



NYSILC 2015 SPIL Evaluation Report

Consultant's Report on the Second Year of the 2014-2016
State Plan for Independent Living (SPIL)

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Background

The second year evaluation is always difficult because committees are pulled away to focus on developing the next SPIL. My discussions with committees was more limited this year, but NYSILC staff did a great job pulling together the data and working with the committees to finalize their assessments. As noted in last year's report, the Council has come a long way with writing a more specific and measurable plan. The objectives and targets are more outcome or impact oriented; vague terms have been defined more clearly to make the evaluation more objective. In developing the next SPIL we had continued discussions to further refine and tighten the objectives and targets, so the next SPIL will be even easier to evaluate objectively in a meaningful way.

This year's evaluation consulting activities (2014-2015) included continuing to work with the committees to discuss how to evaluate the new SPIL objectives, reviewing and commenting on drafts of those objectives, and continuing to look at "value added" components for each objective. These "value added" components are efforts to make the evaluation process more outcome oriented. The previous SPIL consisted mostly of activity or process oriented objectives. They discussed what the Council or its subcontractors would be doing. The new SPIL has a few more outcome oriented objectives, but in the push to get it finished, a number of activity oriented objectives remained in place. So we continued to add some "value added" elements to bring more of an outcome orientation to the evaluation.

There were a number of targets that were not clearly defined in the SPIL (e.g. what is a "system change") and committees have taken steps to more clearly define some of these so they can be more accurately evaluated.

For this evaluation, the same basic process was followed. Each committee held discussions to review the evaluation data collected by Council staff. The evaluation consultant was involved with some of these calls. A compilation of these evaluation summaries was made by Council staff and sent to the consultant. This report is based on those summaries.

At the June 2015 Council meeting additional training was provided for Council members on the evaluation process in advance of the development of the new SPIL. The training focused on developing outcome based goals and objectives to help continue the transition from process/activity objectives to outcome objectives. In addition, as new individuals continue to be appointed to NYSILC, it may be useful to plan additional training for them. New members continue to be provided a link to the webinar recorded earlier. The outcome evaluation training materials developed and presented the first year I worked with the Council are also included in the new member orientation manual.

Some of the objectives from the previous SPIL that had been delayed due to a slow RFP or contracting process were pushed back, and extended into this SPIL with the use of unspent Part B funds.

Similar to the earlier years, each committee developed an evaluation process that generally relied on the NYSILC staff gathering the relevant data from records for projects being conducted by NYSILC, or from the DSU for projects that were handled through RFP's. Some additional work was done to evaluate some of the "value added" components. Committees are taking more care to try to determine the actual impact of the projects, not just the amount of effort that was expended.

Each of the committees conducted their evaluation between November 2015 and February 2016. Summaries were then transmitted to the SPIL evaluator who then drafted an evaluation report based on those summaries.

2015 SPIL Evaluation Findings

Summative Analysis

Overview:

Most of the objectives in the SPIL initially look to be very straight forward to evaluate. They are written in measurable and specific terms and generally relate to whether or not certain activities took place, how many people participated in the activity, what the impact was of the activities, and/or how often or to what degree the activity was accomplished. On a deeper review some questions emerge. Some of the objectives were technically met, i.e. the number of activities/people served were achieved. However, the impact in some cases appears to be minimal and not what the objective's intention was.

The reverse is also true, some of the targets that the committee felt were "not met" due to data problems or technicalities were actually partially met when the data was examined more closely and the intention was looked at. In some cases, by writing the objectives too specifically the evaluation shows that the objective was technically not met, although the intention appears to have been met. Similarly by writing some of the objectives too broadly, the objectives were technically met although the impact appears to be minimal and not what was hoped for.

In this report I generally went with the technical rating – did the objective, as written literally get met. I also added comments where I felt a different rating would actually be more accurate.

There were 10 objectives in the 2014-2016 SPIL. One of the objectives (#8 – Capacity Building) was carried over from the prior SPIL for only one year, so was inactive this year. The 9 remaining objectives had 47 specific measurable performance targets set for this year. The Council has adopted a range of ratings for each target and each objective including: exceeded, fully met, substantially met, partially met, not

met/no progress. This reflects the understanding that even when an objective is not fully met, if there was substantial progress, that has substantial impact and is worth noting.

Overall, the council fully met two objectives (#4 and 6) and exceeded the goal on a third one (#2). Four of the nine active objectives were substantially met (objectives 1, 3, 5 and 10) and the rest were partially met (# 7 and 9). The fully completed rate of 33% is less than last year (44%) and equal to the year before. Seven of the nine (78%) were at least substantially met, meaning the overall SPIL was substantially met for the past year.

For the nine active objectives, there was a total of 47 active performance targets. Nineteen exceeded the target and ten met the target, so 29 out of 47 active targets were accomplished, a rate of 62%, and falling short of the ambitious goal of 90%. This is a decrease from last year and a slight increase over the year before.

Summary of the evaluation of each of the objectives and consultant observations.

(For more detail see the SPIL committee's full report, which follows the consultant's report)

Objective 1: NYSILC Operation.

This objective was revamped in the new SPIL to show more of an impact or outcome. In the earlier SPIL one target was that meetings were held or the 704 report was completed. In the new SPIL some qualitative elements were added to these targets – Council meetings had to have a quorum so business could be transacted. The 704 report was completed accurately and submitted on time to RSA (which has since transitioned to the Administration for Community Living (ACL)). This objective had nine targets. Three were exceeded, three were met (67% met or exceeded), one was substantially met, and two were partially met. Overall, the objective was substantially met based on the number of targets met. However, three of the five most substantive targets (one of the ones regarding youth involvement and the two about meeting the overall SPIL objectives and targets) were only partially met, so a rating of partially met may be a more accurate assessment.

The six of the nine targets that were fully met or exceeded include: (numbers in parentheses are # accomplished/ # of original target)

(Note: The first four bullets below are ways to show the Council is operating effectively administratively. They don't show mission related impact, but do show competent administration.)

- Number of full council meetings held during the year with a quorum (4/4):
- Number of people actively serving on NYSILC committees (duplicated count):

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107/35 (an increase from last year).

Being listed as a committee member does not necessarily mean they were actively serving. Active service is more difficult to measure, but would be a more meaningful measure. Something the Council may want to work towards in future years. This target was not carried over into the next SPIL since as it currently stands, since the committee felt it is not a meaningful measure as is.

- Financial audit completed “unqualified” and 990 forms filed fully, accurately, and on time: 100%.
- 704 Report completed with DSU to RSA (ACL) fully, accurately, and on time: 100%.
- Number of issues addressed by NYSILC committees (27/12).
Overall, the Council addressed 27 different issues. At least nine were accomplished/fully addressed and three issues were reported as still outstanding (and work is continuing on them). By “addressed”, the Council means that there were meaningful discussions that took place, but there was not necessarily any recommendation or actions taken. “Accomplished”, or “fully addressed” means that some follow through was done and the issue was resolved (e.g. new members appointed to various groups representing Independent Living/People with Disabilities; reports written, reviewed and approved). “Issues still outstanding” mean that it is something the Council is continuing to work on to more fully address. The other 15 issues were items the Council discussed, but did not take action on. As the committee noted, this is a very good indicator of the effective operation of the Council.
- Number of young adults participating in a training sponsorship: (14/11).
Getting young adults involved in learning about advocacy is in line with the Council’s mission and strategic targeting of youth leadership development. Taking it a step further to see that some concrete action resulted from the training would be an even more valuable outcome to measure the success of this initiative. This time around an additional focus was added as to the number of youth who stay engaged following the initial activity. NYSILC developed a follow up survey and enhanced the application form to capture this information, and now notes up front that successful applicants will be asked for follow up information by replying to a questionnaire about their experience. Five youth responded to a follow up survey after their training experience and all five expressed interest in staying engaged in their local community. Additional follow up will be needed to see if they have successfully gotten engaged or need additional assistance to connect with their local community.

The committee also discussed this further and had some recommendations for the Outreach Committee to discuss for succeeding years (see full SPIL Committee report for details). It was also noted that many ILC Executive Directors are nearing retirement age and finding qualified people with

disabilities to move into these roles may be difficult, further underscoring the need for more active leadership development efforts.

The following were substantially or partially met:

- Number of young adults appointed to NYSILC or joining youth leadership subcommittee: (1/2 partially met).
One young adult was appointed to the Youth Leadership Subcommittee which now has nine members (five of them Council members). The committee is becoming very active including working on a strategic plan for young adults. No youth was appointed to the Council this year, but one was appointed effective January 2016. Six of the training sponsorship recipients expressed interest in serving as well. There was only one open position on the Council, but the SPIL broadened this target to including having youth leaders engaged with the youth subcommittee. The SPIL committee also discussed possibly broadening this to other Council subcommittees as well. There was no report of additional youth being appointed to other committees. Now that the Council has a full complement of young adult members and a strong youth subcommittee, it may make sense to shift this target to “maintaining strong representation of young adults on the Council (minimum of X representatives), and maintaining a strong and active youth leadership subcommittee (minimum of X members with an active agenda). For now, this can go in as “value added”.
- Percentage of SPIL objectives that are fully completed on an annual basis: 33%/80% (partially met). There were nine active objectives last year; three were fully met or exceeded. However, an additional four were substantially met, shifting this to 78% met or substantially met which is a more meaningful measure. Since the Council does not control the implementation of most of these objectives, it is difficult to aim for such a high percentage to be “fully met”. However, it is reasonable to expect there to be significant progress on most of the objectives, and that was the case last year and the Council should be recognized for that. I would consider this target to have been substantially, not partially met.

The committee felt that the Council has the responsibility to develop, monitor and evaluate the SPIL. It should not “own” specific percentages of the objectives and targets whose accomplishment are beyond their control. In the next SPIL, this target and the one below (total objectives and targets) were eliminated. The thought was that the Council should be held responsible for monitoring and evaluating the objectives and working with a consultant to draft a report.

While the Council can't control the outcomes and in many cases doesn't even pick the contractors to run the projects using funds allocated under the SPIL, the Council and DSU together should have some level of accountability for

how well the projects run and how much they accomplish. The projects were identified by the Council in the SPIL and administered generally by the DSU. I think it is useful to continue to measure how many objectives and targets are met and that the Council and DSU should share some credit/responsibility for these outcomes. They should also use the evaluation process to continue to improve their planning and project implementation to continuously improve outcomes. As noted in previous reports, project start up may be administratively delayed and unexpected obstacles may be encountered, so these contingencies should be built into the outcomes with a more realistic target than 80% full compliance. Based on earlier evaluations, this finding did lead to longer lead times being built into new project.

- Percentage of SPIL performance targets that are met on an annual basis: 74%/90%. The nine objectives each had a number of performance targets for a total of 47 targets to be measured. 29 were met or exceeded (62%) and an additional 7 were substantially met, for an overall score of 35 out of 47 met or substantially met or 74% (so this target was substantially met). A similar discussion was held as noted above about whether the Council should be evaluated on this target.

While much of the Council's impact is measured in the accomplishment of the SPIL each year, including the nine targets for objective 1 and the other eight major objectives that follow, there are a number of additional impacts worth noting. These include: maximizing cooperative working relationships; developing, distributing and posting quarterly newsletters and an Annual Report; maintaining a website with timely information; developing mechanisms to solicit and recruit new council members; and conducting a statewide needs assessment. These types of outcomes should be reflected in any full evaluation of the Council.

Areas for further improvement include clarifying how many Council members actively participate on committees. The report shows the number assigned to committees, but does not indicate level of engagement. This was deferred due to the added administrative cost of collecting this information. There may be a simple, low cost way to do this and it is worth having the committee discuss this further. Similarly, having the Council or committees "address" an issue is a very vague standard. Even the term "issue" is vague. Some further definition of these terms could be helpful.

The youth participation target is a great example of focusing on impact. In the past the number of youth participating was the target. This time around an additional focus was added as to the number of youth who stay engaged following the initial activity. That's the real goal of the project, to engage youth in an activity that leads to more long term involvement and leadership.

Objective 2: Support a Statewide Systems Advocacy Network (SSAN)

There were seven outcomes related to this objective. Six outcomes (or targets) were exceeded and one outcome was met. This objective exceeded its targets.

- Number of successful system changes (5/2). Exceeded. A strong definition was developed for what constitutes a “systems change” and once again there were a number of successful system changes over the past year that the SSAN network was actively involved in. The definition includes that the SSAN coordinator will take a leadership role in the process and that SSAN providers would be substantially involved. Another element is that the change has to be statewide or lead to statewide change. It appears that five changes the network worked on meet this enhanced definition, including getting new laws passed and securing funding in the state budget for key initiatives. This target was exceeded with some significant impacts.
- Number of partnerships established (166/70). Exceeded. As noted last year, there is no standard or criteria for what constitutes a meaningful or substantial partnership. Three impressive examples are cited, but it’s not clear how many of the 166 new partnerships meet this degree of involvement. Having a clear standard for this would make this number more impressive and significant. Strengthening this standard might require a lower overall number as a target.
- Number of education alerts (906/616) Exceeded.
- Number of public education activities (433/280) Exceeded.
- Number of grassroots organizing activities (167/84) Exceeded.
- Number of written/oral testimonies (107/84), Exceeded.

As noted in prior years, the number of education alerts, public education activities, testimonials, etc. is impressive. It does show that the network is active, engaged in local and state advocacy and education. The large numbers show that the partnerships are meaningful and taking on active roles. It would be very interesting to be able to show some impact in terms of getting more people involved or successful change of policies.

This is difficult to measure, but worth continuing to consider. With some email systems it is possible to count how many of the alerts are “read” or “opened” and that would be a good place to start. If the alerts ask people to take action, it could also include a request to “reply to let us know” that the action was taken. This does ask the reader to do an additional step and requires the network to undertake additional record keeping, so instead of doing this across the board for all 906 alerts, perhaps it could be done with some of the more critical alerts as a small sample (5-10 per year) to get a sense of how

effective this network is. With public education activities and grassroots organizing activities, it may be possible to do an email follow up to those in attendance asking for a brief report on what they might have done as a follow up. In both cases, only a small percentage of those who actually do something will respond, but generating even a small response shows that there is a real impact from these activities.

- The number of centers without a SSAN contract who are involved in the network (2/2). Target met.

This shows the importance of the funding for centers to take an active role in the network. While it seems easy to pull in many volunteer partners, it is not as easy to bring in Independent Living Centers. As part of strengthening the evaluation process, the committee developed a definition of what it means for a Center to “participate”. This has been defined as “participating in the action alerts and receiving training to work on the outcomes”. It may be worth exploring what the barriers are to Center involvement at this level and see if there is a way to engage more Centers in the network without additional funding.

Objective 3: IL Conference

There were five outcomes related to this objective for this year. One outcome was exceeded, one was met, one substantially met and two were not able to be fully measured. Overall, this objective appears to have been substantially met.

There were a number of criteria developed to evaluate the effectiveness of the conference. The conference is supported in the SPIL by providing funding to reduce the registration fee of up to 250 attendees. The criteria for success included reaching 250 attendees, distributed by specified numbers among staff, board, volunteers, advocates and other stakeholders. In addition, the targets included participants being satisfied with the conference, and whether they learned something useful and planned to take action based on that.

The five targeted outcomes were:

- Number of people attending the IL conference with reduced registration: (222/250). The total number of people attending the IL conference with a reduced registration was 222 (89%, substantially met).
- How these participants would be distributed by IL involvement. Targets were: staff (125), board members (25), volunteers (25), advocates (25), and affiliated stakeholders (25), other (25). (Met.) The enrollment data did not clearly identify relationships, so it could not be specifically evaluated. The only category available for comparison was affiliation (or no affiliation). The committee concluded that 152 individuals were IL staff, exceeding the target.

Another 25 were from stakeholder affiliations, meeting the target. The final 45 were other individuals mostly affiliated with the MFP project and exceeded the target. At this point, there is no way to determine the level of board member, volunteer, or advocate participation. The plan is to update the registration form for the next conference, to incorporate these categories.

However, it will be nearly impossible to meet this target as written. The total number is 250 and even if that were met, the odds of them falling precisely into the categories as allocated is very low. The purpose or intent of this target is to ensure there is adequate representation of key groups among those attending with the reduced registration fee. A suggestion would be to create ranges, rather than hard numbers. E.g. 100-150 instead of 125. This is an example of writing something so specifically it becomes difficult to meet. The specificity in this case is not relevant to the intent. The intent is to have a distribution with the majority being staff and ensuring that the other groups are represented. Ranges would do this more effectively.

The limited measurements from this year's conference seem to satisfy the general requirement, so this target appears to have been met.

- Percentage of attendees satisfied with their overall experience at the statewide IL conference: 90%. 100% rated the overall conference satisfactory or better. 98.5% rated it excellent or good. This target was exceeded.
- Percentage of attendees who learned something useful at the statewide IL conference: 70%. (Partially met.) The evaluation form was set up to obtain feedback about the various presentations and general aspects of the conference. Unfortunately, it did not include this value added question about the usefulness of something learned while attending. However, some of the comments from participants included: "It was very informational...met many new people...I was given a scholarship...I have learned so much at the conference. I learned a lot." Next conference, this question should be added into the evaluation form. The committee rated this target as not being met. I see it as being at least partially met based on the comments and based on the fact that participants were overwhelmingly satisfied, and they would not have been if they didn't learn something useful.
- Percentage of attendees who intend to apply what they learned at the statewide IL conference into a project at their local level: 40%. (Partially met.) Again, the evaluation form was not set up to measure this question. Some of the comments shared from the forms stated: "The information I received will help me in my day to day work duties. Time for sharing & planning regional and statewide strategizing." Next conference, this question should also be added into the evaluation form. As noted above, I'd rate this partially met as well based on the comments and on the strong overall satisfaction. If the

information were not something they could use, they would not have been overwhelmingly satisfied.

Objective 4: NYS CB (formerly CBVH) will provide IL services on a fee-for-service basis to eligible individuals who are legally blind.

There were five outcomes related to this objective. Three outcomes (or targets) were exceeded and one was substantially met. One outcome will need to be reported on when data becomes available through the NYSCB consumer satisfaction survey report. Overall, this objective seems to have been met (partially exceeded and partially a little short, averages out to “met”.)

One target was substantially met:

- Number of people to be served (301/350 86%), comparable to last year.

The three that were exceeded were:

- Experiencing improved access in the community (183/100)
- Experiencing increased independence (183/125).

The targets set were 100 (29% of people served) and 125 (36%) respectively. For both targets 183 people (61% of people served) achieved this, exceeding both the raw numbers and the percent of accomplishment. This is significantly higher than last year (44%) and shows excellent progress in increasing the impact of these services.

- Securing two additional CILs to provide CBVH IL Fee for Services. Nine centers signed on, exceeding the target.
- The final target was to ensure that at least 85% of legally blind people receiving the services and responding to the survey reported that they were satisfied with the services they received. The results of the survey have not yet been received, so this target cannot be evaluated at this time.

Objective 5: Capacity Building

There were a total of five targets for this objective. One was exceeded, two were substantially met and two were not applicable and will not be counted towards the totals. Overall, this objective was substantially met.

The SPIL called for eight funded projects to serve unserved/underserved populations. There were unexpended funds that allowed an increase so that ten centers were awarded contracts. As a result, the targets were increased proportionately.

- Number of people served (480/600 68%).Substantially met. There was some

question about how to count the “number of people served”. It was agreed that establishing a Consumer Service Record (CSR) and providing services to these individuals is what would be counted, not the number of services provided. On that basis the project met 68% of the target (480 CRSs vs the target of 600). The data included a detailed list of the kinds and numbers of specific services provided. Providing a service, doesn’t mean it was done well or had the hoped for impact or benefit. The committee has decided to conduct a follow up survey at the start of next year (fall 2016) to get a better sense of how these services helped consumers in these unserved/underserved populations. This is another great example of moving from activity to impact oriented evaluation.

- Developing a network of community organizations (109/40). Exceeded

Part of this project was developing a network of community organizations to support the service delivery and/or assist with recruitment. Again the question is what value does it represent to have an organization listed as a contact? The committee discussed trying to identify some of the benefits, but due to the limited size of the grants didn’t want to make this administratively cumbersome. One suggestion was for the grantee to indicate when each agency was contacted what kinds of services/support the agency was willing to offer. The Council is considering developing a checklist of these kinds of services to make it easier to collect and report the data.

The ultimate goal is for these projects to become self-sustaining with consumers receiving services after the funding ends, and to develop and document best practices for other centers wishing to serve these populations. There were three targets related to this:

- Raise funds to support continued operation after the funding ends. (\$53,850 /\$83,332 has been raised; 65%) Substantially met. The target at this stage was \$83,332 and \$53,850 has been collected. Some of that is “one time money” – a donation or grant; others is multi-year funding or fee for services which have a better chance of moving into self-sustaining services. Also, this is a capacity building project and if the capacity to provide these services is fully developed, some of that can be integrated into the on-going services of a center, supported by the network developed, which could allow for some self-sustainment without the same amount of funding. As the committee noted, the real test of this target will be one year after the funding ends. For now, this target was substantially met.
- Have a number of these programs *become* self-sustaining. None were expected to achieve that so early in the program, so that target is not applicable for this year.
- Production of “how to” technical assistance manuals to help other Centers develop services for these unserved/underserved populations. Again, this was planned for at the end of the project, so is also not applicable at this stage.

Encouragingly, a number of centers reported that they have already begun to develop these manuals.

Objective 6: Support a statewide consumer-controlled, non-partisan Disability Voting Rights Network (DVRN) for voters with disabilities to promote voter registration, voter education and use of the new accessible voting systems.

This objective had three performance targets:

- Developing relationships with network partners (43/20) Exceeded.
- Registering people with disabilities to vote (2,862/3,000, 95%) Substantially met.
- Addressing voter education issues (74/6). Exceeded.

Overall, this objective was met.

The network addressed voter education issues through 74 different events and activities. The data does not show how many different issues were actually addressed, just the number of venues through which they were addressed. A number of the events were webinars and from the list of webinars, it's clear that more than six different issues were addressed. Given the large number of events and activities, it is likely that the target of six issues was greatly exceeded. To fully evaluate this, the contractor would have to provide additional data. The committee rated this as exceeding the target.

There were several questions raised in the last evaluation about what constitutes a successful achievement of the target. It appears the committee has addressed one of them. The three questions were:

- What constitutes a meaningful partnership, what must a partner do to be a meaningful collaborator?
- What constitutes addressing a voter education issue?
- What is a meaningful voter education issue?

The committee did develop a definition of a partner as being an organization that agrees to participate in sending out action alerts and to receive training to work towards the desired outcomes of the project. It is implied in the report that the 42 new partner organizations met this standard, although that is not explicitly stated anywhere. The list of webinar topics appear to be "meaningful" voter education issues. This would be difficult to define, but reasonable to assess based on a review of topics listed.

The second question does not appear to have been addressed. This is a difficult question to wrestle with and precisely define. Continuing this discussion will help the Council better set performance standards in the future for other projects. Some suggestions could include the number of people who attend a webinar or event or open an action alert. Even better would be any additional actions people take as a result of

this information. The target for addressing six voter education issues was met, but it's not clear how much value there was in this.

In terms of the number of people registered to vote, the project had been delayed and very few people were registered in the first year. Therefore, even though the second year came very close to fully meeting the target for this year (substantially met), the combined running total is far below the original goal of 5,000 for the project overall. (The project ended 3/31/15.)

Objective 7: Support direct consulting services and coaching for the statewide network of centers. *(Note: Krieger Solutions, LLC is the contractor on this project and this places us in a potential conflict of interest in evaluating this objective.)*

The targets set for this project make it difficult to evaluate the project. There were four targets. As written, one target was exceeded, one was met and two were partially met. However, as noted below, it would also be fair to say that all of the targets were, at best, partially met. The overall objective is rated as partially met.

- The number of centers served (7/5) Exceeded.
This is an activity target. The project served seven centers this year, exceeding the target. However, most of the seven were minimally engaged throughout the year. While many center directors could benefit from coaching, the three targeted areas were not necessarily their priority area and the press of day to day demands made it difficult to focus on a coaching process. It's difficult to say how many of the seven received substantial coaching, but at most it was four and probably fewer. The target number were "served," not served well... so technically the target was exceeded, but the limited engagement means it probably fell short.

The other three targets were outcome targets, but were developed without a clear sense of the base line. It's also unclear on what number the percent of success is based – the total network of centers, or the total number served by the project, or the total number receiving a specific service.

- Centers without a "qualified audit." (100%/90%) Exceeded
It turned out that there were no centers in the network with a qualified audit, therefore this target was met before the project started. The intention of this target was to help strengthen financial systems at centers. No coaching on this topic was provided this year, so while on the one hand the target was technically exceeded, on the other hand, it fell short of the intention.
- Centers would have boards engaged in strategic planning (20%/70%). Partially met.
There is no clear baseline for how many Centers are currently involved. Is that 70% of the network or 70% of those being coached, or 70% of those being coached on strategic planning? The latter seems to be the most

logical. Five centers were provided coaching in strategic planning. The committee appears to base their evaluation on the seven centers who received coaching. Only one of the five centers was actively engaged in a strategic plan, but they were engaged prior to the start of the project. So the outcome could be zero or one. The other three centers involved in coaching on this subject all intended to investigate this further this year, but none of them moved forward. The committee rated this “partially met” and to the extent that some of the directors received guidance on how to conduct a strategic plan with board involvement, we could agree that technically this was partially met. However, since none of the centers started a strategic plan as a result of this coaching, it would be more accurate to say the target was not met.

- Centers to have at least 50% non-IL funding (0/40%). Not met. Only two of the seven centers were involved with this aspect of the project. Neither were at this level, nor have they have made substantial progress. It took a year to learn about this and begin to develop a fund development plan. Once the plan is completed, it will take at least several years to achieve the target of 50% non-IL funding. The committee rated this objective “partially met”. Two directors did work on this this year and received coaching. However neither fully developed a plan or made much progress in implementing it. None came close to the 50% mark, so while technically it was partially met, “not met” may be a more accurate assessment.

Objective 8: Capacity Building

This project was not operational this year. However, it had a target that some of the programs would be self-sustaining after the end of the project. The committee developed a definition of what self-sustaining meant (“any effort from obtaining funds, volunteers, expertise, or cost allocating to continue to provide programs and services to the target population after the grant ends”). The committee wanted to extend this out into the future and agreed to have a follow up evaluation one year later to see whether this programs continued to be in operation.

The four programs were contacted for follow up review. All four reported some degree of sustainability. One reported that they have raised some funds to make the service self-sustaining and have incorporated it into their regular programming. Another reported sustaining the program for one year, but dropping it after that due to the high cost and low return. However they have incorporated it to some extent into their on-going programs. A third program, working with veterans, reported that the project allowed them to establish relationships with veterans service providers that now refer to them and they also ensure that a veterans related article is included in their news bulletin. The fourth program has also continued the program via informational emails and outreach. This is exactly the thought behind capacity building – by developing new knowledge and/or networks, the services can be folded into existing program services.

This would be rated fully met, but it is not included in the total for targets for this year, since it was not a specific target in the SPIL.

Objective 9: Develop a Database

There were four targets related to this objective. One was exceeded, one was partially met, and two were not addressed. This was a complex project and probably should have been given a longer time frame for development.

- Percent completion of database design (?/25%). Partially met.
This first target asks for the degree of accomplishment. This is difficult to measure without a clear timeline. This target is an expected percent of completion, but with no standards or milestones against which to measure completion, it can't be accurately assessed. The committee felt that on the basis of progress reported they had partially met the target. It would have been helpful to see a plan with a clear timeline so a more accurate measure could be made of the progress to date.
- Number of centers engaged in the project (100%/20%) Exceeded.
This target looked at the number of centers engaged in the project. The target was 20% or 9 out of 44 centers. The Council did some outreach to all centers to gather some data and as a result, the committee indicated that 100% of Centers were engaged in the project. Since there is no definition of what "engaged" means there is no way to argue with this, and it is technically correct. However, the report indicates that 4 CILSs/SCILs participated actively in discussions about the data base design. That is a more reasonable standard for this target and using that data, the target was only met 44% (partially met).

The last two targets were contingent on the data base being ready for testing and reporting. Since it's not at that stage yet, neither target was met. Overall this objective was partially met.

Objective 10: Support Service Provider (SSP)

This objective had seven targets active in this year. Five were technically met, one was substantially met, and one outcome was not met. Overall, this objective was substantially met.

Many of these are difficult to measure as written. Several refer to a percent of progress made. Again, without a clear timeline, this is difficult to assess. Others refer to a percent outcome, but it's not clear what the basis is on which the percent is calculated.

The committee made some decisions to clarify some of this. It would have been helpful to have this more defined when written into the SPIL. A number of the targets were set at 50%, the first year figuring it's a two year plan so they should be half way

there in the first year. In this, the second year, all targets moved to 100% so it's more straightforward to measure them.

- Establish an advisory group of deaf-blind individuals (100%/100%) Met
- Develop and document outreach and educational materials (100%/100%) Met
- Develop a screening and assessment process (100%/100%) Met

All of these were reported as fully met. None show any real value, just that actions were taken. Did the advisory group provide any significant input or advice? Were the materials developed of high quality and useful for another Center to use to replicate the program? There is no data about the quality of the results, only that actions were taken.

- Train SSPs (Support Services Providers) (3/3). Met
The program hired and trained three SSP's. Last year the committee identified some follow up questions to find out more qualitatively about who the SSPs were and to what level they were trained. There is no data about this in the report. The question should not be whether they were trained, but were they *successfully* trained so they effectively carried out their job? There is no data about this, but it was also not part of the target, so this target was technically fully met.
- The number of deaf-blind individuals served (8/12, 67%). Substantially met.
The two-year goal was to serve a total of 20 individuals. Over the two years, 26 deaf-blind individuals were served, which exceeded the goal. So for the current year, the target was substantially met. For the project overall, it was exceeded. There is no outcome measure for what constitutes good service or what the goals of service are. This would further strengthen the objective and the evaluation.
- Document demonstrated attempts to make the program self-sustaining (100%/100%) Met.
The committee says the target was fully met and cited a number of efforts undertaken to secure funding. This is an activity measure, not an outcome measure. It's very easy to undertake and document activities to help secure funds. But the real value comes from actually securing the funds to make the program self-sustaining. There is no indication of whether the program did continue once the funding finished. So while it fully met the target, this target is not what should be measured.
- Conduct a presentation on the needs of deaf-blind individuals and the SSP program to at least one IL conference (0%/100%). Not met.
Due to timing factors, there was no conference available to present to when the program was ready to give a presentation. Other presentations

were given locally, but technically, this target was not met. This is another example of writing too specific a target. The intention was to disseminate information to other IL programs about the SSP program and the needs of deaf-blind individuals. This intention was fulfilled in a number of ways, just not specifically presenting at the NYS IL conference.

Overall Summary

Overall the objectives had very strong results and the committees have done a good job of clarifying and defining the terms used for evaluation purposes. As noted above, there are additional areas still in need of definition and specificity. On the other hand, some of the targets were too narrowly defined (see objectives 7 and 10). When setting targets, it would be helpful to think carefully about the *intention* of the objective and what are some meaningful and measurable indicators that could show (indicate) that progress is being made for the objective. The Council has come a long way from the start in developing outcome based objectives and indicators. Continued attention to this will create better and better plans and evaluations that measure meaningful results and impacts.

Formative Analysis

The above analysis of the results of each objective focuses on “summative” evaluation, or evaluation strictly of numerical results. Formative evaluation looks at using the data to inform and improve the operation of the projects. In the current state plan, the Council made an effort to shift from objectives that were more activity based (measuring numbers served, numbers of events) to those that are more impact or outcome based (how the situation was overall improved). Some targets in the old plan were overly specific and detailed and were changed in the new plan to focus more on outcomes rather than specific outputs or activities – they indicate how things might change as a result of the plan’s efforts, not just what was done or what was produced.

A number of the objectives show a clear shift in the direction of impact based performance targets and/or outcomes. This is a very challenging shift to make and the Council should be applauded for the progress made. From initially having no objectives, to in the last SPIL having 14 objectives, each with multiple performance targets that were mostly activity oriented, to now having a smaller number of objectives that are more outcome focused, is a large step forward. In the next SPIL the Council has taken this further, further prioritizing the objectives to a smaller number. This reflects a better sense of the Council’s role in the SPIL, an effort to maximize impact in light of the reduced funding due to the sequester. Continuing to include “value added” elements that focus on outcomes is a good strategy for continuing this development to more outcome based evaluation.

Developing a SPIL is a very large and challenging undertaking. The process rightly focuses primarily on how resources should be allocated. The time for writing objectives and performance targets is at the end when there is little time for reflection and revision. Committees may wish to begin the evaluation process on the first day of the plan

implementation by looking at each objective and performance target and discussing upon what they would base their evaluation. If it's not clear in the objective itself, the committee may want to develop a more specific set of targets and negotiate these with the contractors involved, so everyone is clear what will be evaluated right from the start.

The Council's evaluation process focuses more on assessing "yes" or "no," was the objective met or not? It could be helpful to also look at "why" an objective was met, exceeded or fell short. Was it due to poor planning, poor implementation, or unexpected factors, or influences outside the control of those running that program? Whatever the reason, what can be done in the following year to address these issues (including possibly revising unrealistic targets or objectives)?

Some of the objectives far exceeded their targets. For these, the questions need to be asked as to whether the targets were too low, were the providers exceptionally effective, or were additional resources made available? As these questions are answered, successes can be analyzed and future plans can have more accurate targets. In a number of these cases, adding quality criteria to the target (e.g. action alerts that are responded to), will bring down the number of "successful" outcomes, perhaps tying it more closely to what was envisioned in the plan. The Council's increased role in monitoring project implementation will help answer some of these questions.

Value added: a number of objectives had "value added" components. In some cases these components measured additional outcome results, and in some cases they dug deeper to measure impact oriented outcomes. As these questions were answered, more clarity could be seen as to the true impact of the programs and initiatives. This is the primary area for continued growth for the Council in terms of evaluation: how to evaluate whether the programs and initiatives they support are making a difference in furtherance of the mission.

Learning from the prior SPIL, the Council has built in more development time for some of the objectives. This may need to be expanded to all the objectives. All new initiatives need time not only for the RFP process, but for establishing the program, developing tools and procedures, building networks, etc. One strategy discussed earlier is to consider year 1 of the plan a startup phase and then extend the project into the following plan to allow it time to gear up and operate for 3 years.

The Chairs of each of the committees serve on the Executive Committee. Therefore it was decided last year to use the Executive Committee to help evaluate the evaluation process overall and the work of the evaluation consultant. That was not done this year, but might be helpful to repeat next year.

Recommendations

As the NYSILC committees continue to analyze and evaluate each of the objectives, they can continue to assess whether the targets are properly set, resources appropriately allocated, and systems effectively in place to ensure the best use of funds

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and the greatest impact on plan goals. Continuing to work to increase targets that focus on the impact of these objectives will help with this process, as will conducting conversations and/or surveys with providers and consumers to gather more detailed data in areas where performance fell short.

In some cases, where an objective or target was “substantially met” they may want to consider whether the target was overly optimistic and needs to be scaled back or if there are strategies for improving outcomes in future years.

ATTACHMENTS FOLLOW - SPIL Committee report: detailed evaluations of each objective

SPIL COMMITTEE REPORT

NYSILC 2015 SPIL Objectives/Evaluation Summaries

Objective # 1 – NYSILC Operation

Executive Committee

There are nine outcomes related to this objective. All were active during the year. Preliminary results indicate that NYSILC exceeded three outcomes (or targets), met three outcomes, substantially met (60%) two outcomes, and partially met one outcome.

• 2015 Performance Targets:

- Number of full council meetings held during the year with a quorum: 4.
 - Information/data:
 - Number of full council meetings held during the year with a quorum (4): NYSILC successfully held all four full council meetings with a quorum during the year at the Troy Hilton Garden Inn on the following dates: Friday, November 14, 2014, Friday, March 20, 2015, Friday, June 5, 2015, and Friday, September 18, 2015. Outcome met.
 - This is verified by the summary of minutes approved by the full council for each meeting. These summary minutes will be archived on the NYSILC website with audio clips for the meetings. However, NYSILC is in the process of transitioning between its MWBE IT vendors and this webpage needs to be updated.
 - Value added: None/not needed.
 - Evaluation: Exceeded, **met**, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Brad recommended and no disagreement from group that this is a good indicator of effective operation for SILC.**
- Number of people actively serving on NYSILC committees (duplicated count): 35.
 - Information/data:
 - Based on the NYSILC 2015 Organizational and Committee document/listing, the following active NYSILC committees had the corresponding number of people on their committees during the past year (duplicated count): Executive Committee (8), Public Policy (12), Finance Committee (6), Recruitment (5), State Plan (SPIL) Committee (14), Emergency Preparedness (10), Youth Leadership

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Subcommittee (5), Development Subcommittee (9), Consumer Satisfaction Survey Subcommittee (9), Outreach Subcommittee (9), Database Work Group (9), and Needs Assessment Committee (NAC) (11). Total serving: 107. Outcome exceeded. Increase from last year.

- This is verified by the NYSILC 2015 Organizational and Committee Materials document/listing.
- Value added: Based on input last year, keep track of individuals who were active members of committees.
- Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
- Recommendations for Next Year: **Recommended last year that this really doesn't measure anything. Takes time to tally. It was worth the effort attempting the measure, but now we know it should not be carried over into the next SPIL.**
- Number of issues addressed by NYSILC committees (12):
 - Based on the information from the July-September 2015 NYSILC quarterly contract report (which also reflects the end of the contract year), twenty-seven issues were addressed by NYSILC committees during the past year. Total issues addressed by committees for the year: 27. Outcome exceeded.
 - Some of the issues addressed and successfully met by committees included:
 - The Consumer Satisfaction Survey Subcommittee provided the background work with network partners and reviewed the draft prepared by Liberteks of the 2014 NYS CIL Statewide Consumer Satisfaction Survey report.
 - The Public Policy Committee provided support to important outcomes related to New Yorkers For Accessible Voting and the sunset of lever voting machine use in local elections, as well as the IL community's recommendations in the Employment First Commission's report.
 - The Emergency Preparedness Subcommittee's work with regional ILCs and members of the Disability Law Clinic of Albany Law School led to disability awareness on the issue as chronicled in the case study by lawyer and law professor Bridgit Burke.
 - The By Laws Ad Hoc committee met and completed the review and update of the council's by-laws per the RSA SILC Technical Assistance Circular (TAC) 14-01 and the NYS Revitalization Act.
 - Recruitment Committee successfully solicited, vetted and got the Regents to appoint 7 new members to the council.
 - Cliff Perez was identified and appointed as the new NYSCB

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- SRC liaison.
 - Sue Ruff and Chad Underwood identified as NYSILC's representatives to the Alliance for Integrated Employment (post-Employment First work committee),
 - New technology installation completed in May (monitored by the executive committee),
 - 2014 SPIL evaluation process and report review by committees and SPIL committee.
- Unresolved Issues: Innovation & Expansion funds for the SILC resource plan, definitive direction on objective # 9 related to a data interface, and active participation of NYSILC Youth Leadership Subcommittee.
- This is verified by NYSILC quarterly contract reports which were shared in the full council meeting packets. This is verified by NYSILC quarterly contract reports which were shared in the full council meeting packets.
- Value added: Number of issues addressed was misconstrued to mean action alerts. This actually means the activity of NYSILC committees and the items of business addressed and documented by the groups.
- Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
- Recommendations for Next Year: **Brad recommended and no disagreement from group that this is a good indicator of effective operation for SILC.**
- Annual financial audit completed "unqualified" and 990 forms filed fully, accurately, and on time: 100%. Based on the information from the July-September 2015 NYSILC quarterly contract report (which also reflects the end of the contract year), the NYSILC independent fiscal audit was successfully conducted and presented to the Finance Committee in February 2015 (and reported to the full council). It was shared electronically to members. The NYSILC 2014 990 will be posted online on the NYSILC website. Outcome met.
 - This will be verified by the audit distributed to council members and the 990 form posted to the NYSILC website.
 - Value added: None/not needed.
 - Evaluation: Exceeded, **met**, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Brad recommended and no disagreement from group that this is a good indicator of effective operation for SILC.**
- Annual 704 Report completed with DSU to RSA fully, accurately, and on time:

100%. Based on the information from the July-September 2015 NYSILC quarterly contract report (which also reflects the end of the contract year), NYSILC worked with its partners to help complete the annual 704 report. The NYS 2015 704 Report is posted online at the following link: [2015 NYS 704 Report](#). Outcome met.

- This is verified by the 704 Report posted on the NYSILC website.
 - Value added: None/not needed.
 - Evaluation: Exceeded, **met**, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Brad recommended and no disagreement from group that this is a good indicator of effective operation for SILC.**
- Percentage of SPIL objectives that are fully completed on an annual basis: 80%. In 2015, the NY SPIL had nine active objectives. Based on NYSILC new evaluation criteria for its objectives (exceeded, met, substantially met (60%), partially met, not met – and can include inactive or discontinued), this is an assessment of how many objectives were fully completed (i.e., either the objective reaching full completion or having all of their active outcomes either exceeded or met during the year). Objective # 6 Disability Voting Rights Network (DVRN) was completed as an objective carried over from the previous SPIL with two outcomes exceeded and one outcome substantially met. Objective #10 Support Service Provider (SSP) was completed as an objective carried over from the previous SPIL with five outcomes met, one partially met, and one not met (due more to timing considerations). Last, objective # 2 Statewide Systems Advocacy Network (SSAN) is ongoing and exceeded five outcomes while one outcome was met. Overall, 3 of 9 objectives were completed or 33%. This is a slight decrease from the previous year. However, several of the objectives were close in terms of their progress. Percentage of SPIL objectives that are fully completed on an annual basis: 33%. Outcome partially met.
- This is verified by a variety of documents available to NYSILC and mentioned in this report.
 - Value added: None.
 - Evaluation: Exceeded, met, substantially met (60%+), **partially met**, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Brad noted that the SILC has the responsibility to develop, monitor and evaluate the SPIL. It should not “own” specific percentages of the objectives and targets whose accomplishment are beyond their control. The SILC must evaluate and then make decisions based on the results. It was similar to how previously these measures were assigned to the SPIL evaluator inappropriately. Alan debated back and forth with Brad in terms of who is responsible and**

accountable for owning the percentages. Brad thought there was an understanding. The SILC is responsible for its performance on objective #1 just like NYAIL is responsible for its performance for the objectives related to the SSAN and the statewide IL conference. In the next SPIL, this target and the one below (total objectives and targets) should be eliminated and the SILC should address a target that addresses its evaluation responsibility and working with a consultant to draft a report.

- Percentage of SPIL performance targets that are met on an annual basis: 90%. In 2015, the NY SPIL had nine active objectives. They have a total of 47 outcomes or targets related to them. NYSILC developed new evaluation criteria for its targets. It includes exceeded, met, substantially met (60%), partially met, not met – and can include inactive or discontinued. Targets will be evaluated according to these new criteria. Based on preliminary information, 18 targets were exceeded (slight decrease from last year), 12 targets were met (slight increase from last year), and 5 targets were substantially met (60%) (slight increase from last year), 6 targets were partially met, and 6 targets were not met (increase from last year). When the first three are combined (exceeded, met, substantial) it amounts to 35 targets with significant results (slight increase from last year). So 35/47 or 74% (modest increase due to last year's decrease in the number of targets and slight increase in significant results). This is a very good result and represents progress from last year. Outcome substantially met: (74%).
 - This is verified by a variety of documents available to NYSILC and mentioned in this report.
 - Value added: None.
 - Evaluation: Exceeded, met, **substantially met (60%+)**, partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Same feedback as above. In the next SPIL, this target and the one above (total objectives and targets) should be eliminated and the SILC should address a target that addresses its evaluation responsibility and working with a consultant to draft a report.**
- Number of young adults participating in a training sponsorship: (11). Based on the information from the July-September 2015 NYSILC quarterly contract report (which also reflects the end of the contract year), three events increased applications to the sponsorships during the last quarter. One youth and two young adults from Cortland were approved to attend one day (July 28th) of the NCIL Conference in Washington, DC. Three young adults from Troy, Albany, and Kingston were approved to attend the IL statewide conference: Back to the Future, September 16-17th, in Troy, NY. One woman and her son from Long Island applied for a sponsorship to attend the conference. However, it was determined that neither

individual was eligible. One youth and one young adult were approved to attend an ADAPT event in Salt Lake City, UT September 26th through October 1st. One young adult from Syracuse was approved to attend the NYSILC full council meeting September 18th in Troy, NY to talk about housing and transportation with a peer from a youth perspective. Added to the five sponsorships earlier in the year, it results in fifteen applications and a total youth and young adult sponsorships of: 14. Outcome exceeded.

- This is verified by NYSILC quarterly contract reports which were shared in the full council meeting packets.
- Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
- Value Added - Discussion between Alan and Joe. May want to show something - what they did as a result of the experience. He is concerned about leadership succession for PWD taking over when the current group retires. He thought this might be a good way to start building a leadership network. Make it a condition of the sponsorship (scholarship) that the local ILC will agree to work with the youth to engage them in a community action when they get back. Come up with a definition of what this means - Outreach committee so it can be on website and form.
- **Recommendations for Next Year: The group felt that this is a good indicator of effective operation for SILC. In addition, they would like to see more participation by the sponsorship recipients. Perhaps youth can connect or agree to connect with their local center and engage at the local level. They could indicate some other community organization by choice. The thought of “shadowing” at a center and possibly being “director for a day.” The topic of the future leadership of IL came up and the need to provide training to not only fill vacancies but prepare peers to lead. Need to be active in their community. Work through outreach to discuss and change forms for sponsorship.**
- Number of young adults appointed to NYSILC or joining youth leadership subcommittee: (2). In terms of interest in the NYSILC Youth Leadership Subcommittee, all three Cortland recipients expressed interest in the group and the full council. The two ADAPT recipients and the young adult attending the NYSILC meeting from Syracuse expressed similar interest in both the subcommittee and the full council. From the previous quarter, a young adult attending the NCIL Conference expressed interest in the subcommittee and council and a young adult attending the United Mitochondrial Disorder Foundation Symposium identified that she needed more information. While no individuals were added to the subcommittee at this time, six recipients identified interest in the committee, resulting in a total of seven for a year. One person needs more information. One young adult who attended the NCIL Conference, applied and was appointed to NYSILC as an advocate effective January 2016. Total youth: 1. Outcome

substantially met.

- This is verified by committee minutes.
- Value added: NOTE -there is a limit to the number of designated youth members on the Council and when there is already good representation, the goal is to keep other youth leaders engaged with the subcommittee, so they can be in line for future appointment when a Council membership slot opens up. Also, turn focus to youth leadership subcommittee and building representation and involvement.
- Evaluation: Exceeded, **substantially met** (60%+), partially met, not met, no progress, dropped, inactive.
- Recommendations for Next Year: **The group felt that this is a good indicator of effective operation for SILC. However, Brad noted and the group agreed that in the previous cycles this was stated to encourage, recruit and appoint young adult members to the council. This has achieved its purpose. It would now have to focus more on supporting the active participation of young adults on the youth leadership subcommittee It was added that they should be allowed to join other NYSILC committees.**

Objective # 2 – SSAN

Public Policy

There were seven outcomes related to this objective. Preliminary results indicate that six outcomes (or targets) were exceeded and one outcome was met.

2015 Performance Targets:

- Number of SSAN significant statewide system changes: 2.
 - Information/data: The following significant systems changes were achieved during the past year:
 - **Title II Signed into Law.** NYAIL, the SSAN the IL community and other stakeholders have been advocating for the State to incorporate Title II of the ADA into NYS Human Rights Law for years. The bill passed through both houses. On July 26th, the 25th anniversary of the ADA, Governor Cuomo signed this bill into law. This will clarify for the State and local governments their obligations to providing access to people with disabilities. Additionally, this provides people with disabilities access to the Division of Human Rights to file complaints.
 - **\$1 million increase to IL funding.** Eleven years of level funding while the cost of doing business in New York continues to increase, meant that many ILCs were having to cut back in core services as a result. For this reason, increased funding to the ILCs was essential to continue assisting New Yorkers with disabilities throughout New York State to live as independently as possible in their community.
 - **Investment of savings from CFC into Olmstead**

implementation. Included in the final budget is a provision setting aside the 6% in FMAP earned by CFC savings to go toward implementing Olmstead in New York. This will create a significant pool of money which will go toward crucial programs such as supportive housing, wage supports for home and personal care workers, transportation supports and the transition of behavioral health services to managed care. This priority was on NYAIL's budget DPA and a result of much advocacy done within the network.

- **No Wrong Door funding secured.** The intent of the No Wrong Door structure is to bring together the federally funded Area Agencies on Aging and Independent Living Center networks to create a true single point of entry system for accessing long term services and supports. The development of a No Wrong Door system that encompasses aging and disability service providers is required as part of New York's Balancing Incentive Program, and serves as the foundation for the proposed Office of Community Living. Included on NYAIL's budget DPA and advocated for by the SSAN throughout the budget process, the final budget includes \$8.2 million in 2015-16 and \$18.1 million in 2016-17.

- **Funding secured to cover overtime for home and personal care workers.**

NYAIL's budget DPA asserted that the State must implement a funding mechanism that ensures Consumer Directed Personal Assistance Services are not interrupted due to changes in federal labor law. The U.S. Department of Labor's Fair Labor Standards Act (FLSA) Companionship Exemption, which would require attendants be paid for travel time and time and a half for any hours worked over 40 per week, was recently overturned by the courts. This rule did not come with additional federal funding to ensure that attendants would actually be paid more for their overtime hours, and as a result, fiscal intermediaries would be forced to cap attendant hours at 40, putting consumers at risk of unnecessary institutionalization. NYAIL and the SSAN advocated vigorously alongside the Consumer Directed Personal Assistance Association (CDPAANYS) for funding to be included in the budget to cover the cost of overtime to prevent unwanted institutionalization. In the final budget, Governor Cuomo included \$20 million in Medicaid funding for the Consumer Directed Personal Assistance Program (CDPAP) to help offset the cost of overtime if the FLSA Companionship Exemption is overturned. This is in addition to the \$5 million Governor Cuomo allocated last December on which NYAIL previously reported. There is another \$20 million for the 2016-17 budget year. This rule is set to go into effect on October 13th. This pool of funding will be critical in assisting Fiscal Intermediaries in covering the additional costs associated with this new rule.

- Total number of significant system changes: 5. Outcome exceeded.

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- This is verified by the 2015 SSAN Yearend Report.
 - Value added: Defined last year.
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year:
- Number of local partnerships and coalitions established by the SSAN network: 70.
 - Information/data: The SSAN centers established 166 new partnerships and coalitions, exceeding the goal by 96. A few examples of the partnerships and coalitions established in this quarter include:
 - STIC formed a housing coalition. People from STIC, several local agencies, First Ward Action, Opportunities for Broome, DHCR, landlords, service coordinators, and others have begun to meet for the purpose of collaborating on the development of more affordable and accessible housing in Broome County.
 - CIDNY sits on the Manhattan Borough President's Office -Senior Advisory Board-Transportation Sub-Committee which meets to address transportation problems and to advocate for change. The committee prepared letter to send to the media regarding Taxis for Tomorrow and the access problems experienced by the elderly and disabled.
 - FLIC sits on the Community Mental Health Services Board. FLIC staff members who are members of the board and its subcommittees advocated for the needs of recipients with disabilities in discussions of a possible change in administrative structure at the public MH department. FLIC staff members chair board and its MH subcommittee.
- Total local partnerships and coalitions: 166. Outcome exceeded.
- This is verified by the 2015 SSAN Yearend Report.
 - Value added: None.
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year:
- Number of educational alerts disseminated to local volunteers by the SSAN network: 616.
- Information/data: Distribution of alerts is one of the areas in which SSAN centers are most active, and this year was no different with a total of 906 alerts distributed to local volunteers. During the past quarter, 10 NYAIL Action Alerts were issued and shared educational information with the SSAN on many other emerging issues,

presenting opportunities for additional alerts at the local level. Subsequently, SSAN advocates collectively disseminated 178 alerts to their local volunteers. Examples include:

- Call in Support of the Community Integration Act!
 - Share Your Experiences with Adult Protection Services
 - Ensure that People on Medicaid are able to Access the Medications their Doctors Prescribe!
 - Prevent Drastic Cuts for Prosthetic Coverage!
 - Tell Kenneth Cole to Take Down His Billboards Defaming Americans with Mental Health Conditions!
 - Call In Days to Raise Sequester Spending Caps
 - Urgent Action Needed To Protect Overtime And CDPA!
- Total educational alerts disseminated: 906. Outcome exceeded.
 - This is verified by the 2015 SSAN Yearend Report.
 - Value added: None.
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year:
 - Number of local public education activities engaged in by the SSAN network: 280.
 - Information/data: The SSAN Centers exceeded this goal by engaging in 433 public education activities in the past year. Just during the past quarter the SSAN network engaged in 100 public education activities. Examples of local public education include:
 - ARISE organized an editorial board meeting with staff and volunteers from their agency and other partners helping to put on a celebration of the 25th anniversary of the ADA. They requested a meeting to discuss both the accomplishments over the past 25 years and what still needs to be accomplished. Syracuse.com published an editorial based on this conversation on 7/27.
 - WILC participated in a meeting with Mayor Tom Roach of White Plains to discuss the implementation of an emergency plan for people with disabilities. WILC will participate in ongoing meetings to advise the city.
 - The Cortland City Common Council presented a National Disability Employment Awareness Month proclamation, ATI spoke about current employment needs to the Council and Community. This event was televised.
 - WNYIL participated in a press conference on reductions in public transit service, with media hits for WIVB-TV, WGRZ-TV, and Buffalo News.

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- Total public education activities engaged: 433. Outcome exceeded.
- This is verified by the 2015 SSAN Yearend Report.
 - Value added: None.
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year:
- Number of grassroots organizing activities engaged in by the SSAN network: 84.
 - Information/data: SSAN sites reported a total of 167 grassroots organizing activities for the year. Examples of grassroots organizing activities that occurred this quarter include:
 - STIC organized 11 people (deaf, hard of hearing, others) to discuss the cost associated with getting hearing aids and lack of Medicare and private insurance coverage. They spoke with a staff person for Congressman Hanna about the HEAR Act.
 - ATI organized a contingent of 16 advocates to attend the March & Rally in Washington, D.C. during the NCIL conference.
 - RCIL formed the Community Disability Rights Coalition comprised of RCIL consumers and staff. This committee will focus on Transportation issues per consumer request - Long Term Goal: Transportation: Community DRC will begin working on traffic signals for pedestrians. Utica and Herkimer area do not have crossing signals for the hearing and visually impaired. Community DRC will create a consumer directed survey to inform the committee better regarding key transportation access issues.
 - In July, most SSAN providers organized impressive activities to commemorate the 25th anniversary of the ADA. Large events were held at various locations in the community or at centers directly.
- Total grassroots organizing activities engaged: 167. Outcome exceeded.
- This is verified by the 2015 SSAN Yearend Report.
 - Value added: None.
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year:
- Number of oral or written public testimonies statements or letters provided, in response to a documented request, by the SSAN network: 84.
 - Information/data: SSAN sites collectively provided 107 public testimonies during the past year. Examples of public testimony accomplished this quarter include:

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- AIM provided comments to CMS on their comprehensive revision to requirements for all nursing homes licensed under Medicare and/or Medicaid.
 - ILI provided written comments to HHS on Nondiscrimination in Health Programs and Activities.
 - WNYIL provided oral and written comments to a New York State Senate Hearing on the Future of Sheltered Workshops held in Buffalo NY
 - CIDNY provided written comments to the IRS on their proposed regulations for the 529A accounts, or ABLE accounts.
- Total number of public testimonies: 107. Outcome exceeded.
 - This is verified by the 2015 SSAN Yearend Report.
 - Value added: None.
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year:
 - Number of CILs or SCILs without a SSAN contract voluntarily involved in the participation of the network: 2.
 - Information/data: Two non-SSAN centers the Center for Disability Rights and Taconic Resources, continue to take advantage of the training provided to the SSAN advocacy network and send staff. These same staff also participate in action alerts and other activities supported by the new online format.
 - Total number non-SSAN centers involved in network: 2. Outcome met.
 - This is verified by the 2015 SSAN Yearend Report.
 - Value added: Definition of participation and agreement to participate in the action alerts and receive training to work on the outcomes.
 - Evaluation: Exceeded, **met**, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year:

Objective # 3 – IL Statewide Conference
Executive Committee for SPIL Committee

There were five outcomes related to this objective. Preliminary results indicate that one outcome was exceeded, one was met, one substantially met, and two were not met.

2015 Performance Targets:

- Number of people attending the IL conference with reduced registration: 250. Based on the documentation from registration forms and a supporting Excel spreadsheet, the total number of people attending the IL conference with a reduced registration was 222.
- Total number of people attending the IL conference with reduced registration: 222. This represents 89% of the target. Outcome substantially met.
 - This is verified by the NYAIL conference registration and support documentation.
 - Value added:
 - Evaluation: Exceeded, met, **substantially met (60%+)**, partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **This was a good indicator but might need to be revised based on attendance in the next SPIL.**
- Number of people attending the IL conference with reduced registration by IL involvement: staff (125), board members (25), volunteers (25), advocates (25), affiliated stakeholders (25), other (25). This information was not easily culled from the direct data for each category. The only category available for comparison was affiliation (or no affiliation). We can conclude that 152 individuals were IL staff, exceeding the target. Another 25 were from stakeholder affiliations, meeting the target. The final 45 were other individuals mostly affiliated with the MFP project and exceeded the target. At this point, there is no way to determine the level of board member, volunteer, or advocate participation. Next conference, this should be incorporated into categories on the registration form. However, the overall measurements should satisfy the requirement.
- Total number of people attending the IL conference with reduced registration by IL involvement: staff (152) exceeded, stakeholders (25) met, and other (45) exceeded. Outcome met.
 - This is verified by the NYAIL conference registration and support documentation.
 - Value added:

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- Evaluation: Exceeded, **met**, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
- Recommendations for Next Year: **After discussion it was felt that staff, board, advocate and stakeholder categories are needed. Next conference, this should be incorporated into categories on the registration form. Confirm with NYAIL next SPIL.**
- Percentage of attendees satisfied with their overall experience at the statewide IL conference: 90%. On the conference evaluation form, a question asked participants to rate their overall conference experience. 100% rated the overall conference experience between excellent, good, and satisfactory. 98.5% rated the overall conference experience between excellent and good.
- Percentage of attendees satisfied with their overall experience at the statewide IL conference: 98.5%. Outcome exceeded.
 - This is verified by the NYAIL conference evaluation responses.
 - Value added:
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **This was effectively addressed and should be carried over into the next SPIL.**
- Percentage of attendees who learned something useful at the statewide IL conference: 70%. The evaluation form was set up to obtain feedback about the various presentations and general aspects of the conference. Unfortunately, it did not include this value added question about the usefulness of something learned while attending. Some of the comments shared from the forms stated: "It was very informational...met many new people...I was given a scholarship...I have learned so much at the conference. I learned a lot." Next conference, it should be added into the evaluation form.
- Percentage of attendees who learned something useful at the statewide IL conference: 0%. Outcome not directly measured. Outcome not met.
 - Value added:
 - Evaluation: Exceeded, met, substantially met (60%+), partially met, **not met**, no progress, dropped, inactive.
 - Recommendations for Next Year: **Needs to be addressed in next SPIL on evaluation form. Confirm with NYAIL.**

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- Percentage of attendees who intend to apply what they learned at the statewide IL conference into a project at their local level: 40%. The evaluation form was set up to obtain feedback about the various presentations and general aspects of the conference. Unfortunately, it did not include this value added question about the attendees who intend to apply what they learn at the local level. Some of the comments shared from the forms stated: “The information I received will help me in my day to day work duties. Time for sharing & planning regional and statewide strategizing.” Next conference, it should be added into the evaluation form.
- Percentage of attendees who intend to apply what they learned at the statewide IL conference into a project at their local level: 0%. Outcome not directly measured. Outcome not met.
 - Value added:
 - Evaluation: Exceeded, met, substantially met (60%+), partially met, **not met**, no progress, dropped, inactive.
 - Recommendations for Next Year: **Needs to be addressed in next SPIL on evaluation form. Confirm with NYAIL.**

Objective # 4 – NYSCB IL FFS

Consumer Satisfaction Survey Subcommittee

There were five outcomes related to this objective. Preliminary results indicate that three outcomes (or targets) were exceeded and one outcome was substantially met. One outcome will need to be reported on in 2016 when data becomes available through the NYSCB consumer satisfaction survey report.

- 2015 Performance Targets:
 - Number of legally blind consumers receiving CBVH Independent Living Fee-For-Service (FFS): 350.
 - Information/data: Based on information received from NYSCB and their central database, 301 individuals received NYSCB IL FFS during the past year. This represented almost 86% progress toward the outcome. It slightly decreased from the year before (compared to 313 individuals and 89%). The subcommittee has observed slight increases and decreases in the service on a year-to-year basis and have speculated that it could be due to service demand one year versus the desire of consumers to achieve better results (greater independence) which will be measured in additional outcomes. Time will tell if this trend will continue in future years, or if demand will increase service activity. Total number of legally blind consumers receiving NYSCB FFS: 301. Outcome substantially met.
 - This is verified by information gathered from the NYSCB Computerized Case Management System (CIS) and or Central Office/District Office records.
 - Value added: None.
 - Evaluation: Exceeded, met, **substantially met (60%+)**, partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year:
 - Increase in the number of CILs or SCILs providing CBVH Fee-For-Service (FFS): 2.
 - Information/data: During the past year, nine CILs or SCILs were added to the existing group to increase the number providing NYSCB IL Fee-For-Services. This was a result of an outreach effort made by the NYSCB early last year to meet with twelve centers which introduction and led to vendor relationships. The centers who were identified from these meetings included SICIL, BCID, BILS, ATI, RCIL (Utica), RCAL, DILS, CDR and RCIL (Rochester). Increase in the number of CILs or SCILs providing NYSCB FFS: 9. Outcome exceeded.
 - This is verified by information gathered from the NYSCB Computerized Case Management System (CIS) and or Central Office/District Office records.
 - Value added: None.

- Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
- Recommendations for Next Year:
- Number of legally blind consumers who receive services and experience improved access at home or in the community: 100.
 - Information/data: Based on information received from NYSCB and their central database/district office records, out of the individuals who received NYSCB IL FFS during the past year, 183 legally blind consumers experience improved access at home or in the community. Measured last year, it represents a modest increase from last year's result, which also exceeded the target (137). When this impact is compared to the service delivery target, it makes the statement that 61% of the consumers who received this service believe they experienced improved access at home or in the community (183/301). This represents a significant increase in this measure compared to last year (44%). Total number of legally blind consumers who receive services and experience improved access at home or in the community: 183. Outcome exceeded.
 - This is verified by information gathered from the NYSCB Computerized Case Management System (CIS) and or Central Office/District Office records.
- Value added: None.
- Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
- Recommendations for Next Year:
- Number of legally blind consumers who receive services and experience increased independence in their lives: 125.
 - Based on information received from NYSCB and their central database/district office records, out of the individuals who received NYSCB IL FFS during the past year, 183 legally blind consumers experience increased independence in their lives. Measured last year, it represents a modest increase from last year's result, which also exceeded the target (137). When this impact is compared to the service delivery target, it makes the statement that 61% of the consumers who received this service believe they experienced increased independence in their lives (183/301). This represents a significant increase in this measure compared to last year (44%). Total number of legally blind consumers who receive services and experience increased independence in their lives: 183. Outcome exceeded.
 - This is verified by information gathered from the NYSCB Computerized Case Management System (CIS) and or Central Office/District Office records.

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- Value added: None.
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year:
- Percentage of satisfied legally blind survey recipients who receive services: 85%. NYSCB is working with the Center for Essential Management Services (CEMS) to conduct the Independent Living Consumer Satisfaction Survey. NYSCB expects that the survey will be completed in the first quarter of 2016 and to report on it in March 2016. As a result, no information is currently available to report on this target. The target for this objective should be reported on in next year's report. Percentage of satisfied legally blind survey recipients who receive services: Not available. Outcome not met.
- This will be verified by information provided in the Independent Living Consumer Satisfaction Survey report conducted by the Center for Essential Management Services (CEMS).
 - Value added: None.
 - Evaluation: Exceeded, met, substantially met (60%+), partially met, **not met**, no progress, dropped, inactive.
 - Recommendations for Next Year: Outcome will need to be reported on in 2016 when data becomes available through the NYSCB consumer satisfaction survey report.

Objective # 5 – Capacity Building
Outreach Subcommittee

2015 Performance Targets:

A total of ten Capacity Building Independent Living Opportunity grants were funded at the following centers: WILC White Plains - Healthy living, WILC Putnam ILS - Healthy Living, Rockland ILC - Youth, AIM - Youth, ATI Cortland - Youth, STIC - Veterans, NCCI - Healthy Living, WNYIL - Youth, BILS - Hispanic/deaf, RCIL Utica - Minorities. It should be noted that the original objective was written for eight projects. However, unexpended funds allowed for two additional projects to be awarded for a total of ten projects. Therefore, the original targets will be stated per the SPIL, but note the adjusted number for ten projects. Preliminary results indicate that one outcome (or target) was exceeded, two were substantially met, and two outcomes were not-applicable (N/A).

- RFP issued to CILs and SCILs for capacity building grant opportunity (Year one). Number of people served by identified target unserved/underserved population: 480. Adjusted target: 600. Collectively the ten sites reported establishing 407 Consumer Service Records (CSRs) and providing services to these new individuals over the past year. 407 CSRs divided by the updated target of 600 individuals equals 68%. In addition, the following services were provided to these individuals during the past year: Advocacy/legal: (96), Ir Services: 27, Benefits Advisement Services: 18, Housing and Shelter Services: 16, Independent Living Skills Instruction: 15, Mobility Training: 13, Family Services: 11, Youth Services: 8, Communication Services: 7, Business/Industry/Agency: 6, Child Services: 6, Transition Services: 5, Counseling Services: 3, Personal Assistance Services: 2, Preventative Services: 1, TOTAL: 601.

Total number of people served by identified target unserved/underserved population: 407. Outcome substantially met (68%).

- This is verified by July-September 2015 quarterly reports submitted by CBILCO vendors.
- Value added: None.
- Evaluation: Exceeded, met, **substantially met (60%+)**, partially met, not met, no progress, dropped, inactive.
- Recommendations for Next Year: **The group indicated that this target was to measure Consumer Service Records (CSRs) and people served not the services provided. The services actually provided to them was seen as value added information. This evaluation and the new Excel spreadsheet will have to be revised to collect the CSR data. When this was finalized, and numbers addressed to satisfaction, question raised about what does it mean to have the ten projects serve 400-600 people a year for three years? What is the impact, benefit, and relationships formed? Discussion ensued about how to find out more.**

Given limited amount of time and resources, SILC should come up with brief survey to assess impact. Second year best to do this (versus first). Consumers would begin to see value. Committee should start process to draft brief survey that can be sent to projects to send out to consumers. Must be easy for them to do to CSRs. Some will have emails some will have addresses. Suggested to add two members to committee from CBILCO projects.

- Number of community organizational contacts related to targeted populations that are developed as a result of outreach efforts: 40. Adjusted target: 50. Collectively the ten sites reported that they made 109 community organization contacts as a result of outreach efforts related to their target populations. Examples of a couple community contacts per site include: Elmira School District, Horseheads School District, SUNY Cortland, City Youth Bureau Advisory Board (Cortland), Give Them to Eat Ministry, Forever Young Adult Care, Brewster Food Pantry, Putnam Family and Community Services, Community Cares Partners, Riverview High School, Ramapo High School, Southern Tier Veteran's Support Group, Veteran's Services for Binghamton University, Tuckahoe Food Pantry, Yonkers Farmers Market, Medina BOCES, and Niagara Academy BOCES. Total number of community organizational contacts related to targeted populations that are developed as a result of outreach efforts: 109. Outcome exceeded. This number exceeds both the SPIL and adjusted targets.
 - This is verified by July-September 2015 quarterly reports submitted by CBILCO vendors.
 - Value added: None.
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Group agreed with evaluation. However, what is the purpose of making organizational contacts? To improve outreach to each projects population. Do we know that actually happens and how? No. Can we find out? Again, another matter of time and resources. SILC will have to take lead to draft something for this topic. It is really more a matter of what is the potential value of a given organizational contact. Identify a list of values that people can click with an "other" text box. Discussion shifted to capturing up front when contacts made versus after yearend in a survey and only a percentage of the projects. When draft developed send to a couple of projects for feedback.**
- Amount of new funding secured toward self-sustaining programs: \$66,666. Adjusted target: \$83,332. Collectively, six sites have been worked on developing self-sustaining opportunities, while three sites successfully secured funds.
 - RILC Rockland successfully developed two contract opportunities. \$28,000 with the East Ramapo School District to provide two classes of the National Work Readiness Program and \$25,000 for the Intellectual Developmental Disability

Alternatives to Incarceration.

- ATI Cortland has identified potential grant sources and contracted fee-for service opportunities from ACCES-VR Youth Employment Services (YES), NYSCB pre-vocational and vocational services, and OPWDD pre-vocational and vocational services. ATI secured \$500 from CACTC, \$250 from the Tompkins Trust Company, and \$100 from local community sponsors.
- WNYIL submitted grant applications to Kids Escaping Drugs (KED), the Mental Health Association of Erie County (MHA), Tower Foundation, the Children's Guild, Oishei Foundation, and Yahoo. WNYIL was notified by The Tower Foundation on 9/30/15 that it would receive a \$200,000 grant over five years commencing January 1, 2016 to address youth transition. The amounts vary each year.
- NCCI Plattsburgh applied to the local United Way for funding but the application was not supported. Support will be sent out to transportation providers and doctor's offices.
- STIC Binghamton started a discussion with Brian Vojtisek of the Broome County Veterans Services Agency about grant funds.
- PILS Putnam and WILC White Plains are monitoring the NYS Grants Gateway, Foundation Center's Philanthropy News Digest, and the Foundation Center website for opportunities.

Total amount of new funding secured toward self-sustaining programs: \$53,850. This represents 81% of the target and 65% of the adjusted target. WNYIL grant identified for \$200,000. Annual amounts will be acknowledged each year. Final year of project will include future year amounts. Outcome substantially met. Outcome partially met for the adjusted target.

- This is verified by July-September 2015 quarterly reports submitted by CBILCO vendors.
- Value added: None.
- Evaluation: Exceeded, met, **substantially met (60%+)**, partially met, not met, no progress, dropped, inactive.
- Recommendations for Next Year: **Group agreed with evaluation. However, it was acknowledged that self-sustainment involves several factors. Engaging in the activity and acquiring funds to support the activity are just two aspects. This will be good to track over the next two years. In the end, it is really going to come down to a year after each projects ends and funding ceases. Are consumers from their target population still receiving services and project activities delivered in some way?**
- Number of self-sustaining programs: 0. There was no need to adjust the target. The measure for this target is zero and no project has yet to attain a "self-sustaining" status after the completion of just the first year of activity. Total number of self-sustaining programs: 0. Outcome not-applicable (N/A).
 - This is verified by July-September 2015 quarterly reports submitted by CBILCO vendors.

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- Value added: None.
- Evaluation: Exceeded, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive, **not-applicable (N/A)**.
- Recommendations for Next Year: **Since no activity took place related to the target (which was set at “0”) the group felt that it was not-applicable (N/A). The target should not be counted toward the total.**
- Number of “how to” technical assistance manuals submitted to NYSILC: 0. There was no need to adjust the target. The measure for this target is zero and no project has yet to submit a “how to” technical; assistance manual to NYSILC related to their project after the completion of just the first year of activity. However, the following preliminary activity is noted:
 - AIM Corning has commenced the preliminary stages for the “how to” manual which will serve as a guide for students and staff at the center.
 -
 - BILS Bronx has developed the curriculum which will be an important part of the manual.
 - PILS Putnam and WILC White Plains are keeping track of the outreach efforts with local organizations and the curriculum for the program.
 - NCCI Plattsburgh have started the process of assembling key aspects of the manual such as how to make medical appointments and how to address critical issues that arise during medical visits.
 - RILC have started to the process by keeping a binder of the resource materials that they use during their presentations for the manual.
 - STIC Binghamton is approaching the manual by identifying strategies by what is working and what is not working.
 - WNYIL Buffalo are filtering staff reports for useful information while Dr. Stone is in the process of compiling trainings, peer and Internet resources into a draft for consideration.

Total number “how to” technical assistance manuals submitted to NYSILC: 0. Outcome not-applicable (N/A).

- This is verified by July-September 2015 quarterly reports submitted by CBILCO vendors.
- Value added: None.
- Evaluation: Exceeded, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive, **not-applicable (N/A)**.
- Recommendations for Next Year: **Since minimal activity took place related to the target (which was set at “0”) the group felt that it was not-applicable (N/A). The target should not be counted toward the total.**

Objective # 6 – DVRN
Public Policy

There were three outcomes related to this objective. All were active during the year. Preliminary results indicate that one outcome (or target) was exceeded, one outcome was met, and one outcome was partially met. It should be noted that this objective technically ended in 2014 but due to the implementation and staggering of contracts, ended March 31, 2015. As a result, comparison of final project results to 2014 SPIL targets will be provided below.

2015 Performance Targets:

- Number of network partners within the Network: 20. 43 partner organizations joined the DVRN network over the course of the project. The group included Independent Living Centers, Consumer Directed Choices, Disability Rights New York, and National Association of the Deaf, National Multiple Sclerosis Society, NYSARC, and the Self-Advocacy Association of New York State. Total count: 43. Outcome exceeded.
 - This is verified by DVRN Yearly Performance Report April 2014 to March 2015.
 - Value added: Definition of participation and agreement to participate in the action alerts and receive training to work on the outcomes.
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year:
- Number of people with disabilities registered to vote within the Network: 3,000. Phelco Technologies developed the website and database. While the means to achieve the ends was completed (a website and database was needed to attract the target number of peers registered to vote to the site), delays in implementation pushed the launch date off until January 30, 2014. This shortened the amount of time available to market the site to our partners and peers in New York. As of March 31, 2015, the database had 2,862 entries. This is 95% of the target for the year. It was accomplished by the new Voter Rights Coordinator implementing an aggressive campaign of face-to-face meetings with partner organizations around the state, as well as a variety of live recruitment events. While successful toward the annual target, it still fell short of the two-year goal of 5,000. Total count: 2,862 (95%). Outcome substantially met.
 - This is verified by DVRN Yearly Performance Report April 2014 to March 2015.
 - Value added: Definition of participation and agreement to participate in the action alerts and receive training to work on the outcomes.

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- Evaluation: Exceeded, met, **substantially met (60%+)**, partially met, not met, no progress, dropped, inactive.
- Recommendations for Next Year:
- Number of voter education issues addressed through the Network: 6. Voter education issues were addressed through a variety of strategies:
 - 18 issue education emails were sent to the DVRN partner group.
 - 2 Rock the Voter Bloc events at CDR (Rochester) Thursday, January 8, 2015 and BILS (Bronx) February 20, 2015.
 - Recruitment events were held at:
 - 10 Nursing Facility Resident Council Meetings
 - 6 Low-Income Housing complex Resident Groups
 - 4 Self- Advocacy Peer Support Groups
 - TIAR (The Interfaith Alliance of Rochester)
 - Friends for Coffee (Alzheimer's Assoc. Social Club)
 - Tabling for occurred at the following sites:
 - 10 Public Libraries, 2-3 hours per event
 - 6 Low-Income Housing Complexes, 1.5 - 2 hours per event
 - 3 supermarkets, 2 hours/event
 - 6 Partner Organization events, 4-6 hours/event
 - NYAIL/CDPAANYS Lobby Day at the New York State Capitol.
 - 6 webinar events on the following topics:
 - August 2014: Voter Registration and Participation
 - September 2014: Enhancing Your Member List
 - October 2014: Election Follow-up
 - November 2014: Local Spring Elections
 - January 2015: Planning and Hosting a Candidate Forum
 - March 2015: Developing Disability Voter Engagement Supports for Your Municipalities

Total count: 74. Outcome exceeded.

- This is verified by DVRN Yearly Performance Report April 2014 to March 2015.
 - Value added: Definition of participation and agreement to participate in the action alerts and receive training to work on the outcomes.
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year:

Objective # 7 – CIL Coaching

Executive Committee for SPIL Committee

Preliminary results indicate that two outcomes (or targets) were exceeded and two outcomes were partially met.

2015 Performance Targets:

- Number of CILs or SCILs using consulting/coaching service: 5.
 - Information/data: Krieger Solutions continued to work with five of the original seven centers during the past year with individualized work plans each year. The other two directors did not express interest in continuing. They also began working with the two new centers who responded to outreach earlier in 2015. Out of the seven center directors, only three were actively engaged in their work plans by the summer. The consultant will periodically check in with these sites, but if they continue to make limited use of the coaching, the consultant will reach out to other centers to see if there is any interest. NYSILC recommended using feedback from SPIL public input and the needs assessment to identify any training and technical assistance topics for the network. The consultant will review the information and decide if there is a need to shift focus. The consultant talked to NYSILC and they decided to wait until the end of the project to send out the final follow-up survey to the centers who have utilized the coaching service to determine the effectiveness and level of satisfaction with project services. It will be sent out next year. Total CILs/SCILs using service: 7. Outcome exceeded.
 - This is verified by the ILC Coaching and Consultation Quarterly Report ending 9/30/15.
 - Value added: None.
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Not set to be addressed in next SPIL. Number exceeded for individualized coaching and strategy of small group and one-on-one training effective.**
- Percentage of CILs or SCILs with unqualified financial audits: 90%.
 - Information/data: Percentage of CILs or SCILs with unqualified financial audits: (95%). As reported last year, respondents who replied to the fiscal component of the survey indicated that they already had unqualified audits. The consultant believed that this was perhaps not the best measure or indicator for financial issues. They have not found a center that had a “qualified” audit in need of assistance in the current group. All centers have

had unqualified audits. The consultant began working with one of the new centers on fiscal management in June with one additional call since then. Percentage of CILs/SCILs with unqualified audits: 100%. Outcome exceeded.

- This is verified by the ILC Coaching and Consultation Quarterly Report ending 9/30/15.
 - Value added: None.
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Not set to be addressed in next SPIL. Original areas of need/training were correct but targets were well intentioned but too generalized for individualized training.**
- Percentage of CILs or SCILs with boards engaged in developing or monitoring strategic plans: 70%.
- Information/data: Out of the current group of seven centers, the consultant has been working with four centers seeking to strengthen their boards and develop a strategic plan. The realization is that there are steps to work on and strengthen first before tackling the strategic plan. One center is on hold till September at their request. One has switched to a primary focus on fiscal management, with a continued focus on board development as well. The other two have expressed interest in continued coaching, but have been unable to keep to scheduled sessions. At this point, it is unknown if the coaching will be continuing with any of them, but the consultant has continued working with the new center that joined in June. They are working on revising their by-laws along with the role of the board in that process. This includes a review of board roles and responsibilities. Percentage of CILs/SCILs with boards engaged in developing or monitoring strategic plans: 57%. Outcome was partially met. It represents an increase from last year (44%).
 - This is verified by the ILC Coaching and Consultation Quarterly Report ending 9/30/15.
 - Value added: None.
 - Evaluation: Exceeded, met, substantially met (60%+), **partially met**, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Not set to be addressed in next SPIL. Original areas of need/training were correct but targets were well intentioned but too generalized for individualized training.**

- Percentage of CILs or SILCs with at least 50% non-IL funding: 40%.
 - Information/data: The consultant felt that this target was not realistic to the activity or need of the centers requesting the coaching service. The measure has nothing to do with the actual fund development training needs of the centers. Therefore, the ability to meet the centers' fund development training needs is more important. Out of the current group of seven centers, the consultant worked with four centers on fund development. However, one director left and has not been replaced, and two others expressed no interest in continuing into the new year due to other priorities. The four centers were learning how to create a fund development plan; how to position themselves to improve their fund raising (using their mission statement to build a positive image, improving promotional materials, etc.); how to plan an event (one center held an event just as this project was beginning and lost money on it); and how to engage their board in fundraising. Only one of the three continued working on fund development. A new Director has been added and had two coaching calls focused on creating a fund development plan and on a fund raising event during the quarter. The calls addressed how to recruit fund development committee members, and how to build in and deliver key messaging for fund development, including at events and in written materials. Percentage of CILs/SILCs with at least 50% non-IL funding: TBD. For now, four out of seven or 57% had fund development training needs addressed during the year. If this target was comparable to the strategic development target, then it should focus on "being engaged" in fund development activities and plans at 75%. Progress would reflect outcome partially met,
 - This is verified by the ILC Coaching and Consultation Quarterly Report ending 9/30/15.
 - Value added: None.
 - Evaluation: Exceeded/met, substantially met (60%+), **partially met**, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Not set to be addressed in next SPIL. Original areas of need/training were correct but targets were well intentioned but too generalized for individualized training.**

Objective # 8 – Capacity Building (This was not active in 2015)

Objective # 9 – Database

Executive Committee for SPIL Committee

There were four outcomes related to this objective. One was exceeded, one was partially met, and two were not addressed. In hindsight, a more realistic timeframe should have been foreseen related to the development of such a product.

2015 Performance Targets:

- Percentage completion of a multi-purpose, interface database design: 25%.
 - Information/data: The Database Work group met twice during the year. At the 5/6/15 meeting, the group discussed how the product description that was developed and submitted to ACCES-VR back in October 2014 is in a pool of projects waiting to be evaluated. When addressed, it will then have to be sent to procurement. In addition, it could take another unknown amount of time to create an RFI, send it out and identify a vendor, and then successfully develop a product. At the 9/25/15 meeting, the reality of the information shared during the May meeting set in. The group facilitated a discussion with Jim Moore of Net-CIL and Rodney Craig of the Michigan SILC. After numerous questions and discussions, the vendor will look into providing a proposal for a data interface product in addition to a proposal of a sample of New York Net-CIL users for yearend 9/30/15 data. NYSILC worked with MWBE vendor the Saile Group to help facilitate outreach to the statewide center network to obtain updated information related to current database products, versions, and potential interest in a yearend pilot project for Net-CIL users. The vendor requested this information for the proposal development. While difficult to actually assess, the product interface design completed last year by the work group is at least 25%. The requested proposals for the product by the vendor and potential pilot project would qualify for at least 50% attainment. This is expected around January 2016. Percentage completion of data interface design: (25%). Outcome partially met.
 - This is verified by the Database Work Group meeting minutes.
 - Value added:
 - Evaluation: Exceeded, met, substantially met (60%+), **partially met**, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Objective set to be carried over into next SPIL with unspent Pat B funds. However, given nature of project, it needs to have more milestone achievement outcomes as indicators in the next SPIL that correlate with the accomplishment of the project. Draft language has been posted for the objective and new indicators. Feedback is welcome.**
- Percentage of CILs/SCILs contributing to the multipurpose, interface database design: 20%.
 - Information/data: Four members of the work group are CILs/SCILs and

participate actively in discussions and online feedback that contribute to the database's design and development (STIC, WNYIL, ATI Cortland, BILS, and CDCI). In addition, Corbin Streett of the Saile Group made contact with most of the centers in the network to verify the two database questions mentioned previously contributing toward the development of the vendor proposals. Percentage of CILs/SCILs contributing to design: 100%. Outcome exceeded.

- This is verified by the Database Work Group meeting minutes.

- Value added:
 - Evaluation: **Exceeded**, met, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Objective set to be carried over into next SPIL with unspent Pat B funds. However, given nature of project, it needs to have more milestone achievement outcomes as indicators in the next SPIL that correlate with the accomplishment of the project. Draft language has been posted for the objective and new indicators. Feedback is welcome.**
- Percentage of 21st Century Data and Collection Model Workgroup CILs/SCILs that will engage in testing the new database design and framework: 50%. No work has taken place on this step of the process. It is too premature. The work group is just entering the phase of a discussion with a vendor about the product. Percentage of 21st Century Data and Collection Model Workgroup CILs/SCILs that will engage in testing the new database design and framework: 0%. Outcome not met.
- This is verified by the Database Work Group meeting minutes.
 - Value added:
 - Evaluation: Exceeded, met, substantially met (60%+), partially met, **not met**, no progress, dropped, inactive.
 - Recommendations for Next Year: **Objective set to be carried over into next SPIL with unspent Pat B funds. However, given nature of project, it needs to have more milestone achievement outcomes as indicators in the next SPIL that correlate with the accomplishment of the project. Draft language has been posted for the objective and new indicators. Feedback is welcome.**
- Percentage report completed by NYSILC and the DSU (ACCES-VR) based on statewide 2012 CIL/SCIL data: 50%. No work has taken place on this step of the process. It is too premature. The work group is just entering the phase of a discussion with a vendor about the product. Percentage report completed by NYSILC and the DSU (ACCES-VR) based on statewide 2012 CIL/SCIL data: 50%. Outcome not met.

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- This is verified by the Database Work Group meeting minutes.
- Value added:
- Evaluation: Exceeded, met, substantially met (60%+), partially met, **not met**, no progress, dropped, inactive.
- Recommendations for Next Year: **Objective set to be carried over into next SPIL with unspent Pat B funds. However, given nature of project, it needs to have more milestone achievement outcomes as indicators in the next SPIL that correlate with the accomplishment of the project. Draft language has been posted for the objective and new indicators. Feedback is welcome.**

Objective # 10 – SSP

Executive Committee for SPIL Committee

There were seven outcomes related to this objective. Preliminary results indicate that five outcomes (or targets) were met, one outcome was partially met, and one outcome was not met. The Support Service Provider (SSP) continued to provide critically specialized services to 21 Deaf-Blind consumers in Monroe County at a maximum of 20 hours per month per consumer during the past year.

2015 Performance Targets:

- Percent to establish an advisory group of deaf-blind individuals: 100%.
 - Information/data: Percent to establish an advisory group of deaf-blind individuals: (100%). As reported last year, the SSP program successfully set up a fully functional advisory council with four members who provide critical insight and feedback regarding objectives and the design of the program. The advisory council is comprised of deaf-blind individuals who provide input on the design of the project, its activities and services, including outreach and education materials. Percent to establish an advisory group of deaf-blind individuals: 100%. Outcome met.
 - This is verified by the CDR SSP Annual Performance Report April 2014 to March 2015.
 - Value added:
 - Evaluation: Exceeded, **met**, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Two-year demonstration project completed. Not carried over into next SPIL. Participated in best practices webinar. Will be replaced by a new demonstration project opportunity.**

- Percent to develop and document outreach and educational materials: 100%.
 - Information/data: As reported last year several strategies were utilized to maximize outreach, education and marketing for the SSP program. As a final requirement, a program manual with policies and procedures for provision of SSP including the training and evaluation of SSPs was successfully developed, created and utilized. Percent to develop and document outreach and educational materials: 100%. Outcome met.
 - This is verified by the CDR SSP Annual Performance Report April 2014 to March 2015.
 - Value added:
 - Evaluation: Exceeded, **met**, substantially met (60%+), partially met, not met,

no progress, dropped, inactive.

- **Recommendations for Next Year: Two-year demonstration project completed. Not carried over into next SPIL. Participated in best practices webinar. Will be replaced by a new demonstration project opportunity.**
- Percent to develop and document the process for the screening and assessment of deaf-blind individuals for SSP: 100%.
 - Information/data: As reported last year, the SSP program successfully developed an assessment and screening instrument of Deaf-Blind individuals that included a screening tool. This includes incorporation of tracking of consumers and information in the CDR database system. The data from the database shows an average of between 100-150 SSP hours utilized per quarter. Percent to develop and document process for the screening and assessment of deaf-blind individuals for SSP: 100%. Outcome met.
 - This is verified by the CDR SSP Annual Performance Report April 2014 to March 2015.
 - Value added:
 - Evaluation: Exceeded, **met**, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - **Recommendations for Next Year: Two-year demonstration project completed. Not carried over into next SPIL. Participated in best practices webinar. Will be replaced by a new demonstration project opportunity.**
- Number of SSPs trained: (3).
 - Information/data: Additional to recruiting new consumers, CDR hired and trained 3 new relief staff to their team. CDR employs 10 SSP staff and is committed to its growth. Number of SSPs trained: 3. Outcome met.
 - This is verified by the CDR SSP Quarterly Report October to December 2014.
 - Value added:
 - Evaluation: Exceeded, **met**, substantially met (60%+), partially met, not met, no progress, dropped, inactive.
 - **Recommendations for Next Year: Two-year demonstration project completed. Not carried over into next SPIL. Participated in best practices webinar. Will be replaced by a new demonstration project opportunity.**

- Number of deaf-blind individuals served: (12).
 - Information/data: A total of 8 deaf-blind individuals were served by the Support Service Provider (SSP) program during the past year. This is 67% of the goal. However, over the two-year span of the project, the project had annual goals of 8 and 12 with a total of 20 deaf-blind individuals. 18 people were served in year one followed by the 8 during the past year for a total of 26, which exceeded the total project goal. Number of deaf-blind individuals served: 8. 67% Outcome partially met. However, the two-year total project number served was exceeded at 26. As reported earlier, the current number of these individuals who continued to be served consistently by the SSP program is 21.
 - This is verified by the CDR SSP Annual Performance Report April 2014 to March 2015.
 - Value added:
 - Evaluation: Exceeded, met, substantially met (60%+), **partially met**, not met, no progress, dropped, inactive.
 - Recommendations for Next Year: **Two-year demonstration project completed. Not carried over into next SPIL. Participated in best practices webinar. Will be replaced by a new demonstration project opportunity.**
- Percent documented and demonstrated attempts to make SSP program and outreach efforts self-sustaining: (100%).
 - Information/data: CDR continues to apply for grants from local foundations and surrounding areas. CDR is pursuing a community based grant under Senator Kristen Gillibrand. CDR continues to diversify their sustainability approach by incorporating a fee-for-service model as a contractor (e.g. HKNC and FCC) and utilize grants to support the SSP program. This quarter, we added two new contracts through ACCES-VR and NYCB. We are also exploring alternative sources of funding such as financial reimbursement through medical insurance, waiver programs, and vocational services. CDR is in the process of campaigning to the government for a statewide funding that will support SSP services throughout New York State. They will continue to find matches to apply for grants. In the past, they applied to the Helmsey Trust and Lavelle Foundations. Along with center support, the SSP program is self-sustaining. Percent to make SSP program and outreach efforts self-sustaining: 100%. Outcome met.
 - This is verified by the CDR SSP Annual Performance Report April 2014 to March 2015.
 - Value added: None.
 - Evaluation: Exceeded, **met**, substantially met (60%+), partially met, not met, no progress, dropped, inactive.

- **Recommendations for Next Year: Two-year demonstration project completed. Not carried over into next SPIL. Participated in best practices webinar. Will be replaced by a new demonstration project opportunity.**
- Percent document application to present on the needs of deaf-blind individuals and the SSP program to at least one IL conference: 100%. This objective was unfortunately not met by the former Manager of Deaf Services. When the new Manager of Deaf Services, Catherine Stutzman, took over, there were no Independent Living Conferences for her to attend by the end of the SSP contract end date of March 31, 2015. The IL statewide conference didn't take place until September 2015. Presentations about the SSP program were given to other organizations in the Rochester area about these specialized services. The former Manager of Deaf Services did present about the SSP program at Monroe Community College as part of her education and outreach efforts. Percent document application to present on the needs of deaf-blind individuals and the SSP program to at least one IL conference: 0%. Outcome not met.
 - This is verified by the CDR SSP Annual Performance Report April 2014 to March 2015.
- Value added: None.
- Evaluation: Exceeded, met, substantially met (60%+), partially met, **not met**, no progress, dropped, inactive.
- **Recommendations for Next Year: Two-year demonstration project completed. Not carried over into next SPIL. Participated in best practices webinar. Will be replaced by a new demonstration project opportunity.**