



# RRTC-ILM

VOL. 2, NO. 2

3108 Main Street, Buffalo, New York 14214-1384 • (716) 836-0822 (Voice/TDD)

newsletter

## What's Cookin'?

The RRTC-ILM is developing a multi-faceted approach to provide CILs with a comprehensive process to seek peer support, on-site technical assistance and ongoing training opportunities to educate, improve and enhance advancement opportunities for persons working in the independent living field.

### Curriculum Committee

Sixty CIL directors and experienced staff from the ten regions have been selected to participate as curriculum committee members. These individuals have been identified for their experience, expertise and willingness to raise the bar on new programs for IL staff, creating higher expectations for potential participants and trainers. Only those curricula that achieve an 85% acceptance rate by 10 reviewers (1 from each region) will be accepted. Unaccepted curricula may be improved through the comments and scores and returned to either the RRTC-ILM or the consultant/trainer for upgrading. Revised curricula would then be returned to the curriculum committee for further review.

Programs approved by the Curriculum Committee are in various formats: on-line, video-conferencing (point-to-point), face-to-face, and computer-based tutorials.

In order to insure relevance to the field and to maintain new and exciting programs that will enhance, increase, and expand the IL network's ability to stay current, all participants

## Improving Employment Outcomes Through ILC/VR Collaboration

Independent living centers (ILCs) have often been at odds with vocational rehabilitation (VR) agencies. Born of the same federal agency parent, funded under the same federal legislation, and dedicated to improving the lives of people with disabilities, ILCs and VR originated in different eras. VR, which started in the 1920s after World War I, focused on employment and return to work. ILCs emerged amidst the civil rights movement of the 1970s and focused on individuals with disabilities living independently. Traditionally, an ILC might be more likely to protest a VR decision than to cooperate with one. Employment, a central VR goal, is but one of many goals in ILCs and is dependent, in many cases, on fundamental services such as personal assistance services, transportation, health benefits, and



Yoshiko Dart, Justin Dart, Douglas Usiak and June Kailes working on *Pioneers in Disability Rights Organizing* videotape.

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evaluate programs rating them for relevance, content, and effectiveness.

## Computer-Based Tutorials

Computer-based tutorials offered to CILs are interactive CD or DVD programs providing alternate formats for staff training. These programs are fully accessible tutorials that will provide core competency skills and knowledge to all CIL staff at their own pace. These tutorials will include:

- Independent Living Philosophy and History
- Culture Brokering to Foreign-Born Persons
- Community Organizing
- Visitability

## On-line Training

On-line training is provided to CIL boards, staff, and volunteers using the Internet. These programs are coordinated through the RRTC-ILM, approved by the Curriculum Committee and administrated by a program-approved trainer. Programs are scheduled for two hours per week not to exceed 6 weeks (as recommended by the RRTC-ILM Steering Council). This timeframe allows an individual to participate during CIL office hours without draining center resources.

The programs include opportunities for participants to read, listen, and respond to the topics offered. Participants will have the opportunity to interact in a variety of ways which will enhance their ability and improve their skills while they work in the independent living field.

## Face-To-Face Training

Face-to-face training includes traditional multi-day programs where in-person techniques provide an opportunity for the best results. These programs are being offered in alternating regions throughout the IL network

in fully accessible facilities using current technologies. Many training events use a regional trainer to reduce training costs, maximize participant attendance, and keep training fees to a minimum.



RRTC-ILM staff demonstrate training materials at NCIL Conference held in May 2002 in Washington, DC

## Video Conferencing Point-To-Point

Video conferencing is used for programs that are four hours or less. This minimizes participant costs in time and money, allows for similar interactivity as in face-to-face training and allows two or more regions to be involved.

## CIL SnapShot

The RRTC-ILM staff developed a self-assessment tool for CILs. The CIL SnapShot will provide a guided process for CIL administration and board to review their organizational structure and status to develop future directions.

RRTC-ILM has a support team to coordinate the process for those centers that need hands-on technical assistance. CIL staff will be trained to enhance their ability and proficiency in conducting the assessment in future years. RRTC-ILM staff will assist CILs willing to dedicate the time and resources to review and evaluate their programs. In response to the completed CIL SnapShot, the RRTC-ILM will identify issues and possible courses of action in writing. Recommended actions will be reviewed

## What's Cookin'?

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and approved by the CIL Director and the board. The team will work with the administrative staff and the Board of Directors at the CIL to develop a strategic plan that will identify the roles and responsibilities of all parties. RRTC-ILM support team has been trained in:

1. Strategic Planning
2. Board Development
3. Creative Problem Solving
4. Financial Management

5. Community Development
6. Vision and Mission Development

At the end of the SnapShot process, centers will have a comprehensive document that can grow with the center. Every few years, the CIL staff and board can critically look at their organization, add to the CIL Snapshot and develop future actions.

-Written by Douglas Usiak,  
RRTC-ILM Project Director

## ILC/VR Collaboration

Continued from page 1

housing. Regardless of philosophy, employment is an important piece of independent living. Both VR and ILC resources are needed to assure more access to high quality employment opportunities.

Research is being conducted by the RRTC-ILM on collaborations between state independent living councils (SILCs), independent living centers and rehabilitation agencies to improve employment opportunities for people with disabilities. We are seeking examples of collaboration between IL and VR where combined forces are improving employment outcomes. Collaboration between ILCs and VR can strengthen consumer choice, employment outcomes, job retention, assistive technology referrals and information, and independent living skills training.

SILCs can improve collaboration and understanding through training VR counselors and ILC consumers, providing job fairs, conferences, employer programs, state plan goals, employer education, and coordination of policy.

In 2002, the RRTC-ILM conducted an e-mail survey of SILCs to identify successful strategies leading to employment outcomes, identifying the extent of existing IL/VR collaboration, defining examples of current collaborative arrangements that effectively expand employment opportunities, and providing information

and training to ILCs on establishing vocational service networks. Parallel surveys of ILCs and VR agencies are planned for later in the year.

To date, thirty-two SILCs have responded to the survey (64%). Preliminary results indicate that over half (52%) find that cooperation between ILCs and VR has improved, 45% feel it has stayed about the same, and 3% indicate it is reduced. SILCs report many different kinds of SILC activities to expand employment opportunities in their states. Most commonly reported were training (38%) and needs assessment (28%).

When asked which SILC activities have been most effective in promoting ILC/VR collaboration, over half (56%) identify joint activities between ILCs, VR and SILCs. Half of the SILCs identified state plan objectives, SILC work groups and meetings, and statewide meetings and conferences. Less than half, though, indicated that their state plan provides for development of employment-related collaboration between ILCs and VR (42%). 43% find SILC/ILC relationships to be adequate, 29% find them poor or fair, and 28% find them good or excellent. SILC/VR relationships appear slightly better: 38% find them adequate, 27% find them poor or fair, and 35% rate them good or excellent. These findings suggest considerable room for improved collaboration and stronger relationships in the ILC/VR/SILC sys-

tem with respect to employment.

As for the future, over 65% expect improvement in collaboration to achieve employment outcomes in the next five years; 6% expect things to get worse. 60% reported that the SILC has discussed strategies to enhance collaborations toward improving employment outcomes for people with disabilities.

To date, respondents have identified a number of examples of good collaboration, including use of the state plan to improve employment outcomes, ILC small business enterprises, an ILC assistive technology center, and collaborations initiated through Ticket to Work and Benefits Planning Assistance and Outreach (BPAO) grants.

A report on this project's progress was presented at the conference "2002 Disability and Employment -- Vocational Rehabilitation: Where Partners Create Careers" held August 19-21 in Washington DC in collaboration with the Wisconsin SILC and the Division of Vocational Rehabilitation (DVR) in Wisconsin. The SILC and DVR developed the state plan for independent living based on a comprehensive needs analysis that included community partners from the onset. Individuals with disabilities, community advocates and all of the Governor's statutory disability-related councils were involved in the development of the plan's

themes and objectives. Their plan established eight employment objectives to be achieved by 2004. These include: recognition of the employment objectives in the Department of Workforce Development strategic planning, exploration of lifting income and asset barriers as it applies to the TWIA legislation, facilitating and implementing a statewide accessibility analysis of the 72 job centers and additional vocational rehabilitation district office, assisting with the implementation of the TWIA rollout through monitoring and policy feedback, collaboration between SILC, VR and Division of Workforce Solutions that resulted in a \$700,000 U.S. Department of Labor grant, and increased dialog and collaboration. The Wisconsin example, an innovative statewide planning process that includes a focus on employment outcomes, is the first of the examples we will be reporting during the project. The examples identified in this project will provide quality practices and models that can be initiated in other areas. Collaboration is a management skill and should be part of the ILC "tool-kit" of management competencies. The training component and product from the study will assist in replicating best practices and in building collaboration skills for independent living managers.

-Written by Susan Stoddard,  
PhD, FAICP, InfoUse

## COMPENDIUM of Resources for Independent Living Management

Available on-line now! Visit the **COMPENDIUM** at <http://www.wnyilp.org/RRTCILM/compendium.html>.

The **COMPENDIUM of Resources for Independent Living Management** is a database of management tools. It contains data gathered from more than 270 CILs who responded to our Independent Living Organizational Survey. In addition, many CILs sent us copies of their own management documents such as job descriptions, mission statements, policies, procedures, manuals, forms, etc.



Executive directors across the country say that the **COMPENDIUM** is easy to use and that it has the information they need to write and revise policies and procedures, job descriptions and more.

Help the **COMPENDIUM** grow. Add your documents to the **COMPENDIUM**. All documents are "sanitized" before they are added to the site removing all references to the source of the material to ensure confidentiality. Send your documents to: [mmoffat@ilm.wnyilp.org](mailto:mmoffat@ilm.wnyilp.org).

# Creating A For-Profit Business Venture in a Non-Profit World

The usual concern for an entrepreneur is turning his or her small business idea into a viable (for-profit) business. The fear is that it will become a not-for-profit! Imagine, then, a group of CIL directors and staff signing up to start a for-profit venture within their organization. That's exactly what some forward-looking entrepreneurs in CILs are working toward.

The initiative started with two training courses using presentations and classroom exercises to assist participants in assessing the creation of an entrepreneurial business within their CIL. The instructors provided essential information about the decision making process and planning that are required to start a business venture. The program focused on: self-assessment of factors for success, types of for-profit enterprises, legal issues, financial resources needed, feasibility studies (i.e. business and marketing plans), and operational issues. One lesson (learned too well) was the need for flexibility and a dynamic plan. The 9/11 attacks occurred between scheduled training events, causing the postponement of the second training for several months.

Entering this process, we had almost no preconceived notions about the level of interest or the flexibility of proposals that CIL managers might consider. With a limit of 15-20 attendees at the two introductory training events in Buffalo and Las Vegas, potential participants were screened in advance for motivation and entrepreneurial direction (a polite way of saying candidates were interested in finding new sources of support from non-traditional areas). Within CILs, ideas about different ways to achieve the mission are not in short supply!

Following the trainings, attending CIL managers were asked to focus on one small business concept that they would like to pursue with dedicated assistance from business advisors and consulting specialists (legal, accounting, marketing and other professionals). A diversified team of assistance providers and

each responding CIL manager participated in a telephone interview regarding these concepts. Following individualized scoring, four finalists were culled from the group to pursue very diversified development scenarios. One selected CIL withdrew immediately due to a change in circumstances that invalidated their project.

The project is proceeding with three very different developments. Included in the project are a major capital acquisition, a manufacturing and sales business and a service venture. Each project represents a unique opportunity for a CIL in a diverse community that will benefit the CIL and the community. Almost as important as the business case are the changes that are taking place within the CIL organization and management. These CILs are looking at the way they can do business in light of the changes taking place in our economy and our communities. We hope this change in the way the CILs approach the project will carry over to changes in their regular operations, making them stronger as they move forward. Ideally, while not fully representative of the entire CIL population, these diverse projects will trigger additional innovations by other CILs and provide valuable lessons, allowing others to avoid the many pitfalls of business development. Stay tuned for summaries of key outcomes.

-Written by James King,  
State Director, New York State  
Small Business Development Center



John Moffat and Douglas Usiak at NARRTC Annual Meeting, April 2002 in Washington, DC

# Independent Living Start-Up Management Simulation

What will improve the success of new executive directors hired to establish newly funded centers? Research data from the RRTC-ILM study on management models for CILs suggests that information on organizational structure, elements defining effectiveness and the process of establishing 725 Standards and Assurances would be most useful. Members of the RRTC-ILM Steering Council, as well as NIDRR and RSA officials identified the need for training. The need for management development training was corroborated by the results of a survey we sent to executive directors and board members of recently funded CILs.

The RRTC-ILM designed and developed the **Independent Living Startup Management Simulation** with executive directors from five regions. Prerequisites for being on the planning team were that each director had to have personal experience with starting a newly funded center and had to understand 725 Standards and Assurances.

The **Independent Living Startup Management Simulation** is a guided process for integrating ideas, information, and technology to create a model independent living center. It creates an opportunity to identify the best approach to accomplishing the purposes of an independent living center. It incorporates research, database resources and web access to aid teams in the learning process.

The simulation was piloted at the Western New York Independent Living Project, Inc., Buffalo, New York in June 2002. Our videoconference center provided an excellent opportunity to study implementation of role-plays, feedback of simulation exercises, and web access to the [Compendium of Resources for Independent Living Management](#) that contains documents from CILs nationally. These documents include bylaws, job descriptions, policies, procedures, board committee descriptions, mission/vision statements and descriptions of core programs.

A coordinator is assigned to each team as a guide throughout the simulation. Coordinators for the pilot program were Patricia Yeager, Executive Director of the California Foundation for Independent Living Centers and Robert Jeppesen, Executive Director, Central Iowa Center for Independent Living. Douglas Usiak, Ronald House, Mark Montgomery and Maureen Moffat, RRTC-ILM staff, provided support. William Kane, WNYILP, Inc provided technical support.



Michael Godkin, Disability Resource Center, Charleston, SC, Lilibeth Navarro, Communities Actively Living Independent and Free, Los Angeles, CA, Sharon Boback, East Texas Center for Independent Living, Flint, TX, Robert Jeppesen, Central Iowa Center for Independent Living, Des Moines, IA, and Douglas Usiak, Western New York Independent Living Center, Buffalo, NY.

The second pilot, held in Nashville, TN during October 2002 was cosponsored by Region IV RCEP, Deon Locklin, Director.

We wish to recognize the design team for their yearlong dedication to the development of the **Independent Living Start-Up Management Simulation**. This included many hours of research, writing critical incidents and traveling. Special thanks to Denise Figueroa, Robert Jeppesen, Patricia Yeager, Laura Sexton, Brad Williams, Fern Moskowitz and Larry Henderson. The team also included RRTC-ILM staff members Ron House, Douglas Usiak and Mark Montgomery. John Moffat, Mike Phillips and Maureen Moffat provided technical assistance and the staff of the Western New York Independent Living Project, Inc. assisted in video role-plays and focus groups.

-Written by Ronald B. House, PhD, RRTC-ILM

# Professional Development for ILC Management

The RRTC-ILM offers professional development opportunities for ILC managers in many formats. Building on the unique needs of ILC middle management, two courses have been developed: **Delivering Core Services: a Primer for ILC Middle Managers and Supervision** and **Program Management for ILC Middle Managers**.

**Delivering Core Services: a Primer for ILC Middle Managers** began September 2002. The curriculum for this course was reviewed by the RRTC-ILM Curriculum Committee and given a high approval rate. This course was filled within two days, had a waiting list and may be offered again.

**Supervision and Program Management for ILC Middle Managers** is ready for the Curriculum Committee's review. It is scheduled for November 2002.

This project is administered by Alice Nemon, PhD, San Francisco State University. The course curricula were developed by Carol Bradley, JD, Executive Director and Teresa Favuzzi, MSW, Program Manager, Independent Living Resource Center San Francisco, who will be the instructors for both courses.

-Written by Carol Bradley,  
JD, Executive Director, Independent Living  
Resource Center San Francisco

## Comments from RRTC-ILM Curriculum Committee Delivering Core Services: a Primer for ILC Middle Managers

The following are direct quotes from Curriculum Committee member's evaluations of this on-line training:

"Good contemporary thinking!"

"Well designed."

"Discussion topics are definitely relevant to all CIL's."

"The curriculum is comprehensive."

"...defining the core services, understanding the compliance indicators, and providing tools for working with staff on service delivery [are] all valuable."

"Seems like the training will be very intense & very informative."

"The material looks relevant to any person's attempt to learn it."

"On line reading looks awesome, I'll be checking them out, thanks."

"Timeframe was great and I love on line learning."



The Rehabilitation Research & Training  
Center on Independent Living  
Management is a member of The Family of  
Agencies of The Western New York  
Independent Living Project Inc.

### **Did you know that ...**

- ◆ Independent living centers are an industry of over \$300 million?
- ◆ Independent living centers served over 174,000 consumers in 2001?
- ◆ In 2001, over 99,500 of our consumers were age 23-64?
- ◆ Over 21,400 consumers were prevented from entering institutions in 2001?

# Culture Brokering Statewide

California is leading the way when it comes to improving independent living centers' outreach effectiveness to minority consumers. The California Foundation for Independent Living Centers (CFILC) scheduled three culture brokering training programs aimed at identifying and overcoming potential cultural barriers to providing IL services to foreign-born consumers.

## **4 Organizations in 3 Cities on 2 Coasts - CFILC, CIRRIE, RRTC-ILM and ICI**

Four organizations, in three cities, on two coasts collaborated to provide training. RRTC-ILM, in collaboration with its project partner, the Center for International Rehabilitation Research Information and Exchange (CIRRIE), presented workshops in Garden Grove, San Jose and Sacramento, California. Three 2-day workshops were led by John Moffat, RRTC-ILM Project Coordinator and Culture Brokering trainer and Rooshey Hasnain, Project Director from the Institute for Community Inclusion at the University of Massachusetts, Boston and CIRRIE Culture Brokering trainer.

CFILC's Multicultural Outreach Coordinator, Sushil Bolaria, coordinated workshop announcements, registrations and scheduling. Ms. Bolaria also arranged for the hosting and program support at three outstanding facilities: the Dayle McIntosh Center in Garden Grove, the Silicon Valley Independent Living Center in San Jose and CFILC headquarters in Sacramento.

## **Statewide Programs**

Previous culture brokering programs were presented by RRTC-ILM at the New Jersey State Independent Living Council Annual Meeting and at the Western New York Independent Living Project, Inc. The California training marks the first statewide presentation of culture brokering training for independent living staff in the country. Workshop participants from Korea, Vietnam, Mexico, Puerto Rico, India, Italy, Germany and Canada attend-

ed the training, reflecting California's culturally diverse population. Personal and professional knowledge of foreign-born consumer perspectives on disability and services enriched the overall training experience for all fifty-two participants.

## **Additional Resources**

Participants have access to follow-up resources including RRTC-ILM's computer-based culture brokering tutorial on compact disk (soon to be distributed to all independent living centers). Also, participants may learn more details about culture brokering models and profiles of the ten major U.S. immigrant cultures found in a series of monographs published by CIRRIE. The disability and rehabilitation perspectives of immigrants from China, Cuba, the Dominican Republic, El Salvador, India, Jamaica, Korea, Mexico, the Philippines and Vietnam are explored in individual monographs available in print and on-line through CIRRIE's website (<http://cirrie.buffalo.edu>). Or, call at 716-829-3141, ext. 149.

## **Culture Competency**

Acknowledged as an ongoing process, the development of culture competency is important to the success of outreach to foreign-born consumers. In conjunction with the culture brokering training, Jun-Yuan Tung, graduate student, Department of Occupational Therapy, University at Buffalo, is conducting research studies to evaluate the effectiveness of the workshop and to identify culture competency among independent living staff. Using self-assessment questionnaires on culture diversity and culture competency from Georgetown University, Mr. Tung has developed a modified questionnaire for use with independent living staff. Results from the Pre - Post Test of California training participants are encouraging. For each of the items on the test, one or more workshop participants increased their knowledge on 21 of the 25 items. The participant gains in score on individual items ranged from a 2% increase on one item to a 49%

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increase on another. Each participant increased their pre/post score after the workshop.

The next step in this research study will involve independent living staff from centers in New York State. The expected research outcome is that foreign-born IL staff, working at multicultural centers who participated in culture brokering training, will score higher on self-assessment cultural diversity and competency measures. Research results will provide an assessment and guide to individuals seeking to increase their culture competency.

To learn more about these activities or to schedule culture brokering training for your independent living center or statewide independent living centers, contact John Moffat at [jmoffat@ilm.wnyilp.org](mailto:jmoffat@ilm.wnyilp.org) or 716-836-0822, ext. 166.

-Written by John A. Moffat,  
RRTC-ILM Project Coordinator  
and Nancy Laurien Wilkins,  
CIRRIE Project Coordinator

### Rehabilitation Research & Training Center on Independent Living Management

A member of the family of agencies of The Western New York Independent Living Project, Inc.

3108 Main Street, Buffalo, NY 14214

716-836-0822 (V/TDD)

716-835-3967 (F)

<http://www.RRTCILM.org/>

#### RRTC-ILM Staff

Douglas J. Usiak, Project Director  
[dusiak@wnyilp.org](mailto:dusiak@wnyilp.org)  
716-836-0822 ext. 117

Ronald B. House, PhD, Director of Training  
[rhouse@ilm.wnyilp.org](mailto:rhouse@ilm.wnyilp.org)  
716-836-0822 ext. 165

John A. Moffat, Project Coordinator  
[jmoffat@ilm.wnyilp.org](mailto:jmoffat@ilm.wnyilp.org)  
716-836-0822 ext. 166

Mark E. Montgomery, JD.,  
Research Coordinator  
[mmontgomery@ilm.wnyilp.org](mailto:mmontgomery@ilm.wnyilp.org)  
716-836-0822 ext. 105

Maureen Moffat, Research Coordinator  
[mmoffat@ilm.wnyilp.org](mailto:mmoffat@ilm.wnyilp.org)  
716-836-0822 ext. 168



#### Contact:

Maureen Moffat, Research Coordinator  
716-836-0822 ext. 168  
[mmoffat@ilm.wnyilp.org](mailto:mmoffat@ilm.wnyilp.org)

Add your management documents to the **COMPENDIUM of Resources for Independent Living Management.**

We want to add your policies, procedures, job descriptions, mission statements, forms, program descriptions, etc. Your documents will be held in strict confidentiality. All references to the source of the document will be removed.



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**Editor:** Maureen Moffat  
**Design/Layout:** Laurie Yarnes  
For more information on RTCLM or to obtain this newsletter in an alternate format,  
Contact: Maureen Moffat,  
Research Coordinator,  
RTCLM  
Western New York  
Independent Living Project, Inc.  
3108 Main Street  
Buffalo, New York 14214-1384  
Phone: (716) 836-0822, ext. 168  
Fax: (716) 835-3967  
E-Mail: [mmoffat@ilm.wnyilp.org](mailto:mmoffat@ilm.wnyilp.org)

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