

RRTC-ILM Report Card

Since November 2000, the RRTC-ILM staff and research collaborators have been very busy researching, developing, and implementing a variety of products that we believe assist centers for independent living (CILs) in their missions. It has been four and one-half years since the Rehabilitation Research and Training Center on Independent Living Management (RRTC-ILM) grant, funded by the National Institute on Disability Rehabilitation Research (NIDRR) and the Rehabilitation Services Administration (RSA) at the US Department of Education, was awarded to the Western New York Independent Living Project, Inc.

"So, just what has been done?" you ask.

Let's see. I think I'll start at the beginning and list the products that have been developed for CILs and announce those products that will be released soon.

- 1. The COMPENDIUM of Resources for Independent Living Management for CILs** - contains collated survey data from over 300 CILs and over 750 downloadable documents that include actual CIL job descriptions, policies, practices, and procedures that are being used in CILs across the country. (<http://www.wnyilp.org/RRTCILM/compendium.html>)
- 2. The COMPENDIUM of Resources for Independent Living Management for SILCs & IL Associations** - contains collated survey data from over 25 SILCs and IL Associations, organizational data and procedures, and links to State Plans for Independent Living (SPILs). (<http://www.wnyilp.org/RRTCILM/compendium.html>)
- 3. The CIL DIRECTORY** - the most up-to-date directory of the national network of over 600 CILs. (<http://www.wnyilp.org/database/directory.php>)
- *4. Being Entrepreneurial: A Business Guide for CILs** - a manual on how to build a for-profit business at your CIL that includes four case studies on how CILs were able to develop businesses to raise non-governmental funds to support their missions. Available soon.
- 5. Centers for Independent Living: Building Support for Transition-Aged Youth** - a website that presents three examples of how your CIL can

develop transition programs for your community. The website includes instructions, resources, and information on how to either conduct the program of your choice or seek funding for programs. Our colleagues at the Beach Center, University of Kansas developed this program.

(<http://www.wnyilp.org/RRTCILM/bestprac/>)

- *6. Centers for Independent Living (CIL) Pathfinder for Services & Programs for Older Americans** - provides information about the aging network infrastructure and how CILs can link with this network to market the IL philosophy and provide services for older Americans with disabilities. Our colleagues at the Department of Occupational Therapy College of Health Professions, the University of Florida developed this program. Available soon.
- 7. Independent Living Executive Management Simulation** - a weeklong simulation interactive workshop, which provides real life experiences for new CIL directors handling budgets of over one million dollars. This workshop is a revision of those developed by Cornell and ILRU.
- *8. Start-Up Executive Management Simulation** - a weeklong simulation workshop, which provides real life experiences for directors of newly funded CILs.
- 9. The Organizational SnapShot for CIL Strategic Planning®** - a step-by-step questionnaire that enables you to take a managerial picture of your center as it exists today. Structured within nine CIL management categories, the questions guide you to identify various resources that support day-to-day operations of your organization. (<http://www.wnyilp.org/RRTCILM/snapshots/CILSnapshot01-05.doc>)
- 10. The Organizational SnapShot for SILC Strategic Planning®** - a strategic planning instrument developed specifically for SILCs with a step-by-step questionnaire that enables you to take a picture of your SILC. The questions guide you to identify various resources that support day-to-day operations of your SILC and assist in direct-

(Continued on page 2, see **RRTC-ILM Report Card...**)

ing where it may go. (<http://www.wnyilp.org/RRTCILM/snapshots/SILCSnapShot01-05.doc>)

- *11. **A CIL Management Model** - the result of information gathered from over 600 stakeholders (CIL staff, consumers, board members, and SILC personnel) who helped in the development of a CIL Management Checklist. See what over 130 CIL executive directors believe should be in place for CIL management.
- *12. **Effective Independent Living Board/Staff Relationships** - a CD tutorial about CIL Board of Directors' roles and functions.
- 13. **Visit-ability: Making Universal Access to Community Life a Reality** - a computer-based CD tutorial produced by the RRTC-ILM and the RERC on Universal Design. This program explains visitability and ways to promote it through text, video, graphics, and a brief test with a certificate of completion.
- 14. **Culture Brokering Training** - face-to-face training specifically designed for CIL staff, developed by the Center for International Rehabilitation Research Information and Exchange (CIRRIE) and the RRTC-ILM.
- 15. **Successful Outreach to Foreign-Born Consumers Through Culture Brokering CD** - a computer-based tutorial, which adapts the CIRRIE monograph entitled *Culture Brokering: Providing Culturally Competent Rehabilitation Services to Foreign-Born Persons* by M. Jezewski for CIL use. The CD presents text, video, a test and a certificate of completion.
- 16. **Independent Living Philosophy and History DVD** - includes text, video clips, IL disability rights history timeline, a training manual, IL scenarios, *My Country* video, links to IL sites around the world and more.
- *17. **Community Organizing** - a DVD tutorial presenting the nuts and bolts of grassroots organizing including marketing, promoting, and "how to." The DVD includes video clips from thirteen national community organizers including Justin Dart.
- 18. **National Network of Federally Funded Centers for Independent Living 2001 - 2003 Consumer Profile** - charts that provide in-depth data about CIL service provision across the country. (<http://www.wnyilp.org/RRTCILM/dissemination/conprofile/index.html>)
- 19. **Pioneers in Grassroots Organizing Video Links** - monthly online video stream links of national disability rights community organizers. (<http://www.wnyilp.org/RRTCILM/index.html>)

- 20. **Pioneers in Grassroots Organizing Videotape Series** - fourteen videotaped interviews of IL leaders (including Judy Heumann, Justin Dart, Mike Oxford and others) who talk about the independent living movement, disability rights, how they got involved and why.
- *21. **An Assessment Form** - that will clearly show when a consumer is in jeopardy of entering a nursing home.
- 22. **Online Training Programs** - online courses are six weeks long requiring two to three hours of participation per week. Course assignments include readings from web sites, responding to instructor questions, reviewing other participants' responses and interacting with participants and instructors. Previous online training included: *Delivering Core Services: A Primer for Supervisors*, *Beginning Supervisory Skills - Part 1 and Part 2*, *Employee Discipline and Termination*, and *How to Hire*.
- *23. **Peer Mentoring: Promoting Positive Transition Outcomes for Youth with Disabilities** - Mentoring programs provide broad and strong bases for people with disabilities who are transitioning from school. This manual provides a foundation upon which to build and tailor a mentoring program that meets the needs of your center, consumers and community.
- 24. **Going Home: A Guide to Nursing Home Transitioning** - Provides a template for each CIL to create a basic framework to help break the cycle of institutionalization.

You may have noticed the * before certain numbers. If you did, the asterisk means that the item will be released soon. As for the report card ... well ... mmmmm ... that's up to you! Please contact us, pick your product, and let us know if we passed.

- written by Douglas J. Usiak
Executive Director, Western NY Independent Living Project, Inc., Principal Investigator, RRTC-ILM



Japanese guests visit the RRTC-ILM.
Left to right: Hiroaki, Naoko Nishio,
Shoji Nakanishi (seated).

Announcing the Completion of A New Web Site!



Development of the **Centers for Independent Living: Building Support for Transition-Aged Youth** website represents the conclusion of a three year project conducted with the RRTC-ILM by the Beach Center on Disability at the University of Kansas. This website provides a synopsis of materials focusing on the roles that CILs play in transition services for youth with disabilities. Content of the website is based upon project activities including a review of research literature and services provided to youth in transition at CILs and a survey of transition services provided to transition-age youth by CILs. The intention is to provide an accessible website that will be useful to CILs trying to provide support to youth in transition all over the country. Rather than a single "how to" manual, the website offers resources on multiple relevant topics, accessible to all CILs via the web. The U.S. Department of Education, Office of Special Education and Rehabilitation Services, National Institutes on Disability Rehabilitation Research (NIDRR) funds this project.

Web Site Location:

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

Accessibility and Usefulness: Accessibility and usefulness of materials were key considerations and influenced the development and look of the materials. Each section is designed to be read easily by a screen reader and downloadable for later reference.

Site Layout: Each web page is broken into three columns. The left column contains a list of links to the main sections of the website. The middle column is used for the narrative or descriptive content of each section. The right column provides a list of links to the agencies involved in the development of the website (e.g., NIDRR, The Beach Center on Disability, and RRTC-ILM).

CILs' Transition Best Practices: This section provides materials that can be used to implement practices designed to promote transition outcomes for youth. Materials are straightforward and easily downloaded for future reference. Emphasis is on practices that have been experimentally evaluated or that are currently being implemented by CILs across the country, as identified by our survey or literature review. Three of the best practices included on the web page were evaluated through project activities: Empowerment Groups, The Self-Determined Career Development Model, and Youth Leadership Forum activities. Two additional best practices are provided: Peer Mentoring and Supported and Customized Employment. All best practices can be downloaded for later reference.

References and Links: Each section of the website contains references and links to additional information on the topic.

Come check out our site!

- written by Jennifer Lattimore and Michael Wehmeyer
University of Kansas, Beach Center on Disability

Business Income of CILs - A Preliminary Report

This is a preliminary analysis of descriptive data from the *Independent Living Organizational Survey*. 308 executive directors responded to our survey between 2001 and 2004. About 25% (76) indicated that they provided a business-related service or product. Of these, fewer than half (34) reported the amount of business income generated. Sixteen of these thirty-four CILs reported less than \$10,000 in business income. The remaining eighteen reported income ranging from \$10,000 to over \$500,000. Since the majority of CILs, which generated business income, failed to report the amount of income, it is not possible to draw conclusions about typical business income from this survey.

The 76 responses indicated that most (68) obtained income by providing a disability-related service (e.g., wheelchair modification or repair). Five CILs produced a product and three provided both a service and a product.

The RRTC-ILM will be conducting further research stud-

ies to understand what types of business ventures are successful; so that the lessons learned can be replicated by other CILs.

James King, Executive Director of the New York State Small Business Development Center and Principal Investigator of RRTC-ILM's Project 2 stated, "These projects reflect new ways to do business. Changes in CIL operations will make the CIL stronger in the future. These diverse projects are projected to trigger additional innovations by CILs." (RRTC-ILM Newsletter 4(1), April, 2004, p. 3 <http://www.wnyilp.org/RRTCILM/dissemination/newsletters.html>).

For those interested in starting a for-profit venture, the RRTC-ILM's **Being Entrepreneurial: A Business Guide for CILs** is in press. All CIL directors will be notified when it is available.

- written by Ronald B. House and
Mark E. Montgomery, RRTC-ILM

Taking Stock of Best Practices in CIL Management - Part II

This report summarizes the second step (Part II) of a research study we just completed. This two-part study focused on taking stock of management practices currently en vogue across the national network of CILs. The objective of the study was to identify management practices viewed by CILs stakeholders as potentially effective. As described in our past newsletter article,¹ we previously obtained the profile of an effective CIL² as seen by its stakeholders (board members, executive directors, funders, volunteers, staff and consumers), suggesting nine management areas in which CIL practices could be grouped. These areas guided our work both in Part I and II of this study. The entire research is part of a major RRTC-ILM effort to identify and replicate suitable management models from CILs and from other organizations.³

Part I of the study involved obtaining the collective view of CIL executive directors on the importance of a set of proposed management practices in relation to CIL management. These were 181 practices that we previously generated under the 9 management areas. They were then critiqued and validated by 10 experts - directors of CILs identified as top performing based on aggregated data from the most currently available 704 Report. A survey was prepared in a Kano format⁴ containing 181 pairs of questions, structured for telephone administration. Each set called for the degree of agreement (on a rating scale of 1 to 5) about the importance of a specific practice, one referring to the practice being present in the CIL and the other referring to the practice not present in the CIL. A national sample of 131 executive directors representing 50 states in the 10 regions responded to the telephone interviews, most of them in two sittings, with each session taking approximately 75 minutes to complete.

The Kano analyses of the stakeholder priorities assigned to the CIL practices presented under the 9 management areas found them to fall into four distinct Kano categories: (1) *expected* practices, or those that were considered essential; (2) *revealed* practices, or those that were seen as important enough to examine and improve; (3) *exciting* practices, or the "nice to have" practices which CILs may not have thought about or may have considered infeasible; and (4) *make-no-difference* practices that CILs did not care about. The management areas which housed these four types of practices include: Organizational Culture, Physical Plant, Human Resources, Fiscal Management, Administrative Operations, Community Relations, Programs and



APRIL's Kathy Hatch, Mary Holloway and Doug Usiak discuss the SnapShot©.

Services, and Consumer Involvement and Governance.

The organization of the final listing for a model is now under way. In the mean time, the findings further inform the RRTC-ILM if the priorities are different for centers based on size, age and type of communities served (urban/rural). This will allow CILs to identify mutual strengths that might be tapped and transferred between centers and will help centers identify areas in which to seek fortification through training. In addition, the findings will enable the RRTC-ILM to offer useful planning tools to CILs in the form of meaningfully structured organizational snapshots. To this end, we proposed further organization of the findings into meaningful management functions. We got them validated by 20 experts - CIL directors from the 10 regions. In addition to the 10 directors of the top-performing CILs earlier identified in the study, the sample of experts consisted of 9 directors that took part in the earlier Kano survey. Three of the experts are also members of the RRTC-ILM Steering Council. The sample represented urban (12) and rural (8) CILs. They came from small (11), mid-sized (8) and large (1) centers. In terms of age, 6 were old centers, 11 were mid-aged and 3 were young centers. (For a definition of urban versus rural centers in this study, as well as their distribution in terms of age and size, please see the previous newsletter article entitled Taking Stock Of Best Practices in CIL Management - Part I <http://www.wny-ilp.org/RRTCILM/dissemination/nl8.pdf>).

In an effort to validate the groupings of practices under functions, the experts responded to a telephone survey, where they approved or disagreed as to the relevance of a given management function to each of the practices presented. In all, 257 practices were judged including 76 that represent mandatory CIL practices in addition to the 181 practices referred to above. There was fairly good consensus among the interviewed experts regarding the correspondence we proposed with at least 80% (16 or more) agreeing to all of the cases. Nineteen of them agreed on most of the cases. The disagreements also provided alternative suggestions, which are being examined for due incorporation.

Stay tuned! Our next step is to appropriately substantiate the emerging model with the relevant body of knowledge and house it in a format that will be useful as a resource and management guide.

- written by Mark E. Montgomery, RRTC-ILM and Vathsala I. Stone, University at Buffalo

References

- ¹Stone, V.I. and Montgomery, M.E. (2004). Taking stock of best practices in CIL management - part I. *RRTC-ILM Newsletter* 4(2) p. 4-5.
- ²Usiak, D.J., Stone, V.I., House, R.B. & Montgomery, M.E. (2004). Stakeholder perceptions of an effective CIL. *Journal of Vocational Rehabilitation*, 20(1) 35-43. (Also available at: <http://www.wny-ilp.org/RRTCILM/dissemination/publications.html>).
- ³Western New York Independent Living Project, Inc. (2000). Rehabilitation Research and Training Center for Independent Living Management. [A grant proposal submitted to NIDRR]. Unpublished.
- ⁴Kano, N. (1984). Attractive quality and must be quality. *Hinshitsu, The Journal of the Japanese Society for Quality Control*, 14(2)147-156.



RRTC-ILM Search Engines on the Web



The COMPENDIUM of Resources for Independent Living Management - CILs

The COMPENDIUM of Resources for Independent Living Management - SILCs & I L Associations

The **COMPENDIUM of Resources for Independent Living Management** contains two search engines: one for CIL information and one for SILC and I L Association information. It is a repository of information on IL organization and management. Information is available on organizational structure, programs and services, staffing and salaries, revenues and financial sources and management documents. CILs shared copies of their management policies, organization charts, procedures, bylaws, job descriptions, and forms for inclusion. They are presented in their entirety with minimal editing. Data and documents are being added to both search engines. <http://www.wnyilp.org/RRTCILM/compendium.html/>



The **CIL DIRECTORY** lists CILs in the U.S. and territories. <http://www.wnyilp.org/database/directory.php>

Computer-Based Tutorials



Independent Living Philosophy and History - DVD Rom

This program examines the values and beliefs that powered the independent living movement and established the core philosophy of independent living centers. The tutorial contains a variety of resources for learning and presenting IL philosophy and history including: a tutorial with an exam and certificate, the *My Country* video, video role plays on the influence of I L philosophy on center decision making, a disability rights history timeline and *Freedom of Movement*.

Community Organizing: Ground Rules for Grass Roots Organizers - DVD-Rom

This tutorial presents the nuts and bolts of grassroots organizing and includes video clips from thirteen national community organizers including Justin Dart.



Effective Independent Living Board/Staff Relationships -CD-Rom

A tutorial about CIL Board of Directors' roles and functions

Successful Outreach to Foreign-Born Consumers through Culture Brokering -CD Rom

This tutorial is an adaptation of the monograph *Culture Brokering: Providing Culturally Competent Rehabilitation Services to Foreign-Born Persons*. Developed by CIRRIE and the RRTC-ILM incorporating terminology, examples and case studies relevant to independent living.



Visit-Ability - CD Rom

Visit-ability is a program about making residential property accessible for visitors and friends with mobility impairments. The purpose of this tutorial is to promote and educate independent living center staff, volunteers and participants on Visit-ability and community action projects that support the development of Visit-able housing. This program is an adaptation of the booklet *Visit-ability: An Approach to Universal Design in Housing* created by the RERC on UD.

Websites

Centers for Independent Living: Building Support for Transition-Aged Youth



This website provides information, resources, and strategies for supporting transition-aged youth to become fully integrated into their communities and to prepare them for independent living. It includes instructions, resources, and information on transition programs. <http://www.wnyilp.org/RRTCILM/bestprac/>

Centers for Independent Living (CIL) Pathfinder for Services & Programs for Older Americans

This guide helps CILs understand the specific needs and problems of people as they age, the network of aging organizations, and identifies ways to network with these established aging agencies, locate and tap into some of the monies available for senior programs. Our colleagues at the Dept. of Occupational Therapy College of Health Professions at the U of Florida developed this program. Available soon via www.RRTCILM.org

Pioneers in Grassroots Organizing Videostream Links

Monthly online video stream links of national disability rights community organizers. <http://www.wnyilp.org/RRTCILM/index.html>

Videotapes

Pioneers in Community Organizing

Fourteen interviews on the challenges of community organizing with nationally recognized leaders: Justin Dart, Bob Kafka, Linda Anthony, Kathleen Kleinmann, Diane Coleman, Gina McDonald, Marilyn Golden, Lillibeth Navarro, Tari Susan Hartman, Mike Oxford, Judy Heumann, Bill Stothers, Cyndi Jones, and Sarah Triano. Tapes available individually or as a set.

Management Practices

Organizational SnapShot©

- **The Organizational SnapShot for CIL Strategic Planning©** - a step-by-step questionnaire that enables you to take a managerial picture of your center as it exists today. Structured within nine CIL management categories, the questions guide you to identify various resources that support day-to-day operations of your organization. <http://www.wnyilp.org/RRTCILM/snapshots/CILSnapShot0105.doc>
- **The Organizational SnapShot for SILC Strategic Planning©** - a strategic planning instrument developed specifically for SILCs with a step-by-step questionnaire that enables you to take a picture of your SILC. The questions guide you to identify various resources that support day-to-day operations of your SILC and assist in directing where it may go. <http://www.wnyilp.org/RRTCILM/snapshots/SILCSnapShot01-05.doc>

A CIL Management Model

A checklist that reveals which management practices are in place within a CIL's operations. A guide to identify the importance and urgency of these practices to the CIL and assists in identifying the immediacy of those practices that need to be implemented. A downloadable file that will be available on the RRTC-ILM website soon.

National Network of Federally Funded Centers for Independent Living 2001 - 2003 Consumer Profile

Charts that provide in-depth data about CIL service provision across the country. <http://www.wnyilp.org/RRTCILM/dissemination/conprofile/index.html>

Training

Simulation Training

- **Independent Living Executive Management Simulation**

This is a weeklong interactive workshop that provides real life experiences for new CIL directors handling budgets of over one million dollars.

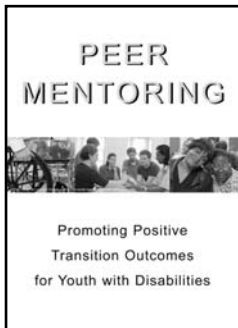
- **Start-Up Independent Living Management Simulation**

For directors of newly funded CIL.

Culture Brokering Training

Face-to-face training for CIL staff, developed by CIRRIE and RRTC-ILM.

Manuals and Guides



Peer Mentoring: Promoting Positive Transition Outcomes for Youth with Disabilities

Mentoring programs provide broad and strong bases for people with disabilities who are transitioning from school. This manual provides a foundation upon which to build and tailor a mentoring program that meets the needs of your center, consumers and community. Includes the *Independent Living Philosophy & History* DVD, *Freedom Chasers* DVD and a CD of resources and documents.

Going Home: A Guide to Nursing Home Transitioning

Provides a template for each CIL to create a basic framework to help break the cycle of institutionalization.

Being Entrepreneurial: A Business Guide for CILs - A workbook to assist CILs in evaluating their potential to develop and operate a for-profit entity for the benefit of the CIL.

For more information: contact:

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newsletter

Visit our website at <http://www.RRTCILM.org>

Visit the COMPENDIUM of
Resources on Independent Living Management at
<http://www.wnyilp.org/RRTCILM/compendium.html>



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