

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: 2015

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.

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. Public reporting burden for this collection of information is estimated to average 35 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The obligation to respond to this collection is required to obtain or retain benefits (P.L. 105-220 Section 410 Workforce Investment Act). Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Rehabilitation Services Administration, LBJ Basement, Attention: Timothy Beatty, PCP Room 5057, U.S. Department of Education, 400 Maryland Ave, SW, Washington, DC 20202-2800 or email timothy.beatty@ed.gov and reference the OMB Control Number 1820-0606. Chapter 1, Title VII of the Rehabilitation Act.

SUBPART I – ADMINISTRATIVE DATA

Section A– Sources and Amounts of Funds and Resources

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

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

Item 1 - All Federal Funds Received

(A) Title VII, Ch. 1, Part B	\$419,304
(B) Title VII, Ch. 1, Part C	
(C) Title VII, Ch. 2	
(D) Other Federal Funds	\$365,961

Item 2 - Other Government Funds

(E) State Government Funds	\$233,742
(F) Local Government Funds	\$51,691

Item 3 - Private Resources

(G) Foundations, Corporations, or Trust Grants	\$1,550,784
(H) Donations from Individuals	\$76,796
(I) Membership Fees	
(J) Investment Income/Endowment	(\$48,545)
(K) Fees for Service (program income, etc.)	\$18,848,207
(L) Other resources (in-kind, fundraising, etc.)	\$19,536

Item 4 - Total Income

Total income = (A)+(B)+(C)+(D)+(E)+(F)+(G)+(H)+(I)+(J)+(K)+(L)	\$21,517,476
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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)	\$11,136,400
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Item 6 - Net Operating Resources

[Total Income (Section 4)<minus> amount paid out to Consumers (Section 5) = Net Operating Resources	\$10,381,076
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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	1588
(2) Enter the number of CSRs started since October 1 of the reporting year	1585
(3) Add lines (1) and (2) to get the <i>total number of consumers served</i>	3173

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	213
(2) Withdrawn	124
(3) Died	55
(4) Completed all goals set	1007
(5) Other	222
(6) Add lines (1)+(2)+(3)+(4)+(5) to get <i>total CSRs closed</i>	1621

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	1552

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	573
(2) Number of consumers with whom an ILP was developed	2600
(3) <i>Total number of consumers</i> served during the reporting year	3173

Section E – Age

Indicate the number of consumers in each category below.

	# of Consumers
(1) Under 5 years old	6
(2) Ages 5 – 19	146
(3) Ages 20 – 24	208
(4) Ages 25 – 59	1877
(5) Age 60 and Older	905
(6) Age unavailable	31

Section F – Sex

Indicate the number of consumers in each category below.

	# of Consumers
(1) Number of Females served	1837
(2) Number of Males served	1336

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	20
(2) Asian	21
(3) Black or African American	1865
(4) Native Hawaiian or Other Pacific Islander	6
(5) White	1109
(6) Hispanic/Latino of any race or Hispanic/ Latino only	27
(7) Two or more races	29
(8) Race and ethnicity unknown	96

Section H – Disability

Indicate the number of consumers in each category below.

	# of Consumers
(1) Cognitive	432
(2) Mental/Emotional	148
(3) Physical	1613
(4) Hearing	218
(5) Vision	75
(6) Multiple Disabilities	443
(7) Other	244

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	1596
St. Louis City	1196
Allen	1
Audrain	1
Barton	1
Bates	2
Benton	2
Boone	2
Callaway	9
Camden	4
Cedar	1
Christian	7
Clinton	2
Cole	24
Crawford	6
Dent	2
Franklin	19
Greene	27

Howell	1
Jasper	28
Jefferson	66
Laclede	8
Lincoln	3
Madison (IL)	10
Maries	2
Monroe	1
Montgomery	1
Morgan	1
Newton	10
Perry	2
Pettis	1
Phelps	10
Pike	1
Polk	2
Pulaski	1
St. Charles	68
St. Clair (IL)	21
St. Francois	1
Ste. Genevieve	1
Taney	8
Texas	1

Vernon	4
Warren	2
Washington	1
Wayne	1
Other (IL)	3
Other (MO)	5
Unspecified	7

SUBPART III – INDIVIDUAL SERVICES AND ACHIEVEMENTS

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

Please refer to the Instructions before completing.

Section A – Individual Services

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

Services	Consumers Requesting Services	Consumers Receiving Services
(A) Advocacy/Legal Services	16	15
(B) Assistive Technology	585	540
(C) Children’s Services	2	1
(D) Communication Services	16	0
(E) Counseling and Related Services	0	0
(F) Family Services	3	1
(G) Housing, Home Modifications, and Shelter Services	285	200
(H) IL Skills Training and Life Skills Training	604	442
(I) Information and Referral Services	13521	11460
(J) Mental Restoration Services	1	1
(K) Mobility Training	4	3
(L) Peer Counseling Services	147	51
(M) Personal Assistance Services	113	106
(N) Physical Restoration Services	2	2
(O) Preventive Services	44	43
(P) Prostheses, Orthotics, and Other Appliances	0	0
(Q) Recreational Services	1	1
(R) Rehabilitation Technology Services	51	1

Services	Consumers Requesting Services	Consumers Receiving Services
(S) Therapeutic Treatment	9	9
(T) Transportation Services	85	84
(U) Youth/Transition Services	70	47
(V) Vocational Services	557	187
(W) Other Services	117	100

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	341	60	202
(B) Communication	81	44	27
(C) Mobility/Transportation	233	42	92
(D) Community-Based Living	1495	414	704
(E) Educational	306	45	174
(F) Vocational	719	342	152
(G) Self-care	485	141	198
(H) Information Access/Technology	59	20	26
(I) Personal Resource Management	275	93	59
(J) Relocation from a Nursing Home or Institution to Community-Based Living	102	21	35
(K) Community/Social Participation	234	24	138
(L) Other	787	729	13

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	365	13	352
(B) Health Care Services	381	40	341
(C) Assistive Technology	2181	620	1561

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

JoAnn came in to purchase two walkers. One would be for her use and the other for her daughter, Angie, who has downs syndrome. Angie wanted to go the parade for the 4th of July but she tires easily when walking. They purchased Rollators to use to help them maintain independence while at the parade. Along with using the walker for stabilization while walking, the Rollator also has a seat so the individual can stop and sit when needed. We received a note from JoAnn's sister which said, "I just want to personally thank you for assisting my sister with getting two Rollator walkers. For my niece, Angie, it made all the difference in the world. She really had a great time at the parade and using that walker made her walk with independence much easier and she showed it with a proud look on her face."

Jane came in thinking her batteries needed to be replaced on her scooter. She was having a hard time keeping them charged all day. The repair technician evaluated her scooter and found a loose wire in the ignition switch which kept the scooter from getting a complete charge. The AT department repair techs were able to make the necessary repairs at a low cost to her. She was very happy she did not have to pay for new batteries and no longer had to worry about the scooter quitting on her in the middle of the day.

James is a 60 year old man who had a stroke and has lost both of his legs. He is living in a nursing home and his only means of mobility was a manual wheelchair. Due to the stroke and the loss of some fingers he cannot maneuver the manual wheelchair himself. He would have to rely on caregivers at the nursing home to push him around. His cousin said he lost his will to live. He cannot do anything on his own. He came to PQ wanting a power wheelchair. He has little income to purchase one so we provided a power chair to him at no cost. He was so excited when trying out the chair. Our Physical Therapy Assistant took him through the skills course and he did well. He said he was so happy that he was going to get his independence back. He could not wait to go to Walgreen's by himself.

Ali had a traumatic brain injury that caused him to need a trach and have limited movement in his extremities. He requires an attendant to feed him all meals, re-position him in bed, and complete all personal care tasks. When Ali's trach was removed he slowly regained his ability to speak. Ali received an adaptive telephone. The participant is now able to make and receive calls independently. This has increased his confidence and autonomy as well as made him feel connected to the world outside his bedroom.

Sally recently had a stroke and was not able to get into a rehabilitation facility because her insurance was not being accepted at a facility with an open bed. Once the family was able to find a bed, the

attendant had no way to physically get the participant to the rehab safely. Her vehicle was not accessible and it would be dangerous for her to get her in the car without injury. The specialist called to check on them to see how they were doing and if they had found a rehab facility. The attendant said they found one with an open bed that day and needed to figure out how to get her there. The specialist gave her 2 resources in hopes that one of them would be able to help her. The attendant called to thank the specialist for the resource because within 30 minutes, the ambulance service came and picked her up and got her to the facility safely.

Prior to receiving services at PQ, Erica was 25 years old and morbidly obese. She had just gotten out of the hospital after finding out that her thyroid was diseased and the reason for her tremendous weight gain. The weight made it very difficult for her to do anything for herself physically. Erica began receiving CDS services. This has enabled her to remain in her own home and receive care from someone that she is comfortable with. She needs assistance with very intimate tasks such as bathing and toileting. She is a very young woman and would be very uncomfortable having a stranger performing these tasks for her. She has lost over 400 pounds on her own by diet. She has been able to partake in some photography which is her passion since losing this weight. Through advocating for herself and with assistance and encouragement from her specialist, she has chosen to have skin reduction surgery that will aid her in continuing her weight loss. She had to petition her doctors and social workers to write letters to prove to Medicaid that this surgery is not for cosmetic reasons but to enable her to be more mobile and do more things for herself. She recently found out that Medicaid will pay for this surgery. This will enable her to continue losing weight and eventually not need assistance from CDS.

John was interest in learning how to use a computer but due to his developmental disability, his mother felt he would not be successful in the computer class offered through the Continuing Education program. After talking with the Continuing Education Coordinator, John was enrolled in the class. The small class size allowed the teacher to give John one-on-one assistance as needed. As a result, John began using his mother's laptop to the point where she decided to get him one of his own.

Before coming to Paraquad Health and Wellness, Crystal was not working out in a gym or at home. With guidance and set up from staff at the Health and Wellness center, Crystal was able to meet some of her goals. Additionally, a student interning at the center was able to custom fabricate some splints that enabled Crystal to ride her bike again. This was important as she loves to do outdoor activities with her family. Her goals included increasing strength in her upper extremities to decrease falls, increase her strength in her upper extremities for functional transfers, and increase her endurance for activities of daily living. Crystal has reported that her strength has improved, falls have decreased and overall energy for everyday life has increased. Crystal reports that the gym is, "Wonderful. There is nowhere else I could imagine going where the equipment and staff meet my needs."

Carolyn had decreased upper and lower extremity strength and decreased active range of motion in her shoulder due to age and arthritis. Carolyn exercised under the direction of staff and visited the free chiropractic clinic 1x/week for the last 12 weeks. Carolyn reports that she has increased her upper and lower extremity strength and has doubled the range of motion in her shoulder from 70 degrees to 140 degrees! She states that the program is, "Very good! The coordination between exercise and chiropractic is good and you can create your own program. Now I can reach with my left

arm to give myself a sponge bath and I am using my right foot to step out first instead of protecting the right side and stepping out with my left."

I&R received a call from a woman who had been unable to find out why she lost her state QMB benefit which had been paying her Medicare premium. Steve, one of our I&R specialists, learned after speaking to the caller that she lost the QMB benefit after signing up for a Medicare supplement plan and he knew the caller's action should not have had this result. Steve connected the caller with Gillian from Paraquad's Individual Legal Advocacy Program. She later reported to Steve that the caller had been erroneously told by a supplement plan representative that she no longer needed MO HealthNet. Gillian discovered that the caller lost QMB benefit when she dropped her MO HealthNet benefits. By reapplying for MO HealthNet, the caller's QMB benefit would be restored. Through Steve's referral to our Individual Legal Advocacy Program, the caller was also able to get assistance with an additional legal issue.

A woman met with one of our I&R specialists on June 19 because she was looking for financial resources to help her with getting a vehicle modification so she could transport her scooter to and from her job. Due to her physical disability, she was having trouble taking apart her scooter and getting it in her vehicle. She had just gotten a new job and was worried about keeping it. Steve told her about Vocational Rehabilitation and gave her a contact number to see if they could help. Steve was contacted by the woman on June 30 and she was very happy and grateful for his referral because she had just met with a Vocational Rehabilitation counselor and was told she was going to be eligible for services with them.

Cathy moved to St. Louis from out of state. Her agreement to share a house fell through and she ended up homeless and in a shelter. She received transition funds and a Housing Stabilization Grant. Through use of transition funds she transitioned out of the shelter. Through the Housing Stabilization Grant she was able to get an apartment and pay part of the rent until her blind pension was approved and she started receiving payment. She is now paying for apartment. With attendant services she is thriving and actively participating in the community.

Joey was referred to the Deaf and Hard of Hearing Program department because he struggled with the driver's written test and had failed it 6 times. The IL Specialist met with Joey several times and went through each chapter of the manual. The specialist explained the questions in layman's terms by drawing pictures or making up scenarios to help him visualize it in his head. She explained her method of writing notes from the book to aid in memorization of key concepts. Joey tried this method and passed the exam. Now he can drive!

Carl was unemployed for more than ten years because of severe depression and anxiety which prevented him from being able to work. He wanted to return to work but his employment gap was too wide and Vocational Rehabilitation was unable to open his case unless he proved that he is ready for employment by volunteering. The IL Specialist helped him by setting up volunteering opportunities at RTR/DCC (Round Table Representative/Deaf Community Center) where he did the filing and answer phone calls. The RTR/DCC volunteer coordinator and Carl signed a time log to document his volunteer hours. The IL Specialist gave the VR counselor copies of the time log sheet for a three month period. Carl's commitment to his volunteer job showed that he was employment ready and his case was re-opened.

Mike was homeless and staying in shelters and on the street. He came to Paraquod because he was having a difficult time staying in school and meeting the requirements of staying in the shelter. After completing the intake process the Transition Specialist developed a plan to assist him in finding housing. Through these connections, Mike contacted The Urban League who assisted in paying off an old utility bill. He then contacted the Missouri Department of Mental Health who assisted with a down payment for an apartment at the new Salvation Army low income housing unit. DMH also provided Mike with a voucher for the furniture he needed. He applied to LIHEAP and was given a \$250.00 pledge to assist him this year on utility bills. As a result of Paraquod's assistance, Mike was able to move into his apartment, stay in school and will be able to complete his goal of obtaining his degree.

Paige has been an active in the Youth and Family program for 4 years. In the last two years, Paige has struggled with identifying what the next step will be since she has finished high school. The Youth and Family staff have worked with her trying to engage her in deciding what to do. Staff suggested that she participate in the employment or volunteer programs. Neither were a good fit for her at this time and she wanted something different but did not know what. Paige continued to have no motivation or direction. When a new Youth and Family Specialist started working with Paige, she was living at home with her parents and had limited ideas of what she wanted to do. She was bored and frustrated with staying at home all day. She knew she wanted a change because she was unhappy. Paige was considering going to an adult day program to "get away". In the past, Paige had considered going to the local community college but had backed out because she was scared. She attended the Youth Transition Camp where she engaged in conversations with her peers and staff about what college is like. The camp toured a local community college and visited the ACCESS office. This sparked Paige's interest in college. Knowing her peers could do it, she was motivated to enroll. With guidance from Youth and Family staff, she enrolled, received her accommodations, and signed up for a class. Paige now attends college regularly, has started a peer group for students with disabilities, and is enrolled in her second semester. She spends most of her day on campus working on homework or spreading disability awareness. Paige states she loves her new found independence and is glad she took the first step even though it was scary.

Prior to coming to Paraquod, Ben was self-employed in his construction company when he acquired a spinal cord injury. After going through rehab in Kentucky, he returned to St. Louis and got involved with Paraquod's Health & Wellness Program and the Men's Support Group. Ben shared that he had a little boy and needed some help. The leader of the Men's Support Group connected Ben to the Youth & Family Manager. Diane informed Ben that it was against the law for a child to be taken away from a parent solely based on the parent's disability. When Ben heard this statement, his face lit up. After talking with Ben about his current situation with his son, Diane suggested they should get Carla Walker, OT from Washington University involved to do a parent assessment. Diane quickly arranged for a meeting with Ben and Carla to develop an action plan. Carla did a parent assessment for Ben. Ben was able to use this document during his custody court case. After several months of court proceedings, Ben won physical and joint custody of his son.

Tim has been working with Paraquod Employment Services for many years now in our Retention Program. He loves his job and had expressed interest in becoming more involved by increasing his hours or joining our Volunteer Program. Unfortunately, there were a few bumps in the road. Over the summer, Tim began to struggle with his Dishwasher Position at St. Clare Hospital. He was typically working two nights per week, but began calling in frequently. His supervisors where

empathetic, but they began to consider demoting him to a PRN status. This would have not only had a negative impact on Tim's self-esteem, but would result in a loss of retirement benefits as well. Due to the long, healthy relationships that the Paraquad Employment Team has built with his supervisors over the years, intervention was possible. Tim's Employment Specialist was able to build a dialogue with Tim, his employers, and supportive family to negotiate through this tough time. Tim was never demoted and actually increased his schedule to five nights a week. In addition to this, Tim has also joined our Volunteer Program and provides his time to the local YMCA. He is excited to be there, learning professional skills outside of dishwashing. He is developing new experience within the areas of maintenance, laundry, stocking, and customer service. Tim is a shining example of how the Employment Program is best utilized in growing ones employability.

I began working with Gloria in August of this year. She has been in the Job Development Phase in our department since the beginning of the year. Despite her skills and a well-rounded job history holding very respectable positions, she was becoming discouraged. Her health was at a low point and she had not been very successful in recent interviews. After her first few meetings with me, she began discuss her debt problems and how the stress was only adding to her pain levels. I reaffirmed to her that while she may feel out of control with many things at the moment, she will always control the level of services she receives from the Employment Department. We then discussed how to proceed with a new plan. In the past, she has always used her Employment Specialist as a source for job leads, then filling out the application herself at home. She did not like the idea of depending on someone else to complete "her work". I asked her to stop thinking of me as a "helper" and reminded her that I am very literally an accommodation. My role is much like a piece of equipment. I recommended that she grade her pain level when she arrives. If it has been severe, then I would type resumes, cover letters, and on line applications as she dictates the information. This process boosted the amount of applications that she was able to submit. This led to more interviews. As part of our program, she was provided with interview coaching and practice. This boosted her confidence and led to a job offer. Gloria has happily accepted a position with Nielson Ratings Services. She will be well compensated, given a company car, and is currently enjoying two weeks of training in beautiful, sunny, Tampa, Florida.

Victoria has had several issues in her life that have affected her ability to be gainfully employed. She had to relocate because she was being harassed by a former boyfriend as well as issues dealing with child care. When she began in Paraquad's employment program a year and an half ago she was found to be undependable and off task. Her commitment to finding employment has wavered but in September of 2015 Victoria's case was reopened by her VR Counselor. During this staffing, Victoria stated that she really wanted to work in a day care setting. The Paraquad Employment Coordinator helped Victoria apply for a daycare worker position with Providence Center. He also did several mock interviews with her. Victoria was hired a week after applying for the position. Victoria speaks with her Employment Coordinator weekly regarding progress on the job and seeks advice on the best way to handle certain situations on the job where she feels uncomfortable. Victoria is coming up on her second month of employment and enjoys her job.

Stacy started as a participant in August of 2013. She was referred to Paraquad by a VR counselor from the downtown office. After working with Stacy, she got employment as a counter person with Tip Top Cleaners. Stacy was so successful at this job that she was asked to work at a different location because of her dependability. After working there for 22 months, the Paraquad Employment Consultant referred Stacy for a janitorial position with CW. Stacy was offered the position and she

accepted. She has currently been an employee of CW for 8 months. This position affords Stacy the ability to have health insurance, free of cost, and live above the poverty line. Once Stacy is given full TSA she can apply for other openings. The Employment Consultant also referred Stacy to Paraquad's IL department for housing assistance. She was able to utilize this service and find housing for herself her children. Stacy has also been able to purchase a new car within the last 2 week.

Edgardo started working at Marshalls during the summer of 2015 as a student in the Summer Work Employment Program. By the end of the eight week session, Edgardo was offered a permanent job. He prepared for his interview through one-on-one job readiness training during the month of September. Edgardo successfully completed his interview with Marshalls and was hired as a Stockroom Processor. Due to his new employment, he was transitioned to the Co-op program with his VSP site. Edgardo receives on the job support and works 2 days a week. At the end of October, he was given more work days to his schedule, which made him eligible for early graduation from VSP. Edgardo is currently working 15-20 hours a week with job support that are gradually fading. He has established appropriate work relationships, natural supports and is independently completing his job duties with minimum verbal prompts.

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. 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.

Staff turnover within programs has been an obstacle this year to providing consistent and quality services. Increased training and coaching with management staff and direct service staff has been implemented to facilitate better service delivery.

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
17	9

(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	38	23	4
Other Staff	78	39	23

Item 2 - Self-Help and Self-Advocacy

34 CFR 366.63(a)(2)

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

Paraquad 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 supports People First of St. Louis, a self-advocacy group, run by, and for, adults with developmental disabilities. Participants learn advocacy skills and are then provided opportunities to put those skills to action in their community by 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 Paraquad support self-advocacy, empowering each other to understand their rights and to speak up for members also advocate for community and systems change to ensure that necessary services, supports, and opportunities are in place for people with disabilities. In FY15, People First of St. Louis was instrumental in starting the Ride With Respect campaign, a campaign to reform the call a ride system, a curb to curb transit system for people with disabilities. The goal of reforming the system was to make it more rider friendly and give riders more choice and control over the Call-a-Ride program. People First of St. Louis was also involved in was, “No Subminimum STL” campaign which focused on ending the practice of paying subminimum wage for people with disabilities in the city of St. Louis.

Paraquad also continues to facilitate the development of local Community Groups. These groups are 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. Combined, the Community Groups and two long-standing partners make up a coalition called “The Coalition For Truth In Independence”.

The goal of the Community Groups is to make the IL philosophy play out in the St. Louis community at large. Paraquad works 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 FY15, Paraquad mentored and supported eleven (11) community groups in areas including: North County/Spanish Lake, South County, downtown St. Louis City, Dogtown North City, South City, Maplewood/Richmond Heights, University City, Kirkwood, Belleville IL, Midtown, Webster Groves, and Ferguson. Two long-standing advocacy groups are supported by Paraquad , People First of St. Louis and the Lewis and Clark chapter of the Federation of the Blind totaling almost eighty (80+) members. We are always working to grow this number.

In FY15 Paraquad began focusing more heavily on supporting the growth of community groups on college and community college campuses in the greater St. Louis area. At present Paraquad is supporting the college focus community groups in the following campuses: St. Louis University, Forest Park Community College, and Webster University. Currently, these groups have a combined membership of 20+ students. The students are supported, educated, and empowered to not only become the best advocates for themselves on their campus, but also future leaders in the disability rights movement.

In another active cross-pollination around advocacy Paraquad has engaged in a partnership with Washington University's Brown School of Social Work in exploring the intersection between disability, sexuality, and advocacy. On a weekly basis a staff member from the Department of public policy and advocacy at Paraquad engages (30+ 10 without visible disabilities, and 20+ with developmental disabilities) students in developing advocacy skills around their sexual health. This partnership has begun shaping a progressive conversation around how if the sexual identity of a person with a disability is engaged and not minimize those individuals are engaged in system change in a new way, as their full selves. Paraquad does further work in the area of positive sexual health through its participation with the statewide sexual and domestic violence prevention task force., all this in the name of engaging folks to look at themselves as advocates in a more holistic way.

In FY15 Paraquad launched The Tuscher Institute. The goal of this Institute is to offer in-depth training for people with disabilities and our allies on the topics of grassroots organizing and civic engagement. The Tuscher Institute is designed to engage all people with and without disabilities where they are and also encourage participants into becoming more fully engaged in their communities. The Tuscher Institute is structured so that an organization can participate in "toolbox trainings" which are offered throughout the year. These trainings culminate into large group "civic engagement and organizing training camps" and advocates begin to understand that self-advocacy is not the act of advocating alone but understanding that we are part of a larger community of individuals who are active members of society. As of 11/4/15 approximately (40) participants have moved to the Institute from (3) different organizations. Participants coming out of this training are being and will be plugged into Paraquad's grassroots work, and upcoming civic engagement work for FY15-FY16

FY15 saw Paraquad's continued leadership and participation in a trimonthly gathering of advocates, agencies, and funders around the topic of advocacy for people with disabilities. Paraquad staff: design content, facilitated and participated in this ongoing meeting which regularly sees (40+) attendees. The topics of the meetings center around advocacy and self-determination. This trimonthly meeting marks the first time that advocates, funders, and agencies have come together in the greater St. Louis area around advocacy issues. The goals of these meetings are to share information and educate so that there is a tangible action that an advocate, organization, and even funder can bring back to their respective work and private communities to engage more folks in advocating for the rights of people with disabilities and our allies.

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 FY15, 91 individuals with disabilities and/or their families requested and received services from Paraquad's twenty-six (26) 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

- In FY15, Paraquad transitioned the Women's and Men's Support Groups in the community. Paraquad identified and trained 6 group leaders who are responsible for recruiting members and facilitating community group meetings. In FY15, six (6) groups were developed. These groups offer opportunities for individuals with disabilities to learn more about available community resources, address personal issues, and socialize with peers
- Youth Group – focuses on social and recreational activities that promote the development of social skills. Young people with and without disabilities can join the group. Paraquad's Youth Group targets youth between the ages of 14-24. The Youth Group meets once a month on the third Saturday of each month from August to May for group discussions. In June and July, youth have the opportunity to participate in Computer Camp, Adventures in Transition Camp, Empowerment to Leadership Camp, and Self-Discovery Camp.

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 has advocates for several policy changes that would increase the likelihood that people with disabilities have the opportunity to achieve a higher level of economic self-sufficiency. Paraquad testified before both a House and Senate committee to advocate for increasing the asset limit for Medicaid eligibility which would result in better access to healthcare and people with disabilities being able to keep more of their own money to meet their own financial obligations. Along those same lines we advocated for the ABLE Act, which allows people who've acquired their disability prior to the age of 26 to save money in a tax advantaged account, which is not considered when applying for public programs that can be used for disability related expenses.

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 and our community partners have won campaigns to improve 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 FY15, Paraquad provided customized services (including ADA surveys) to 18 businesses/organizations in the St. Louis area, including companies like The Muny, Wells Fargo Advisors, The City of Clayton, Regions Bank, Enterprise and others.

Paraquad staff has trained over 500 individuals in FY 15 on various topics related to the ADA and disability awareness. (confirm # with Kim – typo? Was 5pp)

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's Accessibility Specialist also works one on one with community members to help them advocate for equal access in their community. In FY 15 Paraquad has helped individuals advocate to gain access to several doctor's offices and sidewalks/curb cuts within their community.

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 now plays a key role on the NCIL subcommittee on Voting Rights. Paraquad hosted Tom Hicks, the Vice Chair of the US Election Assistance Commission when he was visiting in St. Louis this year. Typically, the EAC only meets with election authorities, but Paraquad pulled together a group of active voting rights stakeholders (including The Advancement Project/Missouri Election Protection, the ACLU, Organization for Black Struggle and Missouri Protection and Advocacy) for a conversation about common impediments to voting. Mr. Hicks remarked that he was going to use many of the suggestions given to him at this meeting.

Paraquad also submitted testimony before the Elections Committee to oppose voter photo ID requirements.

Paraquad staff continues to address the issue of accessible affordable 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 worked on the Missouri Universal Design Initiative that successfully created universal design criteria that will 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 and Employment subcommittee. All of these committees focus on providing equal access for individuals with disabilities.

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 FY15, Paraquad staff provided some legal assistance or advice to 299 individuals with disabilities. Our attorneys represented (limited scope representation agreement) 17 people on issues related to housing determination, social security overpayments and powers of attorney issues.

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 five 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 denied 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 FY 15, 65% 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 FY15, Paraquad participated in 84 presentations to various groups reaching nearly 3389 people from various unserved and underserved populations. In addition, Paraquad participated in 47 health fairs/community expos that reached almost 25,159 individuals. Paraquad also provided eleven (11) tours for underserved populations reaching an additional fourteen people. Targeted outreach was provided to the following unserved and underserved population categories: Psychiatric Disabilities, Physical Disabilities, Vision Disabilities, Deaf and Hard of Hearing Disabilities, Adult with Disabilities, Cognitive Disabilities, GLBT (gay, lesbian, bisexual, transgender), People with a history of substance abuse, ex-offenders, Asian, Hispanic, African Americans, Youths with Disabilities, Developmental Disabilities, Immigrant and Ethnic Groups (Bosnians), Veterans, Senior Citizens, Homeless, and the Unemployed.

In FY15, Paraquad has continued to invest in cultural competency and diversity and has had a year of activities to educate and create a more open environment for our staff and participants. We administered a survey in 2/15 and will repeat the survey in 2/16 to determine improvement/gaps. We have hired a new Director of HR who will assist with overseeing further changes to culture and policies pertaining to diversity.

The Cultural Competency committee created the Paraquad Cultural Competency and Diversity Speaker's Series. Quarterly, we host a speaker for staff, Board members, participants and community members. 2015 topics include:

- Kris Lewis of Dicentra-Diversity training (complete)
- Dr. Mya Vaughn from Maryville-Transgender and Disabilities (complete)
- Dr. Vetta Sanders from Wash U-Language standards and working with non-English speaking participants (complete)
- Diversity Awareness Partnership- Talk, Listen and Learn (scheduled)

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 FY15, Paraquad served 3,173 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, 2,600 (81%) 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 FY15, 691 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 FY15, satisfaction surveys were completed with over 310 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. 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. In FY15 the Participant Advisory Committee gave input to program staff on peer mentoring services and training, the Family Participation program changes, MyDirect Attendant matching database, the annual Area Needs Assessment tool used by all CILs and the State Independent Living council and the Program Participant Handbook. In addition two of the six members have participated in Board Program Committee meetings 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	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.	Paraquad provided customized services (including ADA surveys) to 18 businesses/organizations in the St. Louis area, including companies like The Muny, Wells Fargo Advisors, The City of Clayton, Regions Bank, Enterprise and others. Provided trainings and support to 11 grassroots community groups.

Healthcare	Community/Systems Advocacy	1850	Policymakers are aware of issues important to people with disabilities.	<p>Over 500 individuals participated in the annual Disability Rights Legislative Day in Jefferson City, including 71 from Paraquad. Paraquad helped plan a first of its kind event “Hands Around the Capitol” which brought disability advocates together to celebrate the ADA and show solidarity. We supported 22 advocates to attend.</p> <p>Urged legislators to pass Medicaid Expansion, including increasing asset limits. Testified before House and Senate committees MO House Committee regarding increasing the asset limit for Medicaid eligibility which would result in better access to healthcare in Missouri. 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. Submitted comments regarding rate increases/rate review process for health insurance.</p>
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.	<p>Sent 28 action alerts and legislative updates to over 1200 advocates through our newly launched e-newsletter “Advocacy Matters”. This generated at least 150 actions by advocates.</p> <p>Sent 8 e-newsletters to policy makers, focused on disability policy issues, through our newly launched e-newsletter “Policy Matters”.</p>
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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. Paraquad has advocates for several policy changes that would increase the likelihood that people with disabilities have the opportunity to achieve a higher level of economic self-sufficiency. Paraquad testified before both a House and Senate committee to advocate for increasing the asset limit for Medicaid eligibility which would result in better access to healthcare and people with disabilities being able to keep more of their own money to meet their own financial obligations. Along those same lines we advocated for the ABLE Act, which allows people who've acquired their disability prior to the age of 26 to save money in a tax advantaged account, which is not considered when applying for public programs, that can be used for disability related expenses. 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.	Won a statewide initiative to adopt Universal Design criteria for Missouri Housing Development Corporation projects.

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 11 building tours, made 84 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.	Through AccessibleSTL presented to businesses on ADA Title I employment rights for people with disabilities, best practices in hiring and consulted with HR personnel on disability hiring.
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. 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 win their efforts to improve Call-a-Ride services.

Other	Collaboration	1000	To increase the number of people with disabilities who vote in 2016 elections.	<p>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 2016 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.</p> <p>Paraquad hosted Tom Hicks, the Vice Chair of the US Election Assistance Commission when he was visiting in St. Louis this year. Typically, the EAC only meets with election authorities, but Paraquad pulled together a group of active voting rights stakeholders (including The Advancement Project/Missouri Election Protection, the ACLU, Organization for Black Struggle and Missouri Protection and Advocacy) for a conversation about common impediments to voting. Mr. Hicks remarked that he was going to use many of the suggestions given to him at this meeting.</p>
Other	Collaboration	100	To increase the number of employment opportunities available for people with disabilities.	<p>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.</p>

Other	Technical Assistance	100	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. Mature groups formed a coalition – the Coalition for Truth in Independence which has taken on issues of accessibility, fair pay and transportation in the greater St. Louis area – in addition to the local groups priorities.

Other	Collaboration	100	To increase the number of employment opportunities available for people with disabilities.	Hosted multiple cross-training sessions with various community partners in the metro area including 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 people 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/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 DRLD and Hands Around the Capitol 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. The St. Louis Chapter re-joined the Statewide People First of Missouri group – further strengthening their connections and broadening their influence. They are quickly becoming leaders with the larger organization.
Other	Community/Systems Advocacy	1000	To train on the foundations of advocacy, engagement, and independent living.	Paraquad has re-launched the Tuscher Institute. We provide customized training to organizations and advocates and also provide two yearly multi day trainings on civic engagement, community organizing and power building. To date 4 organizations have partnered and over 30 advocates have been trained.

Other	Community Education/ Systems Advocacy	200	Individuals who serve people with disabilities are aware of issues that impact programs that serve people with disabilities and receive education to advocate with legislators regarding these services for people with disabilities.	Hosted three (3) Speaker Series events at Paraquad for area CDS Vendors designed to provide education, training and networking opportunities to promote the highest quality of Consumer Directed Services in St. Louis. Series event topics included advocacy updates, the importance of advocating, talking to legislators, program issues, and addressing Medicaid fraud. Speakers came from Missouri Medicaid Audit and Compliance Unit and industry advocates from Missouri Alliance for Home Care and Paraquad. Disseminated nearly 600 e-newsletters to provide education and training to promote high quality of services to CDS Vendors in St. Louis
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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 FY14:

1. **Community actions, rallies, rights testing, and related activities**
 - a. Over 500 individuals concerned about the rights of people with disabilities rallied in Jefferson City for the Statewide Disability Rights Legislative Day. We supported 71 advocates to attend.
 - b. Paraquad helped plan a first of its kind event “Hands Around the Capitol” which brought disability advocates together to celebrate the ADA and show solidarity. We supported 22 advocates to attend.
 - c. 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, asset limit increases and healthcare reform.
 - d. Met with 6 of members of Congress and/or their staff to discuss IL issues/NCIL priorities.

- e. Sent 28 action alerts and legislative updates to over 1200 advocates through our newly launched e-newsletter “Advocacy Matters”. This generated at least 150 actions by advocates.
- f. Sent 8 e-newsletters to policy makers, focused on disability policy issues, through our newly launched e-newsletter “Policy Matters”.

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. A total of 503 individuals were trained through AccessibleSTL. Paraquad provided customized services (including ADA surveys) to 18 businesses/organizations in the St. Louis area, including companies like The Muny, Wells Fargo Advisors, The City of Clayton, Regions Bank, Enterprise and others.

3. **Collaboration**

- a. Maintained supportive relationships with over 400 agencies during the grant period.
- b. One staff member was appointed by the Governor to sit on the Statewide Independent Living Council (SILC) in FY08. This staff member served as SILC Chair for two consecutive terms and chaired the SPIL Compliance Committee for the SILC.
- c. 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.
- d. 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.
- e. Attended the MO Attorney General’s Disability Roundtable Group meetings on a quarterly basis.
- f. Continued to participate in the Regional Transition Network (RTN), a collaboration with Vocational Rehabilitation, St. Louis Regional Center, and Special School District, to provide services, resources and advocacy to youth transitioning from high school to work or college.
- g. One CIL staff member is the Vice President of Missouri Association of the Deaf (MOAD).
- h. 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.
- i. 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.

- j. 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.
- k. Engaged national and local organizations to include people with disabilities in the minimum wage ordinance in St. Louis (including ASAN, NCIL, TASH, NDRN, Down Syndrome Association of Greater St. Louis).
- l. One CIL staff member is the Vice President of Round Table Representatives on deafness/Deaf Community Center. (RTR-DCC) and one CIL staff member is on DEAFestival 2016 Committee under RTR-DCC.
- m. One CIL staff member is on the Missouri State Team for Pepnet 2 (Post-secondary Educational Program Network) which works with Vocational Rehabilitation, Missouri School for the Blind, and Special School District.
- n. A CIL staff member became a nationally certified Mental Health First Aid Instructor through the Missouri Institute of Mental Health.
- o. Member of the Missouri Alliance for Home Care (MAHC). Two staff are members of the Consumer Directed Services Task Force, attend quarterly meetings and participate in group projects.

4. **Education Campaigns**

- a. 84 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. 11 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 134 times (35 print, 4 television, 15 radio, and 80 online). Seven press releases were distributed to media organizations.
- f. Around 30 members of People First met each month to learn advocacy skills and engagement strategies.
- g. Paraquad presented at the National Council on Independent Living on Community Organizing and Civic Engagement.
- h. Our newly re-launched "Tuscher Institute" trained 30 people total on empowerment, community and civic engagement and organizing for power.
- i. Organized and hosted 3 Consumer Directed Services (CDS) Speaker Series events for local CDS Vendors; 230 attended.

- j. Wrote and emailed two Consumer Directed Services (CDS) Vendor Update Newsletters to a total of 600 CDS Vendors in St. Louis.
- k. One staff presented on Consumer Directed Services and advocacy at the Missouri Alliance for Home Care annual conference.
- l. One staff presented on Consumer Directed Services at the Missouri Council for In Home Services annual conference.

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 continues its Individual Legal Advocacy Initiative that provides limited legal services to individuals with disabilities.
- d. Paraquad provided legal information and guidance to 299 individuals with disabilities.
- e. Paraquad provided legal referrals to 136 individuals with disabilities.
- f. Paraquad represented 17 people through its Individual Legal Advocacy program.

6. **Outreach Activities**

- a. Van drivers provided a total of 9767 one-way trips to participants residing in the St. Louis City and St. Louis County as they worked toward their independent living goals.
- b. Paraquad staff members made numerous presentations, provided tours, and attended community events to promote independent living services and related issues reaching more than 3,500 community members.
- c. Targeted outreach was provided to the following unserved and underserved populations – Psychiatric Disabilities, Physical Disabilities, Vision Disabilities, Deaf and Hard of Hearing Disabilities, Adult with Disabilities, Cognitive Disabilities, GLBT (gay, lesbian, bi-sexual, transgender), People with a history of substance abuse, Ex-offenders, Asian, Hispanic, African Americans, Youths with Disabilities, Developmental Disabilities, Immigrant and Ethnic Groups (Bosnians), Veterans, Senior Citizens, Homeless, and the Unemployed.
- d. Mailed out the Annual Report to over 367 individuals.
- e. Mailed out three separate Continuing Education class schedules to over 700 individuals.
- f. 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.
- g. 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 240 users (1138 total); Facebook likes by approximately 250 (1,429 total), and LinkedIn followers by approximately 900 (1,429 total). We launched a new website in June 2015 that features regularly updated original content and a robust search tool so visitors can find exactly what they're looking for. Between June 2015 and September 2015, 19,122 unique users visited our site a total of 26,205 times and viewed a total of 64,807 pages. When we launched our new website,

we also upgraded our analytics tool and can no longer access data from October 2014 through May 2015.

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 11,460 people during the funding cycle - with 5,624 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 106 households during FY15.
- 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 3,173 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 FY15, 413 participants requested and received skills training through the ILAP program.
 - b. Budgeting classes were offered to interested participants to help improve their financial management skills.
 - c. The ILAP program also offered a Home Sweet Home workshop series which focused on home modification and maintenance, landlord tenant laws and winterizing.
 - d. *Living Well Group*: 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. Three (3) participants were involved in this group in FY15.
- Deaf & Hard of Hearing Scholarship and Deaf & Hard of Hearing Devices
- a. In FY15, the Deaf & Hard of Hearing Program was merged with the Independent Living Adult Program (ILAP).
 - b. 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) new students were awarded \$500 each and three (3) renewal students were awarded \$1000 each.
 - c. 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. Fifteen (15) devices were distributed in FY15.
- Consumer Directed Attendant Services (CDS) – employed 33 full-time staff who provided services to 944 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 is also available.
 - d. Assisted in general orientation of CDS participants to the Independent Living philosophy.
 - e. Processed inquiries and solved problems related to CDS.
 - f. Assisted with collection of data concerning CDS employers for 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. Reviewed emergency plans with CDS participants on a monthly basis and updated plans as needed.
- MyDirect – employed one (1) full time staff who registered 30 MyDirect Members and 20 MyDirect Attendants. Some services included:
 - a. Recruiting Attendants to register on the MyDirect site, which includes attending job fairs, make presentations and post flyers around town
 - b. Screen attendants for placement on the site.
 - c. Recruit Members to access the site which includes 1:1 demonstrations, demos at outreaches and presentations.
 - d. Write and develop marketing materials and develop content for the website.
 - e. Consultation with attorneys on terms of use.
 - f. Consultation with website programmer on further development and upgrade features.
- 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 FY15, six (6) full-time staff worked with 495 participants.
 - b. Transition Specialists helped 101 participants move from homeless situations to independent living situations and assisted 29 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, first and last month’s rent, and utility assistance. 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 137 households in St. Louis City and County in FY15.
 - 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 FY15, the HSP program assisted 27 families.
 - e. Transition staff are members of the Continuum of Care, a homeless provider network in St. Louis City and County.
- Job Development and Placement Services – provided to 117 participants total, 31 were placed into competitive employment. Participants worked with Employment Specialists to improve their job readiness skills and 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 Specialists provided job development and placement services to the participants.

- Continuing Education – provided a level of basic skills to live as independently as possible, and served 188 adults with developmental disabilities who live in St. Louis City and County.
 - a. Ten (10) classes in math covered practical skills on the subjects of 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.
- Supported Education – gives a unique opportunity for personal growth by participating in an integrated educational setting. The project served fifteen (15) students with development disabilities who are residents of St. Louis County and are eighteen years of age or older. Education Coaches provided participants assistance to improve their Adult Basic Education skills at community based sites across the metro area in order to prepare to take their High School Equivalency Test (HiSet) or improve their basic education skills in the areas of math, reading, writing, science and social studies. Coaches provided participants educational management and support services by assisting them in the development of educational goals and program plans.
- Job Coaching and Retention – provided one-on-one job site support to 33 individuals with development disabilities in St. Louis city and county. Job Coaches initially provided full-time support on the job until natural supports were developed and the job tasks were adequately performed independently. As time continued, the Job Coach reduced support from the job site. Support was then provided a minimum of twice a month. The Job Coach also facilitated communication between the employer and co-workers, helping the employee understand and follow workplace policies and procedures, and helped ensure proper training on tasks.
- The Summer Work Experience Program (SWEP) – this youth employment transition program allowed students (ages 16-21) the opportunity to work and be paid for an eight-week (20 hours per week) period. The participants must be receiving special education services, returning to school the following school year, have limited or no work experience, and need extra support to be successful on the job. Paraquad served 25 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 and placed into permanent positions.
- Work Incentives Planning and Assistance – provides work incentive knowledge and advocacy for Social Security beneficiaries who are working on employment goals and ready to return to work on how income from employment will affect their benefits. During FY15, Paraquad served 449 beneficiaries through our WIPA project providing assistance and support to assist them with returning to or maintaining current work.

- Volunteer Opportunities – provided services to 32 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. Paraquad staff assisted participants in assessing their skills and abilities and then identified volunteer sites that matched the strengths and desires of the participants. Participants received help with the application process, volunteer site set-up, and identifying modes of transportation. Job Coaches provided one-on-one support on site to ensure proper training, performance, and understanding of the workplace policies and procedures. The Volunteer program provided a vehicle for participants to develop vocational skills, gain experience for their resume, integrate more fully into the community, expand their level of social interaction, give something back to their communities, and exercise a constructive and rewarding option for their recreation and leisure time. Of the 32 individuals participating, three (3) 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. Our Housing Manager retired and we had a new Housing Manager step in in May.
 - c. 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 5 households and RHAP served 2 households during FY15
 - d. Paraquad completed a Ramp Day this year for the second time. Ramps were installed at (16) housing units by volunteers, primarily from Home Depot, Bank of America & Regions Bank . 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. This year we added other home modifications and improvements to the list and 50% of the houses were helping a veteran.

- 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 FY15, the reuse and repair program completed 625 sales orders.
 - b. The Reuse program served 158 participants and distributed 185 devices.
 - c. The Repair program served 337.
 - 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 FY15, 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. 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.
 - e. Paraquad collaborates with Logan College of Chiropractic to provide supportive health and wellness services to participants.
 - f. 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 FY15, 129 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 money and providing 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. *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.
 - c. *Adventures to Transition Camp* – youth explored topics dealing with transition including housing, education, employment, transportation, and independent living in a fun and hands-on way during this one-week session.
 - d. *Empowerment to Leadership Camp* – youth explored the history of the Independent Living Movement and learned about self-determination, self-advocacy, and leadership while having the opportunity to make new friends and build social skills during this one-week session.
 - e. *Self-Discovery Camp* – youth discovered the history of the Independent Living Movement and learned about finding their voice through advocacy. They developed communication skills and built disability pride during this one week session.
 - f. *School-Based Activities* – provided services specifically geared toward educational services for youth and their families. Paraquad staff 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.

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 26 peer mentors to work with 91 individuals.

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 FY15, Paraquad received a total of \$569,383 in gifts and non-governmental grants. Of this total, \$439,391 was received from 69 corporations, foundations, and organizations; \$80,024 from individual donors; and an additional \$125,900 in support for special events which include an Ability Fair and the Shine the Light Awards Dinner.

In a continuing effort to build a broader base of fundraising and community support, Paraquad created two new positions: Community Relations and Events Coordinator in the Marketing and Public Relations department; and Grant Writer in the Development department. As a result of these new positions, Paraquad has expanded program outreach to rehabilitation centers throughout the St. Louis community and has greatly increased the number of grant proposals to private foundations, individuals, and other organizations.

Accomplishments:

During the year, the following fundraising and communication initiatives and activities have been accomplished:

- Paraquad began actively raising funds for the Accessible Health and Wellness Center, the only fully accessible exercise facility and program in the St. Louis metropolitan area designed to meet the unique health and exercise needs of people with all types of disabilities. The capital project had an initial goal of \$1.5M to renovate a building and warehouse previously purchased by Paraquad. As of September 30, 2015, the project has received \$1.47M in gifts and pledges which should allow the facility to open a year ahead of schedule.
- Paraquad held the third annual Shine the Light Awards Dinner recognizing four companies, a University, and an individual for their commitment to promoting accessibility and opportunities for people with disabilities. The dinner had approximately 320 guests and raised nearly \$50,000 in net proceeds.
- Paraquad held its second annual Ramp Day, partnering with numerous corporations and more than 200 volunteers to make 14 local homes more accessible for residents with disabilities. The project received significant support from Home Depot, Bank of America, Monsanto, Regions and Abeinsa -- sponsors who provided more than \$60,000 in funding and more than 1,000 volunteer hours.
- 2015 marked the 25th anniversary of the passing of the Americans with Disabilities Act as well as Paraquad’s 45th anniversary. To mark the occasion, Paraquad sponsored a panel discussion that included national and local disability experts who discussed the disability

movement past, present, and future. The celebration included a performance by nationally renowned comedian Josh Blue, who has cerebral palsy.

- Paraquad participated as a sponsor and/or in the planning process for major community events, including ADA25STL, BikeMS, and Pridefest.
- Paraquad partnered with students at Washington University in St. Louis as part of the Taylor Community Consulting Project, with a focus on analyzing challenges and opportunities with our Consumer Directed Services program.
- The Paraquad Young Professionals Network (PYPN) formalized a organizational structure and elected officers. PYPN also participated in several outreach events, including the annual Focus St. Louis networking event, and began planning for fundraisers in FY2016.
- Staff helped to plan the AccessibleSTL Launch Breakfast, an event that brought together past and prospective participants of our program that provides assessments of physical spaces and personnel practices to help businesses and organizations increase their capacity to serve and employ people with disabilities.
- Paraquad Executive Director and CEO, Aimee Wehmeier, was recognized by the St. Louis Business at its annual Diverse Business Leaders Award.
- Paraquad launched a new website that provides updated program information, additional resources dedicated to advocacy and public policy, and a Blog to share news, insights, and information benefitting the disability community and the independent living movement.

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.

The attached strategic plan includes the annual work plan for the reporting year.

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.

The attached strategic plan includes the annual work plan for the year following the reporting year.

Strategic Plan Dashboard

As of September 2015

Dept	# of Goal tasks	Specific Goals	Red - Not Started	Yellow-In Progress	Green-Complete	Blue - Not Due Yet
CEO	20	4,5,6,8,9	0	12	7	1
CFO	12	4,9	0	2	8	2
CPO	16	1,2	0	10	5	1
DD	9	2,4,9	1	7	1	0
DMP	13	2,4,7	2	8	3	0
DPP	14	2,3,4	0	6	8	0
HR	16	5,6	0	4	4	8

100

3

49

36

12

100



**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	FY14	Chief Program Officer (CPO)	Program	Increases in participant achievement of goals
Implement a data tracking system	FY15			
Ensure staff is trained to utilize the system	FY15			
Evaluate participant progress against goals	FY16			
Modify/change programs as appropriate to ensure participant success in meeting goals	FY16			

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

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Determine cost breakdown of all programs and services	FY15	CPO	Program	Cost effective mission-driven programs
Establish criteria for evaluation	FY16			
Conduct program/service evaluations and implement changes as appropriate	FY16			

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)	FY15 Ongoing	CPO/Director of Marketing (DMP)	Program	Identification of desired services/programs	Funding for marketing research and needs Assessment
Determine interests/needs of new markets	FY15	CPO			
Assess community resources to address interest/needs	FY16			ROI for potential services/ programs	Funding for potential new programs
Develop criteria for evaluating resources required verses impact to serve interests/needs	FY16				
As appropriate, develop plans to implement new services/programs	FY16	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>)	FY14	CPO/DMP/ Director of Public Policy/ Advocacy (DPP)	Program	Increase in participants
Develop and implement plans to establish partnerships	Annually FY15			
Provide opportunities for information sharing among partners and leverage opportunities	On-going FY15			

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 Complete for FY15 –repeat FY16	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 Complete for FY15 – repeat FY16			
Develop strategies to impact public policy and advocacy issues	Annually/On-going Complete for FY15 repeat FY16			
Provide information and analysis to educate legislators and community leaders about issues	On-going Complete for FY15- Repeat FY16			
Establish a presence on the national level around critical issues important to the disability community	Annually/On-going Complete for FY15 – Repeat FY16			

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 Complete FY15	DPP	Advocacy	Increased understanding of the IL movement and its application
Identify and implement strategies to engage staff & board members on behalf of people w/ disabilities	Annually/On-going – FY15			Increase in staff/board advocacy activities

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 – complete FY15	DPP	Advocacy	Increased participation in advocacy activities by people with disabilities
Develop strategies to educate & train people with disabilities to become more engaged in advocacy	On-going- Complete FY15			Increased connections for people with disabilities
Develop a statewide Disability Advocates Coalition through grassroots and civic engagement initiatives	On-going- FY16			

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	Complete FY15	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.)	Annual/Ongoing FY16			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	Complete FY15	CEO/CFO	Executive/Finance	Decrease in reliance on a few sources of revenue
Develop strategies to reflect the desired goals	Ongoing - Some dept. have completed, some will complete in Fy16	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	Complete for FY14 and FY15. Ongoing for FY16	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.)	Ongoing – Complete in FY16	DD	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)	Complete FY15			New sources of revenue
Ensure donor information is tracked and used to inform strategies	Ongoing-complete for FY14, FY15 and in progress for FY16			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	2014			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	In progress will complete in FY16	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. Complete for FY14 and FY15. In progress for FY16	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	FY2016	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	FY14	Director of HR/Compliance	Executive	Increased job performance	Human resources consulting expertise
Develop and implement performance appraisals with quantifiable measures	FY14			Increased retention	
Develop and implement a talent management system with processes and procedures that reflect best industry practices	FY16			Increase advancements /promotions	
Ensure all staff have development plans	FY16			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	FY16	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	FY16			

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	Complete FY15	CEO	Governance	Experienced and capable employees and volunteers prepared to assume leadership roles
Review procedures with staff and the board	FY15			

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	FY15	CEO/Director of HR/Compliance	Executive	Increased diversity of staff leadership
Conduct Cultural Competency training for staff and Board	FY15			
Evaluate effectiveness of implementation	Annually – will complete in FY16 at 1 year follow up	CEO/HR		Increased diversity of volunteer leadership Increase in cultural sensitivity
Update cultural competency and diversity plan.	Annually FY16	CEO/HR		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.	FY16	Director of HR/Compliance	Cultural Competency Committee	Breakdown of organizational barriers
Review strategies with all staff and board members	FY16			
Assess progress toward elimination of barriers	FY16			

Objective 6.3: Foster a customer centered culture.

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Solicit staff input on changes/improvements	FY15	Director of HR/Compliance		Increase in positive comments regarding the organization
Organize staff/board group to research best practices and develop strategies	FY16			
Ensure employee training in customer service				
Implement rewards system for customer service	FY16			

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
Deleted Goal		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	Ongoing – FY15				
Collect information from priority groups and use it to inform messaging					
Develop and implement consistent branding and messaging	Ongoing - FY15				

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	FY15	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	FY16			

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	FY15	CEO	Governance	Clear roles and responsibilities
Recruit committee leadership and members	Ongoing –FY16			

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

Tactics	Completion Date	Staff Responsibility	Board Committee Responsibility	Outcomes
Review, and modify as needed, board job descriptions	Fy14	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	FY16			
Ensure annual review of individual member and board performance	Fy14 and FY15			

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	FY15	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				
Incorporate department plans into strategic plan				
Review plan and outcomes quarterly	Ongoing – FY15 is Complete			

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	FY2014 and FY15	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	FY15 and FY16				

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	FY15	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	FY15				

Objective 9.3: 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	FY14	CFO	Facilities	Increase in participants involved in health and wellness programs	Fees and renovation costs
Develop and implement a capital fundraising plan	Ongoing – complete in FY15	CEO/DD	Development		
Conduct renovation	Complete FY16	CEO	Facilities		

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).

This legislative session saw some movement on issues key to the disability community. A proposal to increase asset limits for the ABD Medicaid population advanced significantly only to be held up at the end of session. The intersection of various scandals, a procedural move on a controversial vote and veto overrides resulted in a stalemate during the final weeks of legislative session. In addition, we saw very nominal rate increases approved only to be largely withheld. The rate increases were funded through one-time monies, which creates a sustainability challenge moving forward.

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:

We have prepared for the removal of the Home Care exemption rule by the Department of Labor. When this occurs, the Fair Labor Standards Act (FLSA) rules including minimum wage and overtime will be applied to CDS attendants. Paraquad is making policy changes to address the needs of the participants, ensuring they continue to receive personal attendant services, while addressing the financial stresses of the new rule.

The number of approved CDS Vendors in our service area of St. Louis City and St. Louis County has increased tremendously over the past 10 years. Currently there are 315 approved CDS vendors for our service area out of 387 approved CDS vendors state wide. Because of the increased number of vendors, the number of new CDS participants coming to Paraquad has significantly decreased.

Union agitation of participants and their attendants have created confusion for participants – the employer of record for their attendants – regarding pay and responsibility. Unions have also demonstrated, demanding higher wages, outside vendor buildings including Paraquad. Unrest stems from the ambiguous nature of the enforcement language for the agreement between the Quality Home Care Council and the Unions representing a subset of attendants who provide supports to those on the CDS program. The unions employ tactics such as: posing as representatives of vendors, encouraging participants to switch to vendors they identify, encouraging participants to put pressure on vendors and demonstrating. Vendors, without an increase in rate, are struggling to determine how to meet a confluence of demands - regulatory and statutory obligations and high quality services to participants with disabilities.

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.

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 FY15, Paraquad provided direct IL services to a total of 3,173 individuals with disabilities. This represents a 7% decrease in the total fiscal year served as compared to last fiscal year (3,410 participants). 1,585 of these individuals were new to Paraquad this fiscal year. We attribute the decrease to changes in the Department of Labor regulations as it relates to joint-employer and increased competition for CDS services in the metro St. Louis area.

- Paraquad has continued to improve on developing and analyzing measurable outcomes. Programs have worked to standardize and streamline reporting across several departments and are working to implement the United Way new reporting rules.
- Brand recognition and marketing have been substantially increased including a new website, increased social media presence and streamlining of all marketing materials.
- Strategic plan has been implemented.
- Finance has worked with programs to move forward in determining ROI of services resulting in changes in programs offered. In-Home services were eliminated after it was determined that it was no longer cost-effective.
- Major changes in the organization have occurred to incorporate a culture change that focuses on employee engagement and satisfaction, adoption of corporate culture and structure and strategic development and marketing.

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 310 annual area needs assessment surveys (in the format developed by Missouri’s SILC) through a large mass mailing to participants during the last quarter of FY15. 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. The first mailings will be completed after the first of the year and will include all carryover participants from the first quarter of the FY15 and FY16 starts. From that point, surveys will be mailed on a quarterly basis to all new participants to ensure a better return rate.

In FY15, Paraquad developed an outreach program, Snack Chats, to expand services to people with disabilities. Snack Chats are held at area retirement homes, rehabilitation centers and other locations. CDS specialists present on a relevant topic such as emergency preparedness and offer information about services and programs. This has been a very popular outreach in the community and we have also been able to reach numerous non-English speaking individuals. Paraquad also continues to send representatives to numerous other outreach events as well.

The Cultural Competency and Diversity committee has been researching ways to best serve non-English speaking individuals and hosted a lecture concerning best practices and standards to staff and the community.

Development is working on policy to provide benefits for donors reaching giving levels per fiscal year. This may result in greater levels of partnerships with donors that provide access to new customers (bus) and participants (PQ).

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.

In FY15, the Public Policy and Advocacy department drafted, made public and shared with legislators 12 Issue Briefs on matters important to us and the disability community. Paraquad has launched an e-newsletter on Policy and Advocacy Issues. "Advocacy Matters" is aimed at advocates and "Policy Matters" is a publication for legislators. Public Policy and Advocacy staff presented at NCIL conference as well as continuing to communicate with national entities regarding our organizing initiatives.

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 FY15. 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.

The Public Policy and Advocacy staff gathered information from participants; community members; staff and other related organizations to assess priorities. We reviewed priorities from years past. We went through an internal process to determine priority recommendations. These were voted on and approved by the board. We provide information to others using our E-newsletters "Advocacy Matters" and "Policy Matters". We also provide individual services, presentations and support community action.

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

Strategic plan for the Public Policy and Advocacy Department details steps for further development of the "Tuscher Institute" which will provide two 2-day trainings per year and on-demand 'toolbox' trainings to advocates and organizations on various topics. In FY15, Tuscher Institute is now up and running. Several trainings have been completed and we have agreements with several organizations to bring customized training to them. Our Youth Services department provided camps to youth with disabilities to empower and support them in their search for independence. Our peer services, People First and community advocacy groups are all thriving and working to remove barriers to independence. Community groups,

including People First, supported by our Organizing Team, housed in our Public Policy and Advocacy Department had some significant wins this year including: Advocating for the continuation of a sidewalk to a park which previously just ended, forcing people into the street to get to their location; Advocating for increase accessibility at a local restaurant. This resulted in a tear-down and rebuilding of the establishment; A ‘ride with respect’ campaign with our local transportation provider, Metro, which resulted in significant changes to the point penalty system which was unfairly and restrictively keeping people from accessing much needed transportation; and the Community Groups brought to light a practice they identified as unfair – paying people with disabilities subminimum wage. They successfully removed language from a local minimum wage ordinance that allowed the practice of subminimum wage. Although the language was ultimately reinserted, much advocacy and education was done. The groups made important connections, gained allies and built internal power.

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 has utilized numerous strategies to increase collaborative relationships with multiple partners. All aspects of Paraquad work to engage new and existing partnerships in our mission, programs and services including adding this goal to department plans in FY15. We partner with numerous other agencies in order to ensure wrap-around services for our participants. Internally, in partnership with our Board Governance committee, Paraquad Cultural Competency and Diversity committee is dedicated to ensuring our leadership understands the scope of work we do and embraces the diversity of the community we serve. In the past year, we have developed a new Board orientation/onboarding program and continue to work to reach out to those who comprehend and embrace the population Paraquad serves. In addition, we are implementing a Board mentorship program. Finally, we partnered with Washington University Olin School of Business and have a Board fellow for one year who is working with us to develop a business and marketing model for an exciting new training program.

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 FY15. These types of partnerships and collaborations will continue throughout the next fiscal year. Collaborative relationships included Arc of St. Louis, Association for People Supporting Employment First, Association for Programs in Independent Living, Brown Mackie College, , Clyde C Miller Career Academy, CityArchRiver Universal Design Committee, Coalition for Truth in Independence, Developmental Disabilities Council, Down Syndrome Association of Greater St. Louis, Equal

Housing Opportunity Council, Governor's Council on Disability, Healthcare for All, Humanitri, Inclusion Coalition of Employment for Metropolitan St. Louis, Jefferson College, Legal Services of Eastern Missouri, Logan University, Lewis & Clark Community College, Lindenwood University, Maryville University, Missouri Alliance for Home Care, Missouri Association of Rehabilitation Facilities, Missouri Council for the Blind, Missouri College, Missouri Commission for the Deaf and Hard of Hearing, Missouri Governor's Council on Disability, Missouri Medicaid Coalition, Missouri Health Advocacy Alliance, Missouri Rehabilitation Association, Missouri State University Occupational Therapy Program, Missouri Statewide Independent Living Council, MS Society, NAACP, NCIL ADA/Civil Rights subcommittee and Employment subcommittee Professional Housing Resources, Inc., Places for People, Regional Transition Council, Regional Transitional Network, Rockhurst University Program in Occupational Therapy, SILC Congress, Soldan International Studies High School, Special School District of St. Louis County, St. Charles Community College, St. Louis Area Transition, St. Louis City Public Schools, St. Louis County Commission on Disabilities, St. Louis College of Health Careers, St. Louis Community College – Meramec, , St. Louis University Doisy College of Health Sciences, St. Patrick's Center, Starkloff Disability Institute, The Continuum of Care -St. Louis city network of Homeless Providers, The Salvation Army, The Urban League, Washington University Program in Occupational Therapy, Washington University Program in Physical Therapy, Workforce Investment Board Disability Resource Committee.

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.

In FY15, Directors added goals for increasing strategic partnerships that benefit participants in their programs as well as outreach to nontraditional groups. The Cultural Competency and Diversity committee held a Speaker's series for staff and community members focusing on incorporating services for underserved populations, including people who are transgender. The committee has administered training and a survey to staff to determine priority areas for FY16.

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.

Outreach is a priority for Paraquad. This year we worked with the Taylor Consulting Project at Washington University to identify strategies to reach prospective CDS participants, our PR and Marketing department standardized messaging in numerous formats including printed materials, outreach presentations, new website, etc. Paraquad participated in 84 presentations to various groups reaching nearly 3389 people from various unserved and underserved populations. In addition, Paraquad participated in 47 health fairs/community expos that

reached almost 25,159 individuals. Paraquad also provided eleven (11) tours for underserved populations reaching an additional fourteen people. Targeted outreach was provided to the following unserved and underserved population categories: Psychiatric Disabilities, Physical Disabilities, Vision Disabilities, Deaf and Hard of Hearing Disabilities, Adult with Disabilities, Cognitive Disabilities, GLBT (gay, lesbian, bi-sexual, transgender), People with a history of substance abuse, ex-offenders, Asian, Hispanic, African Americans, Youths with Disabilities, Developmental Disabilities, Immigrant and Ethnic Groups (Bosnians), Veterans, Senior Citizens, Homeless, and the Unemployed.

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 3,173 participants throughout St. Louis City and County and the surrounding area during FY15. 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 five core IL services are provided across all disabilities and are available to any eligible individual without restriction. The Cultural Competency and Diversity committee identified the need to purchase a new Braille printer. The Assistive Technology department is continually testing, demonstrating and improving equipment for individuals with disabilities. We also partner with Washington University Orthopedics, Logan University and others to deliver the best care and equipment available in our Accessible Health and Wellness Center. We have developed the plans and are working on sponsorships for our accessible apartment demonstration area where people can come and test equipment or learn to use equipment. This will include services for those with all disabilities.

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.

As a part of the Assistive Technology department's demonstration program, a Ruby handheld magnifier and Focus 40 braille reader were purchased. The department is also a low vision center and staff will be receiving formal training in January on all the equipment.

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

Scott Bates-Interim Board Chair

NAME AND TITLE OF CENTER BOARD CHAIRPERSON

PHONE NUMBER

SIGNATURE OF CENTER BOARD CHAIRPERSON

DATE