of Measurement
IL Skills Training	1000 CDS participants receive training to manage their attendants.	Participants increase their knowledge of how to manage personal care attendant with support of CDS Specialist.	90% of active CDS participants report they received sufficient training to manage their attendants. 254 of 267 (95%) participants reported that they received sufficient training to manage their attendants.	Annual Satisfaction Survey
Information & Referral	500 CDS participants receive information about additional resources	Participants who express needs for additional services increase their knowledge of available resources.	60% of active CDS participants who receive a referral for additional services follow through with those referrals. 512 of 665 (77%) participants who received a referral for additional services follow through with those referrals.	Service Delivery Monitoring Forms
Assistive Technology	Distribute 200 recycled assistive technology devices. 184 recycled devices were distributed in FY14.	Participants access to AT will increase independence.	75% of people seeking reused equipment receive equipment. 50% of all individuals seeking reused equipment during FY14 received a device. Inventory is limited to donations.	Waiting list, reuse paperwork
Accessible Exercise	Develop exercise plans for 150 participants. Exercise plans were developed for 134 participants during FY14.	Exercise participants feel healthier.	75% of participants report they feel healthier after the 12-week program. 89% of participants served during FY14 reported feeling healthier after completed the 12-week program.	Survey

Objective 2: Paraquad will advocate for the rights of individuals with disabilities within the framework of a variety of systems and groups, which have an impact on independent living.

Activity	Output	Outcome	Indicator	Method of Measurement
Advocacy	<p>Paraquad staff members will participate in external committees, councils, or task forces.</p> <p>Paraquad staff participated in numerous committees, councils, and task forces. See Subpart IV, Section D for details.</p>	<p>Staff members whose participation causes change in the perception of disability.</p>	<p>90% of participating staff whose membership causes change.</p> <p>No formal surveying of the advocacy outcome was completed in FY14.</p>	<p>Surveys</p>
Systems Advocacy	<p>Paraquad staff members will educate policymakers on independent living.</p>	<p>Policymakers in districts have information on de-institutionalization <i>Olmstead</i>, Medicaid expansion and the independent living philosophy.</p>	<p>100% of policymakers who report receiving information.</p> <p>Participated in Disability Rights Legislative Day and IL Awareness Day, testified on asset limits and voter ID, made numerous legislative visits, disseminated several CRPD fact sheets help to educate policymakers on independent living.</p>	<p>Case notes; surveys</p>
Training: Community Education	<p>50 sensitivity or disability-related trainings.</p> <p>Conducted 24 civic engagement trainings reaching approximately 75 people in FY14.</p>	<p>500 individuals will change their perception about disability.</p>	<p>100% of 250 individuals whose perspective on disabilities changed.</p> <p>Changes in the attendees' perspective on disabilities were not formally surveyed in FY14. A success story outlined in Subpart III highlights a positive change in one individual's perspective on disabilities after completing the training.</p>	<p>Case notes; surveys</p>

Activity	Output	Outcome	Indicator	Method of Measurement
Training: Emergency Preparedness	<p>10 trainings and/or emergency drills for 500 participants and staff.</p> <p>8 emergency drills were completed in FY14 (4 – tornado, 3 fire, and 1 code red/violent emergency) with staff.</p>	Participants increase their awareness of emergency preparedness.	<p>90% of 100 consumers who have increased information on preparing for an emergency.</p> <p>Additional emergency drills were completed on a quarterly with participants in the following programs: Continuing Ed, Supported Ed, Employment, Volunteers, and People First as specified by program funder.</p>	Case notes; surveys; drill reports
Community Education – Attendant Training	<p>95 CDS attendants receive attendant training.</p> <p>104 attendants receive attendant training.</p>	CDS attendants will change their perception about disability.	<p>75% of individuals participating in Paraquad CDS Attendant Training Class report a change in their perception about disability.</p> <p>20% of attendants indicated a change in their perception about disability in an open-ended comment section. (For FY15, a specific survey question has been added to help elicit a response to whether their perception about disability has changed upon class completion.)</p>	Surveys
Community Education - Employment	<p>Conduct 4 community based presentations on ADA and Reasonable Accommodations targeted to individuals with disabilities.</p> <p>6 presentations on the ADA and reasonable accommodations were completed in FY14.</p>	Participants’ knowledge of ADA and Reasonable Accommodations increased.	<p>90% of Participants surveyed will report that their knowledge of ADA and reasonable accommodations has increased.</p> <p>31 of 31 (100%) of attendees reported that their knowledge of the ADA and reasonable accommodations increased due the presentation.</p>	Surveys

Goal 2: Individuals with disabilities have access to programs, services, and activities to support them in their community.

Objective 1: Paraquad will provide programs, services, and activities in the community to promote independent living.

Activity	Output	Outcome	Indicator	Method of Measurement
Accessibility Surveys	20 Accessibility Surveys In FY14, Paraquad surveyed 14 businesses/organizations in the St. Louis area, including an extremely comprehensive survey for Ameren.	20 architectural barriers are removed.	100% of identified barriers that have been removed to improve access. Although no formal surveying was completed in FY14 to verify if barriers were removed, Paraquad continues to grow its AccessibleSTL program which provides surveys, trainings, and technical assistance to businesses/organizations to support them in becoming more accessible.	Surveys
Training: ADA	2 ADA trainings Provided 1 or 2 ADA trainings to staff members each month during FY14.	Information and knowledge of staff members increase.	100% of staff members who received information and/or increased knowledge. Not surveyed separately, but ADA training was a part of the collective 97% of staff who reported that trainings offered in FY14 increased their job-related skills/knowledge.	Surveys
Training: Staff Training	4 trainings on transition	Staff have information on transitioning participants into the community from institutions.	100% of staff who received information. 5 trainings were completed during FY14 (MEAA – attended by 40 people; MFP Legislative Day – training provided to 20 individuals; Aging Fair – trained 100 people; Elder Law workshop – presented to 50 nursing home social workers; and Myrtle Hilliard David Health Clinic Fair – held a booth for 200 fair attendees).	Surveys

Activity	Output	Outcome	Indicator	Method of Measurement
Sign Language Class	30 people from the community participate in sign language classes. 20 people from the community completed sign language classes.	Participants increase their ability to communicate using sign language.	100% of the sign language participants report they increased their ability to use basic sign language to communicate. 100% of respondents reported an increase in their ability to use basic sign language.	Surveys
Mentorship Program	Eight interpreters participate in the Deafway Mentorship program. 7 interpreters participated in the mentorship program in FY14.	Interpreters raise their skill level and have the confidence and knowledge to work as an IC for DEAF Way.	95% of Mentee/Interns raise their MICS certification by one level. 43% (3) tested to a higher level. 42% (3) tested, but results are not back. 14% (1) did not level up.	Test scores; interview by the lead
Skills Enrichment Classes	250 interpreters attend Skills Enrichment classes. 66 interpreters attended Skills Enrichment classes in FY14.	Interpreters increase their knowledge and interpreting skills.	90% of class participants report an increase in knowledge to improve their interpreting skills. 98% of attendees reported an increase in their knowledge to improve interpreting skills as a result of the classes.	Surveys
Weekend Workshops	150 interpreters attend the workshops. No weekend workshops were held in FY14.	Interpreters increase their level of awareness or competence.	90% of workshop participants raise their level of awareness or competence as interpreters.	Surveys

Goal 3: Paraquod maintains or increases accountability of the Center and programs, services, and activities.

Activity	Output	Outcome	Indicator	Method of Measurement
Audit of Financial Statement	Year-end Audited Statements	Satisfactory Management Report.	<p>Absence of Management recommendations; successful implementation of prior recommendations, no repeat recommendations.</p> <p>RubinBrown is currently completing Paraquod’s annual financial audit – there is no anticipation for repeat recommendations.</p>	Indicator met
Development of Long term Budget	Five Year Budget & Cash Flow	Document is developed and incorporates capital maintenance items.	<p>Document is ready for review by August 31, 2014.</p> <p>Outcome indicator was met by the August 31st deadline.</p>	Done by deadline
Board Compliance	Board of Directors meets CIL regulations for compliance.	<p>51% of board members will meet disability criteria.</p> <p>63% of board members met disability criteria as reported on the FY14 704 Report in November 2014.</p> <p>62% of board members met disability criteria as reported on FY15 state CIL grant application in May 2014.</p>	<p>100% compliance with Center bylaws and CIL regulations.</p> <p>Board Governance Committee was created in FY14. Responsibilities include: (1) Identifying, recruiting, and orienting new board members, (2) monitoring board member involvement and recommends board officers, (3) monitors for development needs and arranges for training and evaluation processes, and (4) determines committee charges and oversees committee effectiveness. The committee is co-chaired by 2 board members and supported by the HR Director.</p>	Board Roster

Activity	Output	Outcome	Indicator	Method of Measurement
Brand Recognition	Marketing & Outreach	Improved profile and public awareness through presentations across the St. Louis metro service area	<p>50 % increase in presentations to civic clubs and organizations, social service agencies, state government agencies and other community partners.</p> <p>194 outreach events were completed during FY14 (135 presentations, 47 booths at conferences/community fairs, and 10 tours). This does not represent a 50% increase in the number of presentations as compared to FY13 (184 events). It is noted that the goal was not reached due to capacity limitations and a new focus on prioritizing reaching specific, targeted unserved and underserved populations and diverting resources to building strategies to accomplishing those goals.</p>	Case Notes; # of presentations; baseline comparison
Professional Development	<p>20 trainings, workshops, and/or conferences.</p> <p>Over 20 outside professional development trainings were offered during FY14.</p>	Staff members' job-related skills and knowledge will increase.	<p>90% of staff whose knowledge increased.</p> <p>67% of staff reported that the outside professional development training increased their job-related skills and knowledge.</p>	Surveys
Documentation: Database	Database training/manual	Staff correctly enters participant data in the new database.	<p>80% of database entries are correct.</p> <p>Utilized a new database as of 1-1-14. Provided 15 group trainings on how to use the new database. An additional 20 one-on-one trainings were provided to either individuals who were new hires or on an as needed basis.</p>	Audits

Activity	Output	Outcome	Indicator	Method of Measurement
Documentation: Participant Files	Documentation training/manual	Staff correctly start/maintain/close participant files.	80% of files are maintained correctly. Every new file is reviewed for the required documentation. Corrective action is expected when a file fails to contain the required information and deficiencies are corrected. Global error tracking is used to dictate the direction of future staff training.	Audits
Staff Training	24 trainings offered to staff annually. During FY14, 40 trainings were offered to staff with a total of 401 staff members attending.	Increase in job –related knowledge/skills.	90% of staff whose knowledge increased. 97% of staff reported that the trainings offered increased the job-related skills and knowledge.	Surveys
Board Training	6 trainings offered to board members annually. 6 board member trainings were offered during FY14.	Knowledge of Paraquad programs and services, IL philosophy and history, CIL board responsibilities will increase.	100% of board members report increased knowledge of Paraquad programs and services. On average, 62% of board members attended each training. In addition, the Board formed a committee and appointed co-chairs with the tasks of assessing for additional training needs and of determining how best to assess whether knowledge is being gained through the training provided. Assessment of increased knowledge will happen in FY15, during the annual fiscal year review meeting.	Surveys

Item 2 – Challenges

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

The economic condition in Missouri continues to be a challenge. The state is facing shortfalls close to one billion dollars over the next 3-5 years and without revenue generating initiatives the only way to address these shortfalls is through budget cuts. State agencies continue to cut programs to meet budget requirements.

Finding and retaining qualified people with disabilities to fill open positions has been an ongoing challenge for Paraquad. Recruitment efforts continue to focus on avenues that target people with disabilities (i.e. Vocational Rehabilitation, other CILs, and college recruitment offices).

Program Challenges

Employment Services:

Increased referrals and staff turnover have continued to be a challenge in the employment program. We continue to work with participants to find competitive good paying positions, but with so much competition for jobs in the St. Louis region, employers are able to be more selective and are not as willing to make the necessary changes to jobs openings to accommodate limitations that some participants may have.

Attendant Services:

St. Louis City and County has the largest number of vendors for attendant services in the state. This has caused significant competition among vendors and decreased the number of referrals to our attendant programs. Seventy-five percent (75%) of all CDS vendors in the state of Missouri are approved to serve the St. Louis City and County area. In addition, the competition for a qualified labor pool (aides & attendants) has created a “wage war” between vendors. The number of CDS participants served by Paraquad has steadily declined over the past three (3) years – with an average of thirty (30) participants switching to another CDS vendor in each of the past three years.

The onset of the amended Department of Labor (DOL) regulations removing the caregiver exception to the Fair Labor Standard Act will most likely result in creating a “joint employer” relationship between us and our CDS participants beginning January 1, 2015. We are looking at significant increases in costs for this program in the way of overtime and travel time paid to attendants. This comes on the tail of receiving a rate reduction on the reimbursement rate for services provided. Paraquad has attended five (5) webinars to become educated and has hired attorneys to assist with compliance and revision of policies and procedures in preparation for this deadline. Paraquad has led discussions with other CILs and CDS vendors statewide on this topic. We have also met with the Missouri State Budget Director to provide information about the impact of the FLSA Home Care rule change on CDS vendors and to provide insight into possible implications of a proposed state-imposed wage rate (which would probably make the state of Missouri a joint employer as well).

IL Programs:

A new Director of IL Programs started in January and was tasked with restructuring and reorganizing several of the programs on that team. We have added two new managers to the group who are working at improving the services we offer through this team.

Assistive Technology:

The Health & Wellness Center has outgrown its current space resulting in a waitlist of participants wanting to use the gym. The time between initial referrals for this program and the actual start date of services can be lengthy. Limited space also affects the amount of time available for existing participants to utilize the facility. Hours of operation have recently been expanded to include evening hours on Monday – Thursday and Saturday hours and an additional part-time staff in to effort to meet the demand for services. However, demand is still high and the current space cannot accommodate the current need.

A challenge for the Reuse program continues to revolve around filling the demand for the specific equipment requests. Inventory is frequently limited by what has been donated. There is a large inventory of equipment that is not moving out of the warehouse and ways to rotate this out is being considered. Staff is still looking into expanding insurance billing options to reach a boarder base. In addition we are looking more closely at the accounts of current customers and ways to make sure repairs are being paid for in a timely manner. Continued outreach for both the Repair and Reuse program is needed to increase the public’s awareness of the availability of the programs.

DeafWay Interpreting Services:

Demand for our DeafWay interpreting services has increased considerably. We have added some additional staff interpreters and increased our pool of independent contractors, but we still have challenges meeting the demand for interpreting services. We are actively recruiting from the local college and university programs and continue to offer mentoring services to interpreters who want to increase their certification level. Missouri will be moving to a new certification system that may eliminate the ability to provide the mentoring services in the future.

Item 3 – Comparison with Prior Reporting Year

34 CFR 366.50(i)(7)

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

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

In FY14, Paraquad provided direct IL services to a total of 3,410 individuals with disabilities. This represents a 22.5% increase in the total fiscal year served as compared to last fiscal year (2,651 participants). 1,785 of these individuals were new to Paraquad this fiscal year. During FY14, Paraquad also saw a 35.5% increase in the number of new individuals receiving services (1,153 participants in FY13). The increases shown in both the 'fiscal year served' and 'new to Paraquad' totals is due to improved internal quality control measures and improved staff training, a new database collect system, and the restatement of the Benefits Counseling (WIPA) program.

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.



**Strategic Plan
2014-2016**

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Strategic Plan Summary and Process

Summary

Paraquad's strategic plan was created over a period of ten (9) months from July, 2013 to March, 2014 with significant input from staff and board members.

The plan's vision, mission and values reflect the organization's commitment to the independent living philosophy, ensuring a community where people with disabilities are empowered to increase their independence. This will be accomplished by working deliberately and diligently to:

- Deliver quality services to a diverse population of people with disabilities;
- Ensure an inclusive and welcoming environment for all stakeholders; and
- Maintain a financially stable organization and maximize the effectiveness of all operations.

Paraquad will ensure that its programs align with its mission and that there is an appropriate return on investment. The organization will identify new markets and provide needed programs. Marketing and development efforts will be expanded and technology and facility needs will be addressed in order to ensure they support the organization's work.

The implementation of the strategic plan will be guided by staff and board leadership and be used to guide Paraquad through 2016.

Process

The process to develop the Paraquad's strategic plan included input from members of the Board of Directors through interviews and surveys. Staff leadership also was interviewed and all staff were invited to complete a survey to provide their perspectives on the organization and its future. A board planning session was held to review the input and ideas gathered as well as to review financial and program service history and to address the strategic issues identified.

Leadership team members met a number of times to revise and comment on the drafts of the plan vision, core values and goals and objectives as well as to develop action plans to address the goals and objectives.

The Strategic Planning Committee also reviewed and commented on draft plans several times during the development of the plan. The Board of Directors had the opportunity for final review and comment.

Vision

Paraquad will be the leader in advancing the independent living philosophy. We envision an integrated community in which people with disabilities are valued and participate in all aspects of society.

Mission

Paraquad will empower people with disabilities to increase their independence through choice and opportunity.

Values

At Paraquad, we value:

- Respect, integration, equal access, opportunities, self-determination, informed choice and individual control for and by people with disabilities
- People with disabilities having control of their own lives and any necessary supports or assistance.
- Full diversity within Paraquad, our programs and society at large, including but without limit to disability, race, ethnicity, age, gender, sexual orientation and religion.
- Personal commitment and action to shape the future of Paraquad and the Independent Living Movement
- A work environment characterized by mutual respect, open communication and team work.
- People with disabilities taking a role in the policy and political decisions that impact our lives.

Goals and Objectives

Programs and Services

Goal 1: Deliver quality services that empower people with disabilities to increase their independence and that honor personal choice and control.

Objective 1.1: Ensure that participant goals are clear and that progress is evaluated.

Objective 1.2: Identify opportunities for program consolidation or realignment by evaluating program costs and alignment with mission.

Goal 2: Expand services to a diverse population of people with disabilities.

Objective 2.1: Identify new markets and develop appropriate strategies to provide needed program and services.

Objective 2.2: Pursue strategic partnerships to diversify and expand programs and services.

Goal 3: Elevate Paraquad's image in the community to become the "go to" organization for public policy and advocacy.

Objective 3.1: Develop a stronger legislative and public policy presence.

Objective 3.2: Ensure advocacy is a key component in all aspects of the organization.

Objective 3.3: Build an active and engaged community of people with disabilities.

Financial Stability

Goal 4: Maintain a financially stable and sustainable organization.

Objective 4.1: Determine the revenues/expenses of each program.

Objective 4.2: Increase the mix of public, private pay and philanthropic revenues.

Objective 4.3: Develop five-year financial projections.

Objective 4.4: Create and implement a development plan to maximize contributed income.

Objective 4.5: Develop an annual plan to increase earned income.

Internal Capacity and Culture

Goal 5: Increase the organization's capacity to ensure effectiveness and efficiency.

Objective 5.1: Evaluate the organizational structure to determine the best operating model to deliver results.

Objective 5.2: Implement a formal program for staff recruitment, evaluation and development.

Objective 5.3: Develop a comprehensive salary and benefits plan aligned with industry standards.

Objective 5.4: Create succession plans for staff and board leadership.

Goal 6: Foster and cultivate an inclusive and welcoming environment for participants, staff and volunteers.

Objective 6.1: Implement and evaluate the results of the cultural competency and diversity plan.

Objective 6.2: Encourage attitudes and values that promote inclusiveness.

Objective 6.3: Foster a customer centered culture.

Marketing/Communications

Goal 7: Increase awareness and understanding of Paraquad's impact.

Objective 7.1: Identify specific target markets and conduct market research as appropriate to develop key messages.

Objective 7.2: Develop a comprehensive, strategic plan for marketing, communications and public relations.

Governance

Goal 8: Continue to refine the governance structure and implement best practices.

Objective 8.1: Implement the board committee structure and develop clear charges.

Objective 8.2: Develop an on-going recruitment, orientation, education, and evaluation process.

Objective 8.3: Assess progress toward strategic plan implementation and measurements.

Facilities and Technology

Goal 9: Ensure that facilities and technology support participant needs and program growth and development.

Objective 9.1: Develop a facilities use plan that maximizes collaboration, communication, participant service and tenant revenues.

Objective 9.2: Develop and implement a comprehensive plan to optimize technology in all areas of operation.

Objective 9.3: Renovate the Berthold facility to expand health and wellness services.

Strategic Plan

Goal 1: Deliver quality services that empower people with disabilities to increase their independence and that honor personal choice and control.

Objective 1.1: Ensure that participant goals are clear and that progress is evaluated.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Develop criteria for determining participant goals	4 th Qtr. FY'14	Chief Program Officer (CPO)	Program	Increases in participant achievement of goals
Implement a data tracking system				
Ensure staff is trained to utilize the system				
Evaluate participant progress against goals	4 th Qtr. FY'15/ Annually			
Modify/change programs as appropriate to ensure participant success in meeting goals				

Objective 1.2: Identify opportunities for consolidation or realignment by evaluating program costs and alignment with mission.

	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Determine cost breakdown of all programs and services	3 rd Qtr. FY'14	CPO	Program	Cost effective mission-driven programs
Establish criteria for evaluation	4 th Qtr. FY'14			
Conduct program/service evaluations and implement changes as appropriate	1st Qtr. FY'15			

Goal 2: Expand services to a diverse population of people with disabilities.

Objective 2.1: Identify new markets and develop appropriate strategies to provide needed program/services.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes	Required Investment
Develop strategies/processes to identify new groups of people with disabilities (e.g. newly disabled)	3 rd Qtr. FY'14/ Annually	CPO/Director of Marketing (DMP)	Program	Identification of desired services/programs	Funding for marking research and needs Assessment
Determine interests/needs of new markets	On-going	CPO			
Assess community resources to address interest/needs	Annually			ROI for potential services/ programs	Funding for potential new programs
Develop criteria for evaluating resources required verses impact to serve interests/needs					
As appropriate, develop plans to implement new services/programs	TBD/On-going	Increase in participants from new markets			

Objective 2.2: Pursue strategic partnerships to diversify and expand programs and services.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Identify partners that could support efforts that benefit people with disabilities (<i>See 2.1 Assess community resources</i>)	3 rd Qtr. FY'14	CPO/DMP/ Director of Public Policy/ Advocacy (DPP)	Program	Increase in participants
Develop and implement plans to establish partnerships	Annually			
Provide opportunities for information sharing among partners and leverage opportunities	On-going, Annual			

Goal 3: Elevate Paraquad’s image in the community to become the “go to” organization for public policy and advocacy.

Objective 3.1: Develop a stronger legislative and public policy presence.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Identify public policy and advocacy issues based on the needs of the disability community and potential impact	Annually/On-going	DPP	Advocacy	Increase in information/ understanding/education of issues related to people with disabilities Positively impact public policy & advocacy issues facing disability community Increase in Paraquad’s image as an advocate
Prioritize key public policy and advocacy issues	Annually/On-going			
Develop strategies to impact public policy and advocacy issues	Annually/On-going			
Provide information and analysis to educate legislators and community leaders about issues	On-going			
Establish a presence on the national level around critical issues important to the disability community	Annually/On-going			

Objective 3.2: Ensure advocacy is a key component in all aspects of the organization.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Educate staff and board members about the IL movement and how the beliefs/values are practically applied	Annually/On-going	DPP	Advocacy	Increased understanding of the IL movement and its application Increase in staff/board advocacy activities
Identify and implement strategies to engage staff & board members on behalf of people w/ disabilities	Annually/On-going			

Objective 3.3: Build an active and engaged community of people with disabilities.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Conduct grassroots organizing and civic engagement leadership training	Annually/On-going	DPP	Advocacy	Increased participation in advocacy activities by people with disabilities Increased connections for people with disabilities
Develop strategies to educate & train people with disabilities to become more engaged in advocacy	On-going			
Develop a statewide Disability Advocates Coalition through grassroots and civic engagement initiatives	On-going			

Goal 4: Maintain a financially stable and sustainable organization.

Objective 4.1: Determine the revenues/expenses of each program.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Refine current department/program costs to provide ROI information	3 rd Qtr. FY '14	CFO	Finance	Direct and indirect costs to deliver programs
Utilize program ROI to address Obj. 1.2 (Identify opportunities for consolidation or realignment by evaluating program costs and alignment with mission.)	4 th Qtr. FY '14			Resource utilization that maximizes the ability of participants to reach their independent living goals

Objective 4.2: Increase the mix of public, private pay and philanthropic revenues.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Determine the desired projected percentages of the budget for each source of revenue	1 st Qtr. FY '15	CEO/CFO	Executive/Finance	Decrease in reliance on a few sources of revenue
Develop strategies to reflect the desired goals	1 st Qtr. FY '15	CEO/CFO/Dir. Development/PR (DD)/DMP	Executive/Finance/Development & Marketing	Specific targets for each source of revenue

Objective 4.3: Develop five-year financial projections.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Determine operating and capital needs based on anticipated program growth and desired revenue mix	3 rd Qtr. FY '14	CFO	Finance	Financial projections for each revenue source Program sustainability Financial planning

Objective 4.4: Create and implement a development plan to maximize contributed income.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Determine three-year development goals for all activities (e.g. annual and major gifts, events, etc.)	1 st Qtr. FY '15	DD/CFO	Development & Marketing	Contributions at a minimum of a specified % of all revenues.
Develop and implement strategies to achieve goals and specific outcomes (development and fundraising plan)	1 st Qtr. FY '15			New sources of revenue
Ensure donor information is tracked and used to inform strategies	On-going			Annual increases in: <ul style="list-style-type: none"> • individual donors • percentage of renewing donors • percentage of donors increasing gifts • number of grants • grant revenues • number of new and renewed event sponsors • number increasing sponsor support
Educate and train board members in cultivation and solicitation	Annually/on-going			Increased board involvement in development/fundraising

Objective 4.5: Develop an annual plan to Increase earned income.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Identify opportunities related to facility use	1 st Qtr. FY'15	CEO/CFO		Increase in earned revenues
Identify and determine the potential for program/service related private fee/consulting opportunities		CPO, DPP, DMP		
Develop and implement earned income strategies	Annually/On-going	CEO		

Goal 5: Enhance operating capacity to ensure effectiveness and efficiency.

Objective 5.1: Evaluate the organizational structure to determine the best operating model to deliver results.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Conduct an organizational design assessment and restructure as needed based on staffing requirements and program growth plans	1 st Qtr. FY'15	CEO	Executive	Increased organizational effectiveness and efficiency (outcome measures)

Objective 5.2: Implement a formal program for staff recruitment, evaluation and development.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes	Required Investment
Revise existing job descriptions to accurately reflect job duties	4 th Qtr. FY '14	Director of HR/Compliance	Executive	Increased job performance	Human resources consulting expertise
Develop and implement performance appraisals with quantifiable measures	1 st Qtr. FY '15			Increased retention	
Develop and implement a talent management system with processes and procedures that reflect best industry practices	4 th Qtr. FY'15			Increase advancements /promotions	
Ensure all staff have development plans	1 st Qtr. FY'16/ Annually			Increase in diversity	

Objective 5.3: Develop a comprehensive salary and benefits plan.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Revise salary structure to align with current industry standards	4 th Qtr. FY'14 – Moving Qtrs...	Director of HR/Compliance	Executive	Salaries and benefit practices that reward performance and reflect best practices
Develop a total rewards system to ensure best in industry practices	4 th Qtr. FY'15			

Objective 5.4: Create succession plans for staff and board leadership.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Develop process/procedures for all key staff and board members	4 th Qtr. FY'14	CEO	Governance	Experienced and capable employees and volunteers prepared to assume leadership roles
Review procedures with staff and the board	4 th Qtr. FY' 15			

Goal 6: Ensure an inclusive and welcoming environment for clients, staff and volunteers.

Objective 6.1: Implement and evaluate the cultural competency and diversity plan.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Develop measures to use to evaluate the plan	1st Qtr. FY'15, Annually	CEO/Director of HR/Compliance	Executive	Increased diversity of staff leadership
Conduct cultural competency training for staff and board	1 st Qtr. FY'15			Increased diversity of volunteer leadership
Evaluate effectiveness of implementation	Annually			Increase in cultural sensitivity
Update cultural competency and diversity plan.	Annually			Each department will develop outcome measures

Objective 6.2: Encourage attitudes and values that promote inclusiveness.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Identify barriers to inclusiveness and develop strategies to address them.	1 st Qtr. FY '15	Director of HR/Compliance	Cultural Competency Committee	Breakdown of organizational barriers
Review strategies with all staff and board members	Annually			
Assess progress toward elimination of barriers	Annually			

Objective 6.3: Foster a customer centered culture.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Solicit staff input on changes/improvements	2 nd Qtr. FY'15	Director of HR/Compliance		Increase in positive comments regarding the organization
Organize staff/board group to research best practices and develop strategies	3 rd Qtr. FY'15			
Ensure employee training in customer service				
Implement rewards system for customer service	1 st Qtr. '16			

Goal 7: Increase awareness and understanding of Paraquad’s impact.

Objective 7.1: Identify specific target markets and conduct market research as appropriate to develop key messages.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes	Required Investment
Contract for marketing expertise	4 th Qtr. FY’14	DMP	Marketing Committee	Consistent compelling messages Increase in brand equity	\$10,000 - \$15,000 <i>(for 7.1 and 7.2 below)</i>
Identify all stakeholders and determine what information is desired from them and how best to secure it	1 st Qtr. FY’15				
Collect information from priority groups and use it to inform messaging					
Develop and implement consistent branding and messaging	2 nd Qtr. FY’15				

Objective 7.2: Develop a comprehensive, strategic plan for marketing, communications and public relations.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Develop goals, objectives and evaluation measures	1st Qtr. FY’15	DMP	Marketing Committee	Increase in awareness of impact Increase in: <ul style="list-style-type: none"> • Participants • Volunteers • Website visits • Media and social media mentions • Requests for speaking • LinkedIn, Facebook, etc. connections Board member and staff ability to tell the Paraquad “story”
Develop strategies that utilize public relations, social media, advertising, word-of-mouth and other marketing tools				
Provide communications training for staff and board members	2 nd Qtr. FY’15			

Goal 8: Continue to refine the governance structure and implement best practices.

Objective 8.1: Complete board committee structure and develop clear charges.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Refine charges as needed	3 rd Qtr. FY'14	CEO	Governance	Clear roles and responsibilities
Recruit committee leadership and members				

Objective 8.2: Develop an on-going recruitment, orientation, education and evaluation process.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Review, and modify as needed, board job descriptions	1st Qtr. FY'14	CEO	Governance	Increase in Board member understanding of Paraquad, engagement and diversity Metrics to fulfill roles and responsibilities including: <ul style="list-style-type: none"> • Meeting attendance • Financial support • Assistance with fundraising • Committee involvement
Assess current governance policies and procedures and modify/add as needed.				
Assess composition and skills and engage people who will help meet Paraquad's strategic goals	1 st Qtr. FY '15/ On-going			
Ensure annual review of individual member and board performance	3 rd Qtr. FY'15/ Annually			

Objective 8.3: Assess progress toward strategic plan implementation and measurements.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Align committee goals with plan	4 th Qtr. FY'14	CEO	Strategic	Oversight of plan implementation and modifications as appropriate Quantifiable measures to evaluate progress Alignment of department goals with organizational goals
Develop dashboards to measure progress toward identified results	1 st Qtr. FY'15			
Incorporate department plans into strategic plan	1 st Qtr. FY'15			
Review plan and outcomes quarterly	4 th Qtr. FY'14			

Goal 9: Ensure that facilities support participant needs and program growth and development.

Objective 9.1: Develop a facilities use plan to maximize collaboration, communication, participant, and tenant revenues.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes	Required Investment
Contract with a facilities planning firm	4 th Qtr. FY'14	CFO	Facilities	Maximum utilization of space to achieve results	Facility plan consulting (\$10,000) and modification costs
Create a staff/board team to work with the firm					
Modify facilities as appropriate to maximize space usage and ensure a welcoming environment	4 th Qtr. FY'15				

Objective 9.2: Develop and implement a comprehensive plan to optimize technology in all areas of operation.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes	Required Investment
Identify need for data, process, procedures, information, etc. to be managed electronically	4 th Qtr. FY'14	CFO	Facilities	Simplified documentation Increased communication Increased efficiency	Technology plan consulting and cost of hardware and software
Identify organization-wide hardware and software needs and costs to implement electronic management					
Develop strategies and a timeline for implementation	1 st Qtr. FY '15				

Objective 9.3: Renovate the Berthold facility to expand health and wellness services.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes	Required Investment
Contract with an architecture firm to develop plans	1 st Qtr. FY'15	CEO	Facilities	Increase in participants involved in health and wellness programs	Fees and renovation costs
Develop and implement a capital fundraising plan	1 st Qtr. FY'15	CEO/DD	Development		
Conduct renovation	1 st Qtr. FY'16	CEO	Facilities		

Item 2 – SPIL Consistency

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

Goal1: Unmet needs of individuals with disabilities in Missouri are identified and responded to.

Objective 1.1: The unmet needs of the disability community are identified.

Indicator/Activity: The unmet needs of the disability community are identified. Needs information is reported annually to the IL community (CILs, SILC, DSU, public). SILC will conduct public hearings; CILs will submit 704 Part II reports and other related information to the SILC; DSUs will provide 704 I and other related data to the SILC on services provided directly by the DSUs.

Paraquad completed 455 annual area needs assessment surveys (in the format developed by Missouri’s SILC) through a large mass mailing and by direct phone contacts to participants during the last quarter of FY14. This information was shared with the SILC by entering the collected data into the survey monkey link (web-based questionnaire tool) also created by the SILC. Strategies have already been developed to administer the needs assessment survey earlier in the next fiscal year (including inserting the needs assessment document into the participant’s intake packet, adding a link to agency’s website, and creating an email push to stakeholders and partnering agencies). Paraquad’s strategic plan (Goal 2, Objective 2.1) addresses the need to expand services to a diverse population of people with disabilities and identify appropriate strategies to provide needed programs and services. Additional research will be performed to find and assess areas of unaddressed interests and unmet needs.

Objective 1.2: Stakeholders and policymakers have information on the diverse needs of individuals with disabilities.

Indicator/Activity: Needs information is shared annually with policymakers and other decision makers. The CILs will conduct systems advocacy in accordance with their signed Lobbying Certificate form against using federal funds to influence or attempt to influence any federal agency or Congress through lobbying activities as described in 2 CFR 230, Attachment B, Item 25 and EDGAR 34 CFR 82.100.

Paraquad was unable to share FY14 needs assessment data and information with policymakers and other decision makers (specifically, Paraquad’s Board of Directors and management team) as the survey was completed very late in the fiscal year. This year’s data will be utilized during the next legislative session to educate policymakers on assessed areas of unmet needs. Paraquad’s decision makers will use FY14 needs assessment data, in combination with additional information collected throughout the next fiscal year, to create plans for developing and implementing new services and programs (Goal 2, Objective 2.1) based on indicated areas of unaddressed interests and unmet needs as reported and identified by individuals with disabilities.

Objective 1.3: Individuals with disabilities have access to programs to meet their unmet needs.

Indicator/Activity: The community is educated about programs to meet the unmet needs of individuals with disabilities. CILs and DSU, in consultation with the SILC, will conduct this outreach and education as these activities go beyond the role of the SILC.

Paraquad conducted numerous community education activities regarding its available programs designed to assist with meeting the needs of individuals with disabilities throughout FY14. Evidence of such activities is shown in Subpart IV, Section D of this report. Paraquad's strategic plan addresses community education by seeking to elevate its image in the community to be known as the "go to" organization for advocacy (Goal 3, Objective 3.1). Paraquad will take steps to develop a stronger legislative presence in the next fiscal year by identifying potential advocacy efforts based on the needs of the disability community. Information collected by this analysis will be utilized to educate legislators and community leaders regarding the unmet needs of individuals with disabilities.

Indicator/Activity: The IL community advocates to remove barriers to programs and services that meet the unmet needs of individuals with disabilities.

Paraquad advocated throughout FY14 to remove barriers to program and services. Evidence of such activities is shown in Subpart IV, Section A, Item 4 (B) and Section D of this report. The strategic plan focuses on increasing the advocacy skills of both staff and the disability community (Goal 3, Objective 3.2 and 3.3) in the next fiscal year. Additional staff training to educate staff and ensure that advocacy on behalf of people with disabilities is a key component in all aspect of the organization will be addressed. Paraquad will also continue to conduct grassroots organizing and civic engagement leadership training to help build an active and engaged community of people with disability to advocate for the removal of barriers. Evidence of this is already found in the eleven community groups Paraquad is currently supporting and mentoring.

Goal 2: Communities provide a responsive network of supports and services to meet the needs of individuals with disabilities.

Objective 2.1: Interagency organizations and groups support service delivery for individuals with disabilities.

Indicator/Activity: CILs and DSUs will collaborate with organizations to support needed services. SILC will collaborate with the State Rehabilitation Council (SRC) and other agencies.

Paraquad maintained collaborative relationships with over 400 agencies throughout the fiscal year. (see Subpart IV, Section D – for details). The following reporting year's strategic plan expresses the need to expand on existing collaborative relationships and indicates the need for Paraquad to continue to identify strategic partnerships which may help diversify and expand its programs and services. Once identified, these partnerships will also be utilized to provide opportunities for information sharing.

Indicator/Activity: Collaborations occur within all counties.

Paraquad collaborated with organizations and agencies within all counties in its catchment area – both in St. Louis City and County in FY14. These types of partnerships and collaborations will continue throughout the next fiscal year.

Objective 2.2: All unserved and underserved populations are identified.

Indicator/Activity: IL partners (DSUs and CILs, in collaboration with the SILC) identify the unserved and underserved populations in their area. IL partners determined populations for targeted outreach.

Paraquad identified the unserved and underserved populations in its catchment area throughout the fiscal year. Targeted outreach was completed to the following unserved and underserved populations: African Americans, Youths with Disabilities, Developmental Disabilities, Immigrant and Ethnic Groups (Bosnians), Veterans, Senior Citizens, Homeless, and the Unemployed as evidenced in Subpart IV, Sections B and D on this report. The strategic plan outlines efforts to develop strategies and processes to identify new groups of people with disabilities within the services area during the next fiscal year (Goal 2, Objective 2.1). Increased cultural competency throughout the organization is also a focus of the plan. Paraquad will implement and evaluate its recently developed Cultural Competency Plan and begin to identify potential barriers to inclusion and develop strategies to address them (Goal 6, Objective 6.1).

Objective 2.3: The community is knowledgeable about services and resources.

Indicator/Activity: DSUs and CILs conduct outreach activities within their community to the identified unserved and underserved populations. DSUs and CILs educate the community.

In FY14, Paraquad participated in presentations to various groups reaching nearly 180 people from various unserved and underserved populations. In addition, Paraquad participated in health fairs/community expos that reached almost 19,900 individuals. Paraquad also provide tours for underserved populations reaching an additional thirteen people as outlined in Subpart IV, Sections B and D of this report. This type of targeted outreach will continue in the next fiscal year and is addressed in next year's strategic plan. Goal 7, Objective 7.1 of the plan addresses the need to identify specific target markets and conduct market research. Paraquad will collect information from these priority groups and use it to develop key message to reach these target markets.

Objective 2.4: Individuals with disabilities access programs, services, and activities to support them in their community.

Indicator/Activity: DSUs and CILs provide needed services.

Paraquad provided IL services to 3,410 participants throughout St. Louis City and County and the surrounding area during FY14. These services will continue in the next fiscal year.

Goal 3: Improve the quality of life for individuals who are blind or visually impaired.

Objective 3.1: Provide services that can lead to self-sufficiency and empower blind and visually impaired to participate in home and community life.

Indicated/Activity: DSUs, CILs and OIB service providers will provide training to individuals and groups in alternative techniques, skills, and the use of adaptive equipment in order to assist them in reaching their independent living goals.

Paraquad provides services to all people with disabilities regardless of the type or severity of the disability, including those that are blind or visually impaired. The four core IL services are provided across all disabilities and are available to any eligible individual without restriction.

Objective 3.2: Maintain, regain, or increase independence and enable blind or visually impaired individuals and their family members to create an independent environment.

Indicator/Activity: DSUs, CILs, and OIB service providers will provide training to individuals and groups in alternative techniques, skills, and the use of adaptive equipment in order to assist them in reaching their independent living goals.

Paraquad provided training on alternative techniques, skills, and the use of adaptive equipment within the realm of its programs and services during FY14. Referrals were made to outside agencies if Paraquad could meet the required need.

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	6
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	7
704 Reports	
Performance Measures contained in 704 Report	
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	4

	Choose up to 10 Priority Needs --- Rate items 1-10 with 1 being most important
TRAINING AND TECHNICAL ASSISTANCE NEEDS	
Financial: Grant Management	
General Overview	
Federal Regulations	
Budgeting	
Fund Accounting	
Financial: Resource Development	
General Overview	
Diversification of Funding Base	
Fee-for-Service Approaches	10
For Profit Subsidiaries	
Fund-Raising Events of Statewide Campaigns	
Grant Writing	
Independent Living Philosophy	
General Overview	
Innovative Programs	
Best Practices	
Specific Examples	
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	9
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	
IL Skills Modules	5
Peer Mentoring	
Program Design	
Time Management	

TRAINING AND TECHNICAL ASSISTANCE NEEDS	Choose up to 10 Priority Needs --- Rate items 1-10 with 1 being most important
Team Building	8
Outreach to Unserved/Underserved Populations	
General Overview	1
Disability	
Minority	2
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	3
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.

NOT APPLICABLE

Section B – Additional Information

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

NOT APPLICABLE

SUBPART VIII - SIGNATURES

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

Aimee Wehmeier – Executive Director/CEO

NAME AND TITLE OF CENTER DIRECTOR

PHONE NUMBER

SIGNATURE OF CENTER DIRECTOR

DATE

John Sondag – Board Chair

NAME AND TITLE OF CENTER BOARD CHAIRPERSON

PHONE NUMBER

SIGNATURE OF CENTER BOARD CHAIRPERSON

DATE