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# Employment First Capacity Report

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July 1, 2018 – June 30, 2019

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September 1, 2019

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## Introduction

Specific requirements are outlined in both the *Lane v. Brown* Settlement Agreement and Executive Order 15-01 to help ensure that Oregon has sufficient provider capacity to deliver employment services to those in the Sheltered Workshop and transition-age target populations. This report details the effort of Employment First to build and maintain capacity.

## I. Legal Direction

### A. Settlement Agreement Provisions:

#### XI. PROVIDER CAPACITY

1. Oregon shall, subject to the availability of sufficient funding, maintain until at least June 30, 2019, grants for the transformation of existing sheltered workshop providers or the development of new Supported Employment Services or the expansion of existing providers that will assist individuals obtaining Competitive Integrated Employment and working in Integrated Employment Settings. DHS shall make diligent efforts to secure sufficient funds for the obligations set forth in Section XI.

#### X. TRAINING

1. Oregon shall, subject to the availability of sufficient funding, maintain until at least June 30, 2019, a technical assistance provider(s) to offer competency-based training, ongoing assistance, and support for evidence-based practices to agencies that offer Supported Employment Services. DHS shall make diligent efforts to secure sufficient funds for the obligations set forth in Section X.

### B. Executive Order 15-01 Provisions

#### VIII. Provider Capacity

State agencies will make good faith efforts, within available budgetary resources, to ensure that there are enough qualified employment providers to deliver the services and support necessary for individuals in ODDS/VR target populations to receive Employment Services consistent with this order.

## II. State Achievements

### A. Transformation Grants:

Living Opportunities and Washington Initiative for Supported Employment (WISE) agencies were selected to mentor organizations committed to the transformation process statewide through the Employment First grants. Organizations are currently being mentored, and competitive-wage jobs are being developed in community businesses, in rural and urban settings, for individuals with a wide variety of abilities and support needs. The following additional grants were made for the last reporting period:

Technical assistance grants - WISE:

Rockwest	\$22,526
Albertina Kerr	\$12,000
CSI	\$6,000
Eastco	\$6,000
Exceed	\$6,000
Imagine Poss.	\$12,000
SERP	\$6,000
TVW	\$6,000
Garten	\$6,000
ASI	\$6,000
Mentor	\$6,000
Horizon	\$12,000
Pearl Buck	\$6,000

Technical assistance grants - Living Opportunities:

CAS	\$12,000
Edwards	\$24,000
Abilitree	\$12,000
Opp. Foundations	\$6,000
MVA	\$6,000
ARC	\$6,000
Aspire	\$6,000
Star of Hope	\$6,000
Cornerstone	\$24,000

**B. Innovation Grants**

The Oregon legislature appropriated dollars in the 2015-17 session to fund innovative projects aimed at increasing Employment First capacity throughout the state. The purpose of these innovation grants was to expand efforts to increase competitive integrated employment opportunities for people experiencing I/DD. Twenty-two grants were awarded totaling \$458,422.00. The innovation grant contracts are now concluded. The updates that occurred during this last reporting period are listed in Appendix A.

**C. Clackamas Community College Job Coaching Certificate Project**

The Office of Developmental Disabilities Services (ODDS) recognizes a need for additional comprehensive training for current and prospective job coaches. ODDS has partnered with Clackamas Community College's Customized Training Department to develop an 80-hour certificate program to train direct service professionals and job coaches. This training is intended to create a funnel for new workers to enter our industry from Workforce and create additional capacity for training existing job coaches already in our field.

ODDS contacted Lisa Davidson, Executive Director of Connections with Business & Industry at Clackamas Community College, whose department creates customized training programs for employment professionals. They have previously developed two certificate training programs, 128-hour, Career Development Curriculum, and a 50-hour Personal Care Assistant training. The Personal assistant training is designed primarily for care

providers for assisted living, residential care and in-home care. The curriculum in these two programs will be modified to include supported employment job coaching strategies.

Clackamas Community College met with us in person and invited their Workforce partners and Bridget Dazey, Executive Director of Clackamas Workforce Partnership, formerly known as Workforce Investment Council of Clackamas county, a non-profit which serves as an advocate for workforce development in Clackamas county.

ODDS invited stakeholders providing job coaching services in Clackamas county to participate in a workgroup to outline potential curriculum for an in-person training. The group met three times with Clackamas Community college faculty members coordinating our efforts. With our stakeholder's assistance, ODDS and Clackamas Community College has created a robust outline for a two-week course.

ODDS is in the process of negotiating an Intergovernmental Agreement with Clackamas Community College to move forward to create the job coaching certificate program utilizing a professional curriculum designer.

#### **D. JOBS PLUS PILOT**

The JOBS Plus Pilot is a partnership between the Office of Developmental Disabilities Services (ODDS) and DHS Self-Sufficiency to increase the number of direct service professionals and job coaches providing supports to people eligible for ODDS funding.

JOBS Plus is a six-month subsidized program sponsored by DHS Self-Sufficiency that provides work experience for Temporary Assistance for Needy Families (TANF) clients. Employers hire work ready JOBS Plus participants and are reimbursed for wages up to Oregon's minimum wage as well as payroll taxes and worker's compensation premiums. Employers may also qualify for the Work Opportunity Tax Credit (WOTC). TANF clients are placed in a temporary job to provide work experience and are paid at least minimum wage. TANF clients continue to receive medical benefits, transportation and child care assistance during their work experience.

ODDS contacted Medicaid licensed employment providers in DHS District 3 (Marion, Polk and Yamhill counties) to recruit potential vendor employers to hire JOBS Plus participants.

DHS' Background check Unit has streamlined processes to allow potential JOBS Plus applicants to be pre-screened and placed on the long-term care registry prior to receiving a job assignment to reduce barriers to getting a job.

ODDS and Self-Sufficiency are currently working with several employment provider's and have developed job descriptions for the new positions. A provider recently placed their first Jobs Plus candidate for this pilot.

#### **E. VR/DD Employment Navigator**

The Office of Developmental Disability Services (ODDS) and Vocational Rehabilitation have recently partnered together to hire a limited duration VR/DD Employment Navigator. The employee is working with the youngest members of the Lane v. Brown class to assist them to access competitive integrated employment. The employee has previous work experience as an ODDS employment provider and will be working on pulling team meetings together to discuss employment goals and connections with Vocational Rehabilitation. The VR/DD Employment Navigator is also assisting providers by mentoring them on Job Development and by providing other employment services such as person-centered planning or Discovery like services as needed.

The VR/DD Employment Navigator is currently working in Marion and Polk counties with a caseload of 20 individuals.

## **F. Summer Work Experience**

DHS and the Oregon Department of Education (ODE) contracted with providers to find innovative ways to support summer work as a sustainable service while not duplicating services already being funded through Medicaid, the Workforce Innovation and Opportunity Act (WIOA), or Individuals with Disabilities Education Act (IDEA). Contracted programs must focus on community integration and the summer work experience must include community-based experience and pay at least minimum wage. Program participants must also include at least 20 percent I/DD individuals.

In the summer of 2018, Oregon's Vocational Rehabilitation (VR) along with Oregon Department of Education and Office of Developmental Disability funded 23 summer work experience for students 15 to 21 years of age. These students were potentially eligible for VR Services and received Pre-Employment Transition Services. The programs were provided by either school districts or provider organizations, and 305 students were served in various contracted summer work programs. By the end of the summer, they had served 261 students including 88 I/DD students – a 33 percent I/DD participation rate.

The 2019 summer work program contracts were modified to assure all programs had students working in competitive, integrated employments. As of June 2019, 26 summer work programs were funded by Vocational Rehabilitation along with Oregon Department of Education and Office of Developmental Disabilities. The programs vary in size from four students to 62 students; and like previous years, sites are supported by either school districts or provider organizations throughout Oregon. Every program must have at least 20% students with Intellectual/Developmental Disabilities (IDD). Out of 445 students participating in 2019, 181 or 41 percent, are I/DD students. Each program also provides other Pre-Employment Transition Services such as instruction in self-advocacy and workplace readiness learning.

In addition, during the summer of 2019 Oregon VR ran the Summer Work Internship for Transition (SWIFT) in Portland. SWIFT is a residential program where students from all of Oregon travel to Portland and live in the dorms at Portland State University. They students work at least 20 hours a week in competitive integrated employment earning at least minimum wage. The rest of the day students are learning independent living skills including budgeting their income, healthy food preparation, travel training, safety and security, self-advocacy, and how to live away from their families. This summer 20 students are participating in SWIFT.

## **G. Pre-Employment Transition Services**

Pre-Employment Transition Services (Pre-ETS) has five required categories for students age 14 to 21, who are potentially eligible for VR services. Between July 2018 and June 2019, over 20,000 services were provided throughout Oregon. Transition Oregon Administrative Rules were developed to address this VR service. VR has information about Pre-ETS on its [website](#). The Pre-ETS Coordinators have provided Motivational Enhancement Group Intervention (MEGI) class to students; this class focuses on career exploration and development. Pre-ETS have been provided to students in public, charter, and web-based schools. During the 2019 legislative session, the legislature approved the Pre-ETS Coordinator positions as permanent positions.

## H. Project SEARCH

Project SEARCH is a 9-month internship training program for people with intellectual and developmental disabilities (I/DD). In Oregon, initially there were three sites funded by DHS: Albertina Kerr’s program at Kaiser Permanente Sunnyside Medical Center, provider Pearl Buck’s site at PeaceHealth Sacred Heart Medical Center at RiverBend in Springfield, and Community Access Services’ program with the City of Portland. Project SEARCH students train in 9-month unpaid internships and rotate three times within that time period, allowing them to try three different types of jobs in a variety of departments. The instructor and skills trainers stay on site with the students. Table 1 shows the Project SEARCH outcomes for 2019:

**TABLE 1. Project Search results for 2019 by location.**

<b>Contractor/Location</b>	<b>Number Graduated</b>	<b>Number Employed</b>	<b>Number in Job Development</b>
Albertina Kerr/Kaiser Westside Hospital	5	1	4
Albertina Kerr/Washington Square Embassy Suites	7	5	1
Albertina Kerr/Kaiser Sunnyside Hospital	7	2	5
Pearl Buck/PeaceHealth Riverbend Hospital	16	5	11
Pearl Buck/Hotel Eugene	4	2	2
Community Access Services/City of Portland	5	0	5

The number employed plus the number in job development do not always sum to the number graduated because some participants left the project for various reasons such as medical issues or moved to another city.

The program at Albertina Kerr has grown since its inception and Albertina Kerr is in its fifth year of Project Search and is currently running three sites: Kaiser Sunnyside Hospital, Kaiser Westside Hospital and Embassy Suites at Washington Square. Erin Cochrun-Weston is the Assistant Director of Employment Services for Albertina Kerr. She said that the Project Search model has been very successful for Albertina Kerr’s employment program causing the program to grow exponentially. She said that they have had very engaged partners in Vocational Rehabilitation, Developmental Disabilities Services and their host businesses. Pearl Buck is finishing its third year of Project Search. They started with one site at PeaceHealth Hospital and have grown to two sites at PeaceHealth at the hospital’s request. This past fall they opened their third site at Hotel Eugene, in downtown Eugene.

Community Access Services finished their second year with Project Search at the City of Portland. Five interns worked at the Portland Water Bureau and the Bureau of Environmental Services from September 2019-May 2019. Nationally, about 75 percent of Project SEARCH interns become employed in the community at 16 hours or more per week, far above the national employment rate of 35 percent for people with I/DD.



Project SEARCH participant Bianka Hollis working at PeaceHealth Sacred Heart Medical Center at the University District site.



2018 Project SEARCH graduates from the Hotel Eugene site (l-r) Lilah Bins-Green, Melissa Stevenson, Taylor Buckwald and Guti Velazquez.

## **I. WISE Training & Technical Assistance**

DHS contracts with WISE to provide technical assistance and training to execute the Oregon Statewide Employment First Project. During the period July 1, 2018 through June 30, 2019 the training and technical assistance activities pursuant to that contract consisted of:

- **OELN Training:** WISE presented 14 events to 480 attendees for the Oregon Employment Leadership Network (OELN). Attendees of the OELN training learn about important skills and methods related to job development, Discovery, systematic instruction and how Social Security benefits interact with employment. These new skills will help supported employment professionals get better employment outcomes for the people who they serve. Table 2 summarizes these trainings by topic, location and number of attendees.

**TABLE 2. OELN Seminars, July 1, 2018 - June 30, 2019**

<b>Seminar Topic</b>	<b>Locations</b>	<b>Number Attended</b>
Introduction to Supported Employment, Discovery & Career Planning	Clackamas, Salem, Bend	141
Social Security Benefits & Work Incentives	Clackamas, Salem, Springfield	94
Job Development & Marketing	Pendleton, Salem, Springfield	100
Systematic Instruction & Follow-Along	Clackamas, Salem, Bend	145

In addition, WISE applied to the Association of Community Rehabilitation Educators (ACRE) to obtain certification for the OELN seminar series, which was subsequently awarded. According to their registry, 374 employment professionals in Oregon have obtained ACRE certification. This gives supported employment professionals another way of obtaining ACRE certification.

DHS also contracted with WISE to develop 32 on demand training modules related to a variety of topics such as, job development, job coaching, Discovery services, benefits counseling and other trainings that help support people with I/DD become employed and maintain their employment.

**J. Employment First Training – ODDS, VR and ODE**

Office of Developmental Disabilities Services (ODDS), Vocational Rehabilitation and Oregon Department of Education staff participated in providing the following trainings during the reporting period:

- Regional Employment Collaboration (REC) Trainings to help local service coordinators/personal agents, vocational rehabilitation counselors, school personnel and providers work together around employment service delivery and implementation:
  - Marion/Polk Counties (9/21/18 & 9/28/18)
  - Lincoln & Tillamook Counties (10/15/18)
  - Baker County (10/16/18)
  - Malheur County (10/17/18)
  - Coos County (10/30/18)



- Umatilla County (10/30/18)
  - Douglas County (11/7/18)
  - Union County (11/13/18)
  - Grant County (11/14/18)
  - Jackson County (11/16/18)
  - Josephine County (11/30/18)
  - Linn County (12/3/18)
  - Curry County (12/6/18)
  - Baker County (10/16/18)
  - Klamath Falls (9/4-6/18)
  - Central Oregon (10/30/18)
  - The Dalles, Hood River and Sherman County (12/6/18)
  - Washington County (11/6/18)
  - Clackamas County (11/7/18)
  - Multnomah County (11/13/18)
- Monthly Variance Meetings with sheltered workshop providers in Benton, Marion, Douglas, Washington, Clackamas and Lane counties to advance expansion of community employment services by creating partnerships between providers, case management entities and Vocational Rehabilitation to assist with Discovery, job development and job coaching.
  - Sheltered Workshop Transformation Variance and Requirements presentations:
    - Polk CDDP (8/13/18)
    - ISN Brokerage (10/10/18)
    - RCO Brokerage (10/25/18)
    - Mentor Brokerage (10/31/18)
  - Benefits Counseling Presentation – Clackamas County (11/27/18)
  - Maintenance Job Coaching Inservice – Lincoln County CDDP (1/10/19)
  - Rendition Services Presentation – RCO Brokerage (2/6/19)
  - Individualized Goal Planning Workshop – Marion/Polk Counties (2/8/19), Tillamook County (6/6/19)
  - CDDP QA Reviews – Tillamook County (4/2/19), Yamhill County (1/29/19)
  - Collaboration Training/Networking with Community Businesses – Douglas County (8/29/18)
  - NW APSE Conference Presentations, Seaside (9/17-18/18):
    - On the Job ADL/IADL Supports
    - Fade Plans – How To Create Independence On The Job
  - ODDS Long Term Goals Presentation – Medford CDDP (10/29/18)
  - Motivational Interview Training:
    - Medford (3/9-10/19)
    - Woodburn (5/14/19)

- How to Write and Implement Individualized Action Plans Training – Rockwest sheltered workshop (4/23/19)
- Residential Providers’ Role on the Employment Team Presentation – Clackamas County (4/24/19)
- Career Development Plan Training – Yamhill County CDDP (4/30/19)
- Local Partners Resources Event – Madras (3/19/19)
- Fade Plan Training – Central Oregon (3/21/19)
- Referral and Release Pilot Group Training – Jackson County (6/11/18)
- Central Oregon Community College continuing education program began offering CEUs in 2018 Fall Term focusing on supported employment professional development – Bend (8/30/18)
- Eligibility Training – Roseburg 7/25/18)
- Supporting People with Significant Disabilities Presentation – VR Inservice Training, Salem (8/21/18)
- 2019 Oregon Statewide Transition Conference Presentations – Eugene (3/7-8/19):
  - Reigniting the Fire in Your Employment First Team: Tips from a Rural Community to Stay Strong
  - Introduction to I/DD Services – Getting and Staying Connected
  - I/DD Employment Services – Forms and Processes
  - Introducing Road2Work
  - Uniform Referral & Release
  - Person-Centered Planning Information
- 2019 SC/PA Conference Presentations (6/19-20/19):
  - Tips for Writing a More Robust CDP Workshop
  - How To Monitor Employment Action Plans
  - All About Discovery
  - Job Retention Policy and Benefits Counseling
- Vocational Rehabilitation Inservice Presentations (8/21-22/19)
  - Lane v. Brown Update – History of Employment First
  - Employment Supports for People with Significant or Multiple Disabilities
  - Why Employment First? Self-Advocate Perspective
- Monthly Variance Meetings with Sheltered Workshops in Marion, Douglas, Lane and Benton Counties (September 2018 – present):
  - Coordinated transformation technical assistance partnerships between providers and the workshops to develop their capacity to support community integrated employment.
  - Community Information Nights to help individuals and families understand the changes in employment service delivery they are seeing at the workshops.

## **K. Employment First Communications**

Communications and outreach activities for Employment First are centered on outreach and awareness requirements in Executive Order 15-01 and Lane v. Brown Federal Legal Settlement Agreement. These requirements are to ensure communications are used to solve the complicated policy issues of transitioning individuals into competitive, integrated employment. The Employment First communications officer develops and executes strategies for communicating the vision, goals, implementation plan and activities, and results of Lane v. Brown Settlement and Employment First initiative.

The following communication activities were undertaken during the reporting period:

- Video and story produced showcasing a parent who once believed her son could never work outside of sheltered workshop in community employment. Now her son works 20 hours per week at a school in Pendleton. The [video](#) has more than 600 views, and the story was featured on the [Governor's My Oregon Portal](#). The story was also featured in the [East Oregonian newspaper](#). The employer also received [an award](#) from The Arc Oregon after our article came out.
- Multiple stories were produced showcasing people working 20 or more hours.
- A story about [State as Model Employer](#) was produced.
- A [story](#) was produced about how one provider transformed its services, to serve as an example for other providers.
- A [success story](#) about a PSW Job Coach was produced.
- Employer engagement videos included one on [South Columbia Chamber of Commerce's engagement](#) with Employment First efforts (300-plus views) and the Safeway in Baker City hiring several employees with significant disabilities (200-plus views).
- A [Powtoon video](#) with more than 900 views showing how to become a PSW Job Coach was produced.
- A [story](#) was produced about Project SEARCH and City of Portland partnership.
- [Employment First Podcasts](#) launched in February 2019. Bi-monthly series gives the field useful news and tips on policies, innovative projects, and success stories. The Podcasts have received more than 1,700 listens/downloads since launched. Podcast topics include:
  - 7/2/2019 Employer's Perspective on Hiring People with Disabilities
  - 6/18/2019 Collaboration Employment First
  - 6/4/2019 Behavior Services in the Workplace
  - 5/21/2019 Referring to Vocational Rehabilitation
  - 5/7/2019 How to Tell Your Employment Story
  - 4/16/2019 Youth Transition Program
  - 4/2/2019 What is ADL/IADL anyway?
  - 3/19/2019 Pre-Employment Transition Services
  - 3/12/2019 Tips on Having the Employment Conversation
  - 2/19/2019 Building an Employment Plan that Works
  - 2/5/2019 History of Employment First in Oregon
- A [video](#) featuring the Peer to Peer Mentors from central Oregon showcased how one community is helping build capacity with peer mentoring.
- Published the [October 2018 Employment First Outcomes and Successes Report](#) on data and outcomes in a "family friendly" readable manner.
- Marketing and outreach for Employment First podcasts and Employment Outcomes System, including new stickers handed out at all statewide conferences.
- ODDS contracted with the Oregon Self-Advocacy Coalition to produce a [Guide to Employment](#).
- Published weekly Employment First messages issued to more than 1,000 subscribers statewide, including ODDS and VR field staff.

- Held multiple calls for ODDS and VR staff to answer questions from the field. Hundreds of staff generally call in for these quarterly calls. Calls were held July and October 2018, and January and April of 2019.
- Produced several presentations and posted on the Employment First website to answer big picture issues, including [Employment Supports for People with Significant or Multiple Disabilities](#), [History of Lane v Brown](#) and [Why Employment First?](#)
- Redesigned the [Provider and Partners Resources](#) page on the Employment First website with additional tools and materials for field staff and employment providers.

## **L. Discovery Service Redesign**

Since 2016, ODDS has engaged a large and diverse stakeholder group to redesign the Discovery service, including the Profile and policy. ODDS invited self-advocates, the Developmental Disabilities Council, VR Administration and Counselors, Education Administrators and Transition Network Facilitators, an Oregon Commission for the Blind vocational rehabilitation Counselor, providers and service coordinators/personal agents to be members of the stakeholder group. The revised Profile is based, with permission, on the profile created by UCP of Oregon and SW Washington.

After reviewing "The Discovery Fidelity Scale," (Stephen Hall, Beth Keeton, Patty Cassidy, Rose Iovannone and Cary Griffin), the group incorporated its standards as expectations in each of the profile sections. ODDS obtained permission from the Florida Developmental Disabilities Council to incorporate this into the new Profile.

Prior to sending the redesigned Profile to DHS Publications, ODDS solicited comments and feedback. After ODDS designed the form, ODDS then posted the form and accompanying proposed policies for a six-month comment period. Simultaneously, ODDS invited providers to participate in a six-month pilot using the proposed form and policies to conduct Discovery. ODDS held an orientation/training for providers who expressed interest in being part of the pilot. Participating providers agreed to allow ODDS to share the completed Profiles with other participating providers in the pilot as well as members of the original stakeholder group. (ODDS redacted any HIPPA-protected information as well as the identity of the agency.) ODDS convened this group in April 2019 to discuss the completed profiles. In addition to this group, ODDS also conducted two small meetings to get more feedback. Based his feedback, DHS publications incorporated changes to the form. In July 2019, ODDS sent the form out to stakeholders to test the form for functionality with a feedback deadline of September 1, 2019.

Some of the more significant changes include the following requirements:

- A required home and neighborhood visit
- A familiar and an unfamiliar experience
- Three direct employment experiences
- An additional experience which may be: a familiar/unfamiliar experience; a direct employment experience or informational interview
- The cover page of the Profile will be an Executive Summary
- There must be documentation that the team had a discussion which reviewed what the person has already done prior to authorize the service to recognize what is already known and ascertain if the service would be of value to the person
- After the completion of the home/neighborhood visit, the provider is responsible for creating an agenda for the remainder of the service – this lets the person and team know what the provider is proposing in terms of the required experiences. The person and team must sign off on this before the remainder of the service begins.

Employment First will implement the redesigned Discovery service in 2020.

## **M. Seamless Transition Project**

Employment First continues to improve in developing and implementing a systematic approach to moving transition-age students experiencing significant disabilities from school to work. Plans to expand the seamless boot camp model around the state are underway. Beginning in the 2018-2019 school year, regional teams will have an opportunity to provide a seamless boot camp for professional teams. This boot camp will provide training and resources to assist new teams in implementing seamless transition. Regional Transition Network Facilitators, Pre-Employment Services Coordinators, and ODDS Employment Specialists will be leading the boot camp sessions around the state.

## **N. Employment Outcomes System (EOS)**

The Employment Outcomes System (EOS) is a platform for collecting data twice-per-year on the job outcomes of people with intellectual and developmental disabilities (I/DD) who are receiving employment services from Oregon's Office of Developmental Disabilities Services (ODDS). People and their families can find providers and make choices based on services offered via the EOS website.

The EOS data helps ODDS identify where there are capacity gaps in regions to target capacity-building efforts. In addition, ODDS and VR customers, service coordinators and personal agents, and vocational rehabilitation counselors can use this information to make informed choices regarding providers. Lastly, by keeping their entries up-to-date, providers can use EOS as a potent marketing and outreach tool to reach potential customers.

## **O. Employment First Road Map Project**

The supported employment service system in Oregon is a complicated web of interconnected tasks and decisions made by many actors. People considering supported employment are naturally curious about what they're getting themselves into, and past attempts to convey all possible pathways through the service system failed due to the overwhelming complexity along with the inherent limitations of exhibits such as flowcharts. Borrowing the architecture from another complex domain – taxes – the Employment First Road Map Project seeks to overcome the complexity using a web-based TurboTax like approach. By answering a series of questions designed to enable to user to define their particular situation, the platform builds an individualized guided path through the service system. At the end of the session the user should not only have a better understanding of the supported employment system as it applies to their situation, they'll also have the option to print or save an Adobe Acrobat version of their individualized road map: user-specified information such as contact information for their local CDDP, brokerages, VR branch office, school YTP program, and information about any of the employment services they expressed interest in during their time on the website.

The [Road2Work](#) website went live in January 2019. It has been introduced to prospective users through presentations at the 2019 Oregon Statewide Transition Conference, the 2019 SC/PA Conference, and via an Employment First Statewide Coordinator's weekly email message. User acceptance feedback has generally been positive. Requests for additional functionality in Version 2 include a pathway describing employment services available through the Commission for the Blind, listing non-school related Transition Programs, and voice-over narration. Work will commence on Version 2 as soon as web design staff are assigned.

## **P. SELN Consultation**

DHS contracts with the State Employment Leadership Network (SELN) to receive technical assistance to improve integrated employment outcomes. Top 2018-2019 accomplishments included:

- The Oregon Department of Human Services, in coordination with the Department of Administrative Services and the Oregon Department of Education, started the State as Model Employer program to help remove some of the barriers that people with I/DD face to work in state jobs. Oregon's State as Model Employer program allows hiring managers in any state agency to direct-appoint a person with I/DD who is receiving services from the Office of Developmental Disabilities Services (ODDS) into specific pre-approved positions. The hiring manager can work with their local Vocational Rehabilitation branch to identify potential job candidates who might meet the criteria for the position.

Several programs at DHS have already hired employees through this process, including ODDS, DHS/OHA Imaging and Records Management Services, Oregon Vocational Rehabilitation, DHS Human Resources, and the Oregon Department of Education.

- In January 2019, ODDS made funding available for a new employment provider mentoring program that pays qualified Medicaid agencies to provide technical assistance to employment providers on topics including Discovery, Job Development, Budgeting, Business Operation, Job Development Modeling, Rule Compliance, Behavioral Support, and Protocol Development. This program helps build capacity by paying an hourly rate for agencies to act as mentors of employment-related services, and support to agencies in need of technical assistance.
- In Oregon, there has been feedback that more assistance is needed to help build capacity in rural areas of the state. ODDS set up a reimbursement program for Medicaid-enrolled provider agencies with employment endorsements in 18 rural Oregon counties. This is designed to make trainings more accessible to employment agencies in rural areas. Eligible agencies will be reimbursed for the registration costs of pre-approved online curriculum. The reimbursement will be provided after the agency's staff attends the training and receives certification.

#### **Q. Additional Oregon Department of Education Trainings and Capacity Building Projects**

1. ODE provided the following training during the reporting period:

- ODE, in partnership with Vocational Rehabilitation and Office of Developmental Disabilities hosted the 3<sup>rd</sup> annual Oregon Statewide Transition Conference. More than 650 people attended the Transition Conference, featuring sessions supporting Seamless Transition, Interagency Collaboration, high quality IEP implementation, and Summer Work Experience RFA applications. Attendees included representatives from Local Education Agencies, Vocational Rehabilitation, Developmental Disabilities Services, Brokerages, Family Advocacy Organizations, Community Colleges/Universities, Provider Agencies, and Supported Living programs.

2. In addition, ODE developed other trainings, plans and tools:

- Work experience development and coaching training. This is a training series aimed to support teachers and school staff in creating and supporting students in community work experiences. Materials have been revised and updated. All TNF/Pre-ETS Support Specialists and Pre-ETS coordinators will be trained by a contracted Supported Employment Provider in a train-the-trainer model in August 2019. All trained personnel will provide this training opportunity around the state.
- ODE also provided the following specific trainings:

- July 17<sup>th</sup> Malheur Institute- Regional Employment Collaboration/Education VR Collaboration Training
- August 21<sup>st</sup>- VR In-Service Presentation Ethical Considerations in a Tech Savvy World
- August 22<sup>nd</sup>-24<sup>th</sup>- STEPPS Presentation/Training
- August 28<sup>th</sup> – Work Experience and Community Collaboration Training (Independent Reviewer TA request from ODE)
- September 18<sup>th</sup>- APSE Pacific Northwest Students for APSE support
- September 25- YTP Regionals- Portland, MSW/Transition
- September 26<sup>th</sup>- Spotlight on Success- Bend, Transition
- September 27<sup>th</sup>- YTP Regionals- Roseburg, MSW/Transition
- October 2<sup>nd</sup>- YTP Regionals- Eugene, MSW/Transition
- October 4<sup>th</sup> and 5<sup>th</sup>- TTAN and STEPPS Presentation at COSA, Eugene
- October 9<sup>th</sup>- YTP Regionals Redmond, MSW/Transition
- October 11<sup>th</sup>- YTP Regionals Bend, MSW/transition
- October 18<sup>th</sup>- Spotlight on Success- Ashland, Transition
- October 22<sup>nd</sup>- Oregon Employment Training Association- Ethical Considerations when Working with Transition Aged Youth Presentation
- October 24<sup>th</sup>- Rehabilitation Counseling WOU- Transition Presentation
- October 30<sup>th</sup>- Spotlight on Success- Clackamas, Transition
- October 30<sup>th</sup>- CSAVR National Conference- WIOA/VR/Education Collaboration Presentation
- Nov. 14<sup>th</sup> – Spotlight on Success- Newport
- November 8<sup>th</sup>- Transition planning for preservice VR Counselors- Western Oregon University
- March 12<sup>th</sup>- File Verification- Redmond
- March 18<sup>th</sup>- File Verification- Sutherlin
- March 19<sup>th</sup>- File Verification- Coos Bay
- April 8<sup>th</sup>- File Verification- Eagle Point
- April 9<sup>th</sup>- File Verification- Beaverton
- April 10<sup>th</sup>- File Verification- Monument
- April 11<sup>th</sup>- File Verification- Hood River
- April 17<sup>th</sup>- Portland Public Schools- Transition IEP and Agency Collaboration Training
- April 25<sup>th</sup>- VR/Transition Planning training – Bend
- April 26<sup>th</sup>- Breaking Barriers Conference- Redmond
- May 7<sup>th</sup>- NACT Capacity Building Institute- STEPPS and Release of Information Presentation
- June 18<sup>th</sup>- APSE National Conference- Transition Toolkit Presentation

3. National Technical Assistance Center on Transition intensive technical assistance plan to be implemented in the 2018-2019 tracking year. This Intensive TA plan has expanded to include partners from ODE’s Career and Technical Education program. Updates as follows:

- **(SMART) Goal 1:** Develop an Oregon universal release of information (OUROI) combining OUROI requirements from ODE, ODDS, & VR with review by legal counsel for sufficiency across agencies and then implement/ field test.

**Update:** The universal release and referral tools have been revised based on initial feedback from three pilot teams around the state and stakeholders. The universal release has been adopted by several Oregon agencies. During the 2018-2019 school year, three counties piloted the ROI form in partnership with their provider organizations. Communication roll out plan for statewide implementation during the 2019-2020 school year.

- **(SMART) Goal 2:** ODE, VR, ODD will develop and implement **36 cross agency professional development trainings** (focused on employment opportunities for staff working in, VR, Parent

Training Information (PTI), Developmental Disabilities, tribal VR, and education) to facilitate universal information sharing (ISP, IPE, IEP, SOP), collaborative resource delivery, and promote shared outcome of employment for all transition age student with disabilities.

- Update:** DHS and ODE, in partnership with the regional ODDS/TTAN team, provided a total of 32 trainings around the state. 379 attendees completed pre and post evaluations from the training. Overwhelming response to continue to provide Regional Employment Collaboration trainings. Currently being revised to add more current information such as the ROI and legislative updates for more trainings to be provided during the 2019-2020 school year.
- **(SMART) Goal 3:** Develop and **provide professional development trainings** adapted for **families and foster and group home family support** about the Individual Service Plan (ISP), individual Education Plan (IEP), Individual plan for employment (IPE) and Summary of Performance (SOP), and Oregon universal release of Information (OUROI) as well as on eligibility requirements and needs of each agency in order to provide coordinated services to youth.

**Update:** ODDS is contracting with Wise to develop online curriculum for families and residential providers. ODDS is partnering with ODE and VR to complete the curriculum. Curriculum draft will be available for review in fall of 2019.
  - **(SMART) Goal 4: Increase summer work experiences** for 100 students with disabilities (SWD) by blending funds from VR, DD, and Education.

**Update:** Over 30 sites have been awarded for the summer of 2019. The anticipated number of students served is over 400.
  - **(SMART) Goal 5:** Develop a data collection method to capture Pre-employment transition services **(Pre-ETS) activities** as required by Workforce Innovation opportunity act (WIOA) occurring in high schools and transition programs without a YTP contract.

**Update:** Oregon VR now has a data tracking system that is fully functional and had been reporting quarterly on the Pre-ETS delivered.
4. ODE and VR jointly fund eight Transition Network Facilitators (TNFs) and three TNF/Pre-ETS Support Specialists. During the reporting period the TNFs provided the following services:
- Collaborative Problem solving training was provided in Douglas, Coos, Curry, and Jackson Counties.
  - TNFs made presentations at the National US Department of Labor Conference, Confederation of School Administrators Conference, Oregon Employment Training Association, Oregon Statewide Transition Conference, APSE Pacific Northwest Conference, Breaking Barriers Central Oregon Conference, Regional Career and Technical Education Presentation, and APSE National Conference
  - Cross-Agency trainings – Regional Employment Collaboration trainings were held around the state with representation from all counties.
  - TNFs participated in regular monthly or Quarterly Employment First Team meetings throughout Oregon. The Eastern Oregon TNF helps to coordinate the Eastern Oregon EF summit meeting for 8 counties that is held twice a year (September and April)
  - Conducted 18 MAPS/PATHS around the state to Local Education Agencies, Employment First teams, and Community Partners. MAPS/PATHS fall training completed for new TNF/Pre-ETS staff in Fall 2018. All team members are training MAPS/PATHS facilitators.



- Completed 30 Person Centered Plans (PCP) between July 2018-and June 2019 for transition aged students around the state. This is a no cost service provided by the TTAN.
- 1 PCP Training provided to 10 attendees in May 2019 from two members of the TTAN. Three more trainings are scheduled for training educators and transition specialists in August 2019. All members of the TTAN are training PCP facilitators.
- 35 youth specific workshops in classrooms or provided in student lead sessions at conferences. These workshops include Student Lead IEPs, E-portfolios, Self-Advocacy trainings, Pre-ETS introduction and how to request services to name a few.
- 16 Completed full Motivational Enhancement Group Intervention sessions were completed around the state. These are 10 individual session classes provided to students.
- 31 specific trainings for Agencies around the state that include Understanding the IEP for agency staff, Transition Planning and Collaboration with local schools to name a few trainings.
- 60 local education agency specific professional development trainings.
- Expanded relationships with tribal education partners from Nixya'awii Community School in Umatilla County, Confederated Tribes of Siletz, Klamath Tribes, and Chemawa School in Marion County.
- Job coaching training was provided in Multnomah, Baker, Deschutes, Coos, and Douglas Counties.
- Regional Job Club has expanded to include 14 Regional Job Clubs that were completed in the 2018-2019 school year. The counties included were Union, Baker, Multnomah, Harney, Clackamas, Multnomah-x2, Linn, Clackamas, Grant, Wasco, Hood River and Umatilla. The expansion of more Regional Job Clubs in other counties is anticipated in the 2019-2020 school year.
- TNFs contributed to Employer Engagement and Employment Appreciation events in Multnomah County, The Dalles and Hood River.

## **R. Additional Vocational Rehabilitation Training and Projects**

- The VR Subminimum Wage project provided interview and career counseling services to people earning subminimum wages between February and August 2019. A draft annual report will be completed December 31, 2019. VR staff and contractors provided Career Counseling, information and referral services to individuals whose employers hire them under 14(c) certifications allowing them to pay less than the Federal Minimum Wage. We have completed the final draft of Oregon Administrative Rules for the Limitation on Subminimum Wage Project.
- The VR Policy and Training Team is creating VR staff training that follows the flow-chart of VR services, starting with intake and application. Simultaneously, the procedures will be revised and piloted in VR Counselor training.
- New Rules: VR is currently revising its Oregon Administrative Rules and will continue planning stages of release. Policies that will be released include: Supported Employment, Transition Services, Order of Selection, Limitation on Use of Subminimum Wage, and portions of Section 70 Services.
- The VR I/DD Liaison counselor group meets monthly to share best practices, create statewide consistency in practice while allowing for geographical differences, and to provide peer support through consultation and information sharing.
- JDOT Training for New Job Developers: the following 22 trainings took place during the reporting period with approximately 18 participants per training.

- Salem (6/20-21/2018)
  - Portland (7/17-18/18)
  - Eugene (8/28-29/18)
  - Woodburn (9/11-12/18)
  - Mentor & UCP Private Training (9/25-26/18)
  - Bend (10/16-17/18)
  - Marion County Supported Employment Private Training (11/5-6/18)
  - Roseburg (11/13-14/18)
  - Southern Oregon Aspire Private Training (11/15-16/18)
  - Trellis Private Training (12/4-5/18)
  - Portland (12/11-12/18)
  - Eastern Oregon (12/18-19/18)
  - Community Access Services Private Training (12/18-19/18)
  - Eastern Oregon (12/26-27/18)
  - Salem (1/5-6/19)
  - Eugene (2/5-6/19)
  - Portland (3/5-6/19)
  - LaGrande (3/18-19/19)
  - Pendleton (3/25-26/19)
  - Bend (4/1-2/19)
  - Salem (4/16-17/19)
  - Salem (6/20-21/19)
- Pre-ETS: VR hired two Pre-Employment Transition Services (Pre-ETS) coordinators. One is based in Bend providing and coordinating services in Eastern Oregon, and one is based in the Portland Metro area. In addition, VR also hired a Pre-ETS Coordinator based in Salem to manage Pre-ETS data and contracts, and to provide and coordinate services in Marion, Linn, Lincoln and Yamhill counties. Over the past year VR and its contractors provided over 19,000 Pre-ETS services to transition youth.
  - The VR In-Service was held in August and there were 32 sessions ranging on topics from “Updates on WIOA”, “Lane vs. Brown Update & Q/A” and “Serving People with More Significant Disabilities” lead by the ODDS Regional Employment Specialist Team. Over 200 VR staff were in attendance.

## **S. Vocational Rehabilitation Job Placement Services Contracts**

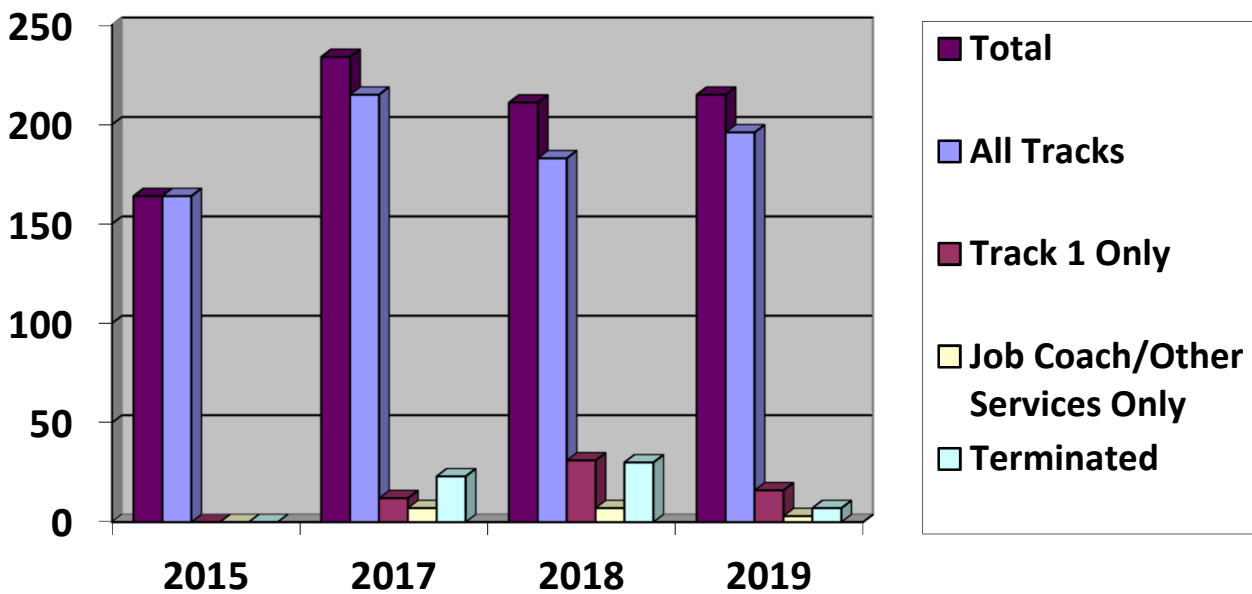
The data between contract years 2015 and 2017 shows Vocational Rehabilitation’s focus to increase the number of performance-based job placement providers. The total number of providers increased by 70 between those two contract periods. Additional data was not gathered for the contract year 2015, due in part to the difference in service structure and no minimum qualification variances between services.

For the first year of RFA 4059 (from 10/01/15 – 9/30/16) contracts were able to be executed to include All Tracks, job coaching, and additional services, if they met the minimum requirements for Track 1 and with the condition that they completed a DHS approved competency based training within one year of contract execution. This allowed VR’s focus to remain on increasing the number of job placement providers able to provide services under the new performance based model while allowing contractors time to obtain the training (now called credentialing) necessary to prove their competency as a job placement providers performing Track 2 and 3 services. As those numbers grew from 164 to 234, VR’s focus turned back to ensuring the contractors were meeting their minimum qualifications for proving Track 2 and 3 services. This is partially what accounts

for the drop of 32 contractors providing All Tracks between 2017 and 2018 data. Another thing to consider is the 23 job developers that terminated their contract before and during the amendment period in September 2017.

The figures for 2019 show the most current data for VR Job Placement Contractors. The total number of contracts, as well as the number of "All Tracks" contractors have continued to increase over the last year. VR has been providing the Job Developer Orientation Training (JDOT) throughout the state for nearly a year and a half. This training is meant to give an overview to new and seasoned job developers of how to partner with VR, what is in the contract statement of work, and some basic steps of job development/marketing. Within the last 6 months JDOT has reduced the wait lists, has more new job developers, and has more prospective job developers attending as well.

**Figure 1: Vocational Rehabilitation Job Placement Service Contract by Year**



**TABLE 3. Vocational Rehabilitation Job Placement Service Contracts by Year.**

CONTRACT EXPIRATION YEAR	2015	2017	2018	2019
Total	164	234	211	215
All Tracks	164	215	183	196
Track 1 Only	-	12	31	16
Job Coach/Other Services Only	-	7	7	3
Terminated	-	23	30	7

Data listed as 2015 represents the contract which expire September 30<sup>th</sup>, 2015. This data was not organized to determine "Tiers", job coaching, and additional services. There were approximately 164 contracts executed during its lifespan.

Data listed as 2017 represents the Request for Application (RFA) 4059 which was executed October 01, 2015 and expires September 30<sup>th</sup>, 2017. This data included information on the "Tracks", job coaching and additional services. There were approximately 234 contracts executed during its span.

Data listed as 2018 represents the RFA 4476 (which replaces RFA 4059) figures gathered during the amendment which took place in September – October 2017. There were 211 contracts with 183 of them serving “All Tracks”.

Data listed as 2019 represents the current figures with VR as of August 1, 2019. There are 215 contracts with 196 of them serving “All Tracks.”

## **T. VR/ODDS Implementation of Supported Employment (VOISE)**

VR conducted an organizational change Readiness Assessment in 2018 to identify and develop actions and tactics to alleviate their most significant challenges. Theme 5 from the Readiness Assessment dealt specifically with finding more effective ways of serving individuals with intellectual and developmental disabilities.

VR created the VR-ODDS Implementation of Supported Employment (VOISE) workgroup to address Theme 5 issues, promote successful settlement outcomes, and improve the job development process/vendor outcomes. The following VOISE activities were completed this reporting year:

- Provider Capacity
  - The VR Workforce Coordinator has been working with some larger businesses to educate potential employers on the VR mission and services, build relationships, and increase placements by connecting job developers to potential employers.
  - ODDS and VR created a process map for onboarding potential dual enrolled contractors. This map is foundational to the Prospective Provider Enrollment Guide (see Section U).
  - Job Developer Orientation Training (JDOT) has been expanded and delivered throughout the state reducing and eliminating the backlog (waitlist) of contractors needing to complete the training (see Section R). New and potential job developers are now attending and participating in the training.
- Serving Clients with Significant Barriers to Employment (Track 3)
  - A subgroup of VRCs and ODDS Employment Specialists modified the qualification criteria for a Track 3 designation to automatically include everyone who worked in a sheltered workshop since 2014.
  - Created a Track 3 Qualification decision-support form for the field that incorporates the criteria for a Track 3 designation.
  - The updated criteria will be used by VR from 10/1/19-9/30/20 in a pilot project to gauge both the efficacy and fiscal impact. There is no guarantee of ongoing funding and implementation into the 2020 Job Placement Services Contract.
  - VR is contracting with subject matter experts to provide trainings for field staff and/or contractors on subjects such as the most difficult to place clients and new and emerging practices for supporting individuals with significant barriers to employment.
- Strengthened the Intensive Employment Customization definition

- There is no job customized employment description; the job developer must negotiate with the employer to create a job where the Participant can use their skills to benefit the employer. The employer will help the Participant develop their job description and support the development of natural supports at the worksite.
- More Effective Communications between VR Central Office and Branch Offices
  - The VR Policy Team created a new process for releasing new policy transmittals, information memorandums and action request transmittals to management and field staff including post-release Q&A sessions to address comments, questions or concerns.

## **U. Prospective Provider Enrollment Guide**

One strategy to build capacity is to recruit and enroll new employment professional providers such as PSW-Job Coaches, Independent Contractors, and provider agencies. However, enrolling as an ODDS provider and a VR contractor is complicated, error prone and the ensuing frustration with the process could potentially deter otherwise qualified providers from joining the team. In addition, coaching prospective providers through the enrollment process over the phone/via email is time consuming for DHS staff.

To increase the number of qualified providers certified to provide employment services, Employment First is building on the Road2Work architecture to help prospective providers seamlessly navigate the ODDS and VR enrollment labyrinth. This “in the weeds” tool is designed to provide prospective PSW-Job Coaches, Independent Contractors and agency providers with every form, guide and link necessary to apply to become an ODDS enrolled provider and a VR contractor, to do so on the first try and with minimal to no DHS staff coaching. Although the build is currently in PowerPoint, the goal is to migrate the content to a single-purpose webpage as soon as web developer resources are assigned.

## **V. PSW Job Coaches**

As part of capacity building efforts to help increase the number of qualified providers certified to provide ODDS Job Coaching services throughout Oregon, DHS Employment First, the Office of Developmental Disabilities Services and the Oregon Home Care Commission have committed to promoting and conducting outreach on the benefits of becoming a PSW Job Coach.

The following activities were completed during the reporting period:

- EF produced an updated PSW Job Coach Enrollment Worker Guide, a PSW brochure and a PSW Fact sheet
- EF shared regular updates on Employment First and HCC Facebook pages, including videos and stories.
- EF contributed to HCC quarterly newsletter with articles about Job Coaching and resources.
- The ODDS Employment Manager presented on PSW Job coaching to the STEPS consultants at the Home Care Commission.

- An ODDS Regional Employment specialist attended the Eastern Oregon Home Care Commission workforce development event in Umatilla, Oregon and presented information on PSW job coaching.

## **W. Independent Reviewer Interviews and Suggestions**

Cathy Ficker Terrill, the Independent Reviewer (IR) in Lane v. Brown, has visited all regions of Oregon since State Fiscal Year 2016. During the visits she interviewed Vocational Rehabilitation (VR) Counselors, Community Developmental Disabilities Programs (CDDPs) and Brokerage representatives, provider agencies, teachers and other stakeholders. She shared the outcomes of the interviews with state leadership to raise awareness of the implementation of policies and procedures across the state. The state is currently working to implement these recommendations as follows.

### **2018 Recommendations**

#### **Priority Recommendations:**

1. *Wait times for job developers, job coaches, and discovery are substantial, indicating a significant problem with provider capacity. Substantial wait times cannot be explained solely by people waiting for preferred providers. For example, United Cerebral Palsy reports a one year wait for job development and discovery services. It also appears that people with a higher level of need have been waiting longer for services in part because of the way payment for service is structured.*

a. *Recommend a review by county and region to determine where there are wait times longer than 30 days for job developers, job coaches and discovery.*

**Update:** There is no data currently available regarding service wait times. However, there is significant provider growth in some areas and ODDS is identifying what is helping them expand capacity in order to share with other providers. Additionally, when a provider decides to end Supported Employment Services, ODDS is performing exit interviews designed to prevent closure if possible, and if not, determine why closure is occurring so that systemic issues can be addressed.

Additionally, Vocational Rehabilitation has successfully filled vacancies as reflected in the Independent Reviewer's most recent program reviews that found many entities reporting declining w At the April 2019 Lane v. Brown meeting, a few suggestions regarding how to capture capacity needs were provided to DHS.

These suggestions included:

1. Collect provider vacancy rates; look at exit interview information
2. Decipher how many staff an agency has
3. Review EOS capacity data
4. Establish where individuals are waiting to access services or a specific provider
5. Review what service and how much of a service is needed to help someone obtain CIE

In response, DHS has reviewed the information that is available:

First, (1) considering vacancy rates: DHS does not currently have access to provider vacancy rates. As every provider's business model is different and providers use staff for multiple functions, this is not data that DHS has access to, and it does not make sense to mandate this be reported given the variables involved. Also, we have spoken to many providers and were told that they do not perform exit interviews because frequently when someone leaves their organization they do not provide notice or were there for a very short time. However, given national statistics regarding the need for Direct Service Professionals (DSPs), as well as anecdotal information DHS has from provider agencies and VR vendors, DHS is aware that Employment Specialist recruitment is needed.

For that reason, Employment First is focused on building capacity through recruitment. This includes a new contract being negotiated with Parallel Works which will develop and maintain a website for DHS that will be a centralized website for provider agencies and VR vendors to post positions for recruitment. This will allow Employment First to advertise their jobs, as well as market careers available to those who may not be aware of this industry. As part of this development, the contractor will also help DHS develop a functional career ladder to demonstrate the type of work available in the field of DD Services.

Employment First is also placing a large emphasis on training for Employment Professionals. This includes the Technical Assistance contract Employment First has with Wise to develop Job Development, Job Coaching, and Discovery training. Additionally, ODDS has been in negotiation with Clackamas Community College regarding the development of an 80-hour, in-person training. As part of this negotiation, ODDS is also working with the Oregon Employment Department to establish a formal apprenticeship program.

Employment First is also expanding the State as a Model Employer program through Project Search using the State of Oregon as the employer. It is likely this will grow hiring efforts at the state, as has been seen at the City of Portland's Project Search site. The Technical Assistance grant is underway to facilitate provider to provider mentoring. To date, eight providers have applied to serve as Mentors and nine have applied to receive mentoring. Finally, ODDS is running a Jobs Plus pilot in DHS District 3 which includes Marion county. This program uses funding through Self-Sufficiency to hire individuals receiving state benefits to work as DSPs or Employment Professionals and the provider has wages reimbursed for the first six months. This not only helps providers recruit, but also helps solidify the partnership between Self-Sufficiency and ODDS. Given the local need for capacity development, this Pilot as well as the new Project Search efforts are being focused in the Salem area.

Next, (2) reviewing agency staff: Although DHS does not have records regarding how many staff an agency has, it was also suggested that Employment First (3) evaluate capacity reported in the Employment Outcome System (EOS). The issue with capacity reports in EOS is that it does not currently represent unique staff (i.e., a staff who does job coaching may also be

reported as doing Discovery) and it also does not represent staff over time. Further, EOS reporting is highly dependent on the demand DHS/ODDS put on providers to complete the non-mandatory information (such as capacity reporting). The data looks as though there was a significant dip in staff during September of 2018; however, job coaching and Discovery services delivered continued to grow. For that reason, it is more likely that fewer providers entered this information during that period than that there was an actual decline in staff. In the future, ODDS will continue to encourage providers to accurately report this information, as well as distinguish for unique staff.

It was also requested that ODDS attempt to (4) establish a list of those waiting for a service or specific provider and to (5) review service needs. Currently, much of this information is anecdotal. For instance, ODDS has asked Regional Employment Specialists to collect this information at Employment First meetings. In order to address the Independent Reviewer's request that DHS identify where people are waiting for service, DHS started reviewing the numbers of individuals served to determine how to implement similar policies or strategies across the board to reduce this wait. Specifically, job coaching numbers and hours worked were reviewed for the years 2015, 2016, 2017 and 2018 by provider and service area.

It is important to note that job coaching numbers are rising across the state in nearly every county each year. Further, hours worked have more than doubled since 2015. For providers that are showing the highest growth, ODDS is contacting them to find out how they were able to grow capacity for job coaching.

The one area that numbers of job coaching tends to be stagnant is for individuals with assessments that indicate higher support need level. ODDS brought this information to the Executive Order Policy Group to consider how to address this issue. ODDS is working with the Supported Employment Leadership Network (SELN) to come up with strategies to address this problem. VR is adding training for VR Counselors specifically regarding those who have higher support needs.

Although assessing capacity is important, Employment First is focused on increasing capacity. In addition to the items listed above, Employment First interviews providers that have decided to stop providing Supported Employment Services to determine why. For example, during a recent interview with Eastco we learned that one concern was that rates in other areas for other DD services were so low that there was no way to continue employment services which requires significant capacity. Recently, DHS learned that there will be 30 million dollars allocated to increase provider rates in all service areas. While these may not be specific to employment, financial relief in other areas will help providers who deliver multiple services across the board.

Employment First will continue with capacity-building efforts, in alignment with provision XI of Lane v. Brown, which as demonstrated above, DHS is far exceeding. More capacity information will be provided in September, as it has been in previous years. ait times for VR services.



b. *Recommend development of a short- and long- term plan to address these wait times and disparity based on need.*

**Update:** This capacity report is designed to demonstrate all the capacity building work ODDS, VR, and ODE are regularly engaged in. This outlines many of the projects that Employment First has undertaken and includes short-term (immediate capacity building through Project Search, for instance) and long-term actions (evaluating the possibility of implementing an Apprenticeship program). Section X highlights many of these efforts.

2. *Vocational Rehabilitation does not have the present capacity to serve provide timely services. In acknowledgment of this problem, VR has developed a plan to fill vacant positions and restructure some offices in order to address long waits for services.*

a. *Recommend evaluating whether the plan to improve VR services results in reduced wait times, particularly at the offices most impacted by the changes.*

**Update:** VR continues to work to ensure vacant positions are filled in a timely manner. Based on the most recent IR Program Reviews, this work is demonstrating reduced wait times. In addition, VR worked with the DHS Office of Continuous Improvement to streamline their application and intake process. VR, ODDS and ODE have implemented the Universal Release of Information and Referral to provide-systematic information for enrolling with VR or to begin services with a Provider Agency. This was piloted beginning in fall of 2018 and is in the process of being rolled-out statewide in alignment with our Technical Assistance Plan. All of these efforts are designed to increase the overall efficiency of the system and minimize waiting for any service.

3. *The ongoing changes to the rates for employment providers have created instability for agencies of all sizes, compromising their ability to serve individuals, particularly those with higher needs.*

a. *Recommend finalizing and then evaluating a long-term solution on rates to establish certainty and stability for providers.*

**Update:** ODDS has been working on this since January 2018, and reports on these efforts have been provided on various occasions to the independent reviewer and counsel for plaintiffs and USDOJ. Most recently, in June 2019, ODDS along with OHA organized a call with Centers for Medicaid/Medicare Services to ask for assistance to restructure the way the current rate is implemented. ODDS has also proposed a Case Rate which is designed to maintain incentives to increase hours worked and fading. Providers have indicated that either change would be enough. ODDS will continue to work with CMS and stakeholders to gain stability in the job coaching rate model.

4. *Service coordinator/case manager caseloads are far in excess of best practices and should be reduced. As a result of high caseloads of as much as 75-80 per case manager, people are experiencing long waits for referral to Vocational Rehabilitation, they are not receiving Career Development Plans, or other needed services.*

a. *Recommend placing caps on case manager caseloads and establishing a monitoring system to track wait times as correlated with caseload*

**Update:** ODDS has implemented a Workload Model designed to provide payment to Case Management Entities in a way that reduces case load size. This is subject to legislative funding and Oregon's approved budget. At this time, case management entities have significantly decreased their case load size; however, ODDS is not the employer of record for case management staff and this is a function of the contracted CDDP programs. Unless there was statute, contract, and rule change this is not something the program can require. Nonetheless, ODDS continues to advocate for reduced case load size however possible.

5. *Consistent with recommendations in last year's report, recommend that the State should increase its efforts to encourage and assist schools in matching transition-age students with I/DD with paid, individualized work experiences, including by enhancing training and technical assistance.*

**Update:** ODE and VR continue to work on this through the pre-employment transition program, with the TNFs and through on-going training.

6. *Recommend that the State should compile data that will enable it to track the number of transition-aged youth who experience paid employment, including a breakdown by school district. This may be possible via survey by the TNF staff and longer term may be able to be included in the Post School Outcome Survey.*

**Update:** ODE is evaluating ways this may be possible. ODE is working with TNFs regarding school district information.

7. *VR took positive steps this year regarding its summer work experience programs for transition-age students with disabilities, including I/DD. VR reported that 307 paid work experiences were created through these programs, including 20% for youth with I/DD. VR advises that it intends to continue expanding these programs this summer and beyond.*

a. *In doing so, recommend that VR continue to focus on ensuring that youth with I/DD are given appropriate opportunities to participate in these programs, especially youth with more significant disabilities. In addition, VR should keep accessibility of these programs in mind, e.g. for students who use wheelchairs, some of whom also have I/DD.*

**Update:** VR, ODDS and ODE continue to require that at least 20 percent Summer Work participants include students with I/DD. In 2018 the actual I/DD participation rate was approximately 40 percent. YTP continues to emphasize that the program serve individuals with more significant needs through contract terms.

8. *VR also reports that it has added language to its Youth Transition Program RFPs to require schools to ensure that populations served through these programs reflect the schools' populations of students with disabilities, thus ensuring that more students with I/DD have the opportunity to participate. Certain other school districts are continuing to administer non-YTP transition programs.*

a. *Recommend that VR emphasize to school districts that students with more significant disabilities should be included among the students with I/DD who participate in these programs.*

**Update:** VR continues to emphasize this in its contracting process.

b. *Recommend that the State encourage and incentivize school districts to administer transition programs (YTP or otherwise) so that students with more significant I/DD have the opportunity to participate.*

c. *Recommend that the State encourage school districts to conduct more transition program activities (YTP or otherwise) in individualized, off-site settings, rather than fixed, on-site settings.*

**Update:** YTP requires community-based work experience. Through its TNFs, ODE works with transition programs regarding how to access community-based work experience, and particularly community-based, paid work experience.

Issues to continue to monitor:

1. *Although ODE's mock sheltered workshop guidance has been disseminated for several years, the Independent Reviewer discovered that at least one large school district was still conducting such activities in 2018.*

a. *Recommend that ODE continue communicating with school districts regarding the prohibition on mock sheltered workshops and conduct its own spot checks to guard against unknowing noncompliance.*

**Update:** The policy regarding the prohibition of mock sheltered workshops is in the Transition Handbook, and TNFs will be meeting with District Administration and Special Education teachers at the start of the 2019-2020 school year to discuss this policy.

2. *There continue to be inconsistent levels of cooperation between school districts and local VR offices in planning for transition-age youth.*

a. *Recommend VR conduct an analysis to determine districts where cooperation between districts and VR local offices is not occurring and assign one staff person in each local office to act as a formal liaison to each school district.*

**Update:** ODE and VR continue to work on this, and plan to have this implemented in fall 2019.

3. *While many sheltered workshop providers have accepted transition grants and either have or will likely become substantial providers of community-based employment, some providers have shut down or will not likely provide community-based employment services. Regional gaps in capacity for community-based employment services are likely as a result.*

a. *Recommend that, for areas where providers have shut down, the State conduct data analysis specific to that area to determine provider capacity, to assess possible impact on rates of CIE,*

*and access to employment services. The State should develop a plan for class members who left a sheltered workshop and for whom day service or no service is the only option.*

**Update:** This is challenging because of all of the other required data reports and transformation needs. ODDS is working closely with the current Sheltered Workshop through the variance process to ensure that they have technical assistance and transition plans for anyone still in the Sheltered Workshop setting. Sheltered Workshop providers who had a variance in 2018-2019 but did not seek a 2019-2020 variance because they had fully transformed, received extensive TA from both a TA provider such as Wise or Living Opportunities, as well as Regional Employment Specialists. Capacity was monitored during this transition phase, and capacity was built wherever possible. For example, ODDS has done systematic and strategic capacity building in Salem by offering Project Search grants, expanding the Model Employer program, and seeking Supported Employment providers to offer services in Salem. ODDS will continue to work on this.

## **2017 Recommendations (Updates provided as applicable)**

### **System Issues from the regional program reviews:**

1. *Offer technical assistance and training to the CDDPs and Brokerages that filed incomplete or inaccurate Career Development Plans (CDP).*

**Update:** The state required all Case Management Entities (CMEs) that had corrective action on CDPs above the state average to take a CDP Workshop training. DHS has since completed another review and will again provide training and technical assistance to those who require corrective action on CDPs below the state average. For CMEs that required correction above the state average in both reviews, the state will also monitor training outcomes through more immediate reviews and is in process of reviewing CDPs from those CMEs at this time.

2. *Consider making employment training mandatory for all CDDP and brokerage staff.*

**Update:** Training was required for agencies that had a 30% correction rate (the state average) or higher on the CDPs. DHS has also created an online CDP training for new case managers and brokerage staff and/or those who may need a refresher course on how to complete a CDP and write SMART employment goals. ODDS has built employment into the mandated Core Competencies for CMEs and is in the process of developing 12 new trainings for CMEs and VRCs with Wise in the current Training and Technical Assistance contract.

3. *Provide additional training and mentoring to VR counselors with large numbers of people with I/DD on their caseloads.*

**Update:** VR is now hosting regular conference calls with VR counselors on the Lane Settlement Updates. VR is also providing training during the VR in-service (all counselor training) regarding Lane v. Brown, and the importance of Employment First. VR is coordinating the 2019 in-service with Employment First and has started a new work stream called VOISE in order to ensure I/DD Counselors can impact policy in a meaningful way.

4. *Provide additional direction to the field that referral to VR can start during Discovery.*

**Update:** This is the guidance in the Discovery Worker Guide, as well as the Discovery FAQs which can be found on the Employment First website in the category of "I/DD Policy." However, DHS is working to create an interagency referral, which will provide direct guidelines on how and when to make a referral to VR, which will include recommendations around the Discovery timeline.

5. *VR should create a checklist of data needed by VR for referral to employment providers, brokerages and CDDPs.*

**Update:** DHS has worked with stakeholders to develop a uniform referral which has been piloted for nearly a year and is in the process of being rolled-out statewide.

6. *Could VR, ODDS and ODE clarify how a person with I/DD can go directly to VR without going through the CDDP, Brokerage, or school?*

**Update:** A revised exceptions process has been created and staff have been informed of how and when to utilize the protocol. To date, ODDS has received around 30 of these requests, and Regional Employment Specialists emphasize this during regional employment trainings. Additionally, a new policy called the Retention Policy has been released which allows ODDS to fund retention as needed. Training on this policy was provided at the 2019 Case Management Conference, through multiple phone calls, and is the subject an Employment First Podcast.

7. *Until Oregon has a comprehensive case management system, is there a way to aggregate key data points from the CDDP such as employment data from the ISP and CDP?*

**Update:** DHS continues to work with CDDPs and Brokerages to manually review CDPs. ODDS is also utilizing the Quality Assurance tool to get CDP data. It is anticipated this will be present in the QA tool in August 2019 and new CDP reviews will be provided within this tool.

8. *As in every state, transportation is an issue, especially in rural areas.*

**Update:** ODDS is working to offer innovative solutions to transportation barriers. ODDS created a new transportation website which contains local transportation resources. ODDS is training on the website and providing information about local Special Transportation Fund (STF) boards so that I/DD individuals may receive the federal set aside of STF dollars. Local Match programs are currently expanding to Brokerages. Additionally, many Local Match programs are expanding service area. For instance, Lane transit will now include Florence. Lastly, ODDS received 30 million dollars in General Fund in the 2020-2021 budget and some of this funding will go to transportation rates that will allow for the expansion of providers into the transportation realm.

9. *The state should clarify to CDDPs that if an individual wishes to use the waiver-funded service called Discovery, then access should not be denied based upon the opinions of particular CDDP Directors.*

**Update:** DHS has discussed the federal requirements to offer individuals choice and make referrals to available services. ODDS also followed up with the specific entities where this issue was known. In July 2018 a training was held for ODDS and VR staff to discuss the importance of ensuring individuals can access the waiver services for which they are eligible. This specific issue has been resolved.

10. *Some transition programs require students to pass a class to be considered for work experiences. Some students never pass the class after taking it three times. Should technical assistance address this?*

**Update:** Once ODE learned of this issue it was investigated and addressed. This was a specific case and it has been resolved.

11. *In many transition programs, work experiences are unpaid, yet the data and research demonstrate that students with a paid job prior to graduation have a higher success rate for employment post-graduation.*

**Update:** DHS with ODE is offering summer work grants that require paid work experiences to help students access paid work in the community. ODE has requested technical assistance from the IR, which took place August 2018. See 2019 updates (page 4 of this report) for additional details.

12. *More students with significant disabilities should be included in the Youth Transition Programs.*

**Update:** ODE reports that the number of students with significant disabilities continues to increase. About 30 percent of YTP participants are students with significant disabilities. That number needs to continue to increase and the new contracts highlight this need.

13. *Clarification is needed with foster staff about denying a paid work experience for an individual.*

**Update:** DHS is developing an employment training for families and residential providers with the new Training and Technical Assistance contract. ODDS is currently working with Family & Community Together (FACT) and the Oregon Council on Developmental Disabilities (OCDD) to create the curriculum. This is part of the Wise Training and Technical Assistance grant and is currently in development.

14. *A comprehensive case management system would allow the state to have accurate data and information across the state and across ODDS, VR, and transition.*

**Update:** ODDS is working with the legislature to secure a Case Management system.

### **Recommendations from the Independent Reviewer's Program Review:**

1. *The State should outline strategies and report on work done to build provider capacity, particularly in areas where it has been identified that there is a lack of employment provider capacity. The report should be shared with the IR and plaintiffs by September 2018.*

**Update:** This update is provided in the annual Capacity Report, which outlines all the strategies and actions taken to build provider capacity in Fiscal Year 2019. ODDS is also implementing a Communication Strategy to build provider capacity in Fiscal Year 2019, implementing pilots with other state Self-Sufficiency Programs, and providing targeted technical assistance to providers to increase capacity. This will be reported in the Fiscal Year 2019 capacity report. See 2019 update for additional information.

2. *The Program Review revealed that numerous people in the employment service system lack confidence in the quality of many Discovery Reports. The State should ensure that CDDPs and Brokerages recommend, fund, monitor, and use Discovery as required by State rules. The state should continue to retrain CDDPs and Brokerages to maximize the quality of the service and ensure consistency and confidence in the process. Wherever possible, the entity doing Discovery should also provide job development, unless the individual requests someone else to do so.*

**Update:** The new Discovery Profile pilot began during fall 2018. Along with implementing the new profile, additional Discovery requirements were part of the pilot, including the requirement that the provider that does Discovery will also do Job Development, for example. This pilot has been completed, and a profile has been developed (see page 11 of this report for additional details). ODDS is currently working with Wise to develop Discovery training.

3. *The State should clarify to VR offices and provider agencies that all individuals in the target populations are equally deserving of supports, and that individuals may not be given lower levels of priority or turned away from services based on having more intense needs.*

**Update:** DHS has provided case specific training and triage in cases where this has been reported. Recently in central Oregon there was an incident where an individual with significant disabilities had difficulty accessing VR services. Through training and technical assistance, this individual is now employed. Additionally, DHS is providing training to VRCs during their upcoming In-Service regarding the importance of Employment First, as well as training on how to provide services to those with significant disabilities. Employment First has also released technical assistance grants where providers can provide TA to other providers in a peer mentoring model. One of the most popular TA requests is to aid providers in serving individuals with the most significant needs.

4. *ODE should provide guidance to school districts to increase and maximize the number of members of the Transition Age Target Population, including those with more intense needs, who are exposed to paid trial work experience before exiting into the adult service system. ODE should also assist schools in ensuring that such work experiences are individualized and person-centered, rather than simply rotating students through a pre-set list of internship employers.*

**Update:** ODE has requested technical assistance from the IR which was provided August 2018. ODE will work in FY2019 to implement the Technical Assistance. See 2018 recommendations for additional information.

5. *Statewide there is a need for additional benefits counseling.*

**Update:** ODDS implemented benefits counseling in the waiver as an Employment Path service, beginning July 1, 2018. WIN is providing a certification program for 16 additional benefits counselors beginning in September 2019.

### **Recommendations from the IR for Class Members in the Sheltered Workshops:**

1. *For individuals in sheltered workshops who indicated an interest in Competitive Integrated Employment and are not already a VR client, ODDS and or their agents (CDDPs and Brokerages) should review the Career Development Plans for those individuals. Each of these individuals should be referred, on a rolling basis, to VR for intake and assessment. VR should provide the Independent Reviewer with a plan and timetable for completing these referrals within SFY 2018.*

**Update:** During the 2018 subminimum wage counseling, a direct referral process to VR was utilized, as well as coordination between VR and CDDPs/Brokerages for those who wanted additional information regarding VR services. Additional data has been provided regarding those referred to VR during the 2017 process. In 2018, Pre-Employment Navigators were hired to assist with individuals who had requested CIE but had not received a Supported Employment Service. At this time, all individuals who said they wanted CIE in either 2017 or 2018 and did not have a Supported Employment Service have received pre-employment navigation services. Please see Attachment 1 for information on the pre-employment navigation process.

2. *ODDS should develop a Case Management System which will allow for improved follow up and data for all individuals in sheltered workshops and transition populations.*

**Update:** ODDS is working with the legislature to secure a Case Management system.

3. *The State should improve its tracking of Sheltered Workshop Target Population members who enter CIE, so that it can know whether and when an individual leaves CIE, regardless of whether the individual initiates a request for new VR or other services. Although this is not specifically required by the Settlement Agreement, it would enhance the state's capacity to understand what contributes to successful competitive integrated employment.*

**Update:** If an individual enters CIE without going to VR, ODDS requests a form to be completed, which indicates core information regarding how the individual secured their job. See the 2018 Recommendation updates for additional information.

### **Recommendation from the IR on Youth Transition Issues:**

1. *Given the State's explanation that "Decision Not to Explore" (DNE) components had been completed in error on the CDPs of certain members of the Transition Age Target Population, the State should provide increased technical assistance regarding (a) how and when to complete DNE components, especially for transition-aged youth, and (b) how to discuss employment with transition-aged youth and their families in a manner that ensures that they are making a truly informed choice about whether to pursue employment.*



**Update:** ODDS has revamped the CDP to ensure DNEs are not completed inappropriately. Additionally, ODDS has incorporated this issue into training to address these concerns.

2. *While the state has made progress among the target populations, overall, there appears to be a lack of students with more significant I/DD included in school district Youth in Transition Programs (YTP). ODE and VR should look at creative ways to expand the number of YTP Programs and to incentivize school districts to include students with significant disabilities in Youth in Transition Programs. The state reports that the number of students with IDD has increased in recent years with 30% of students in YTP are I/DD or potentially I/DD eligible, however some schools appear not to understand this fact.*

**Update:** YTP is making strides to ensure individuals with more significant disabilities are included in YTP, and the new contracts make those requirements more stringent. See the 2018 Recommendation updates for additional information.

3. *Schools are reporting very few paid employment options for high school students in transition prior to graduation. ODE needs to enhance training and technical assistance in this area to promote job development and individualization of employment services. In addition, the State should assist schools to ensure that students' work experiences are individualized based on skills and preferences.*

**Update:** ODDS, VR and ODE have been running a summer work contract so that youth can access paid employment during the summer. Additionally, ODE has requested technical assistance from the IR to help increase paid work experience, which ODE will implement during Fiscal Year 2019.

### **Recommendations from the IR on Executive Order Implementation:**

1. *ODDS and Employment First should implement and update its Quality Assistance plan as needed.*

**Update:** Beginning at the July 2018 IR meeting, DHS has started reporting on Quality Assurance activities. DHS will continue to update the plan as needed.

2. *ODDS and Employment First should continue to update its Outreach and Communication Plan.*

**Update:** The Outreach and Communication Plan is designed every year and will continue to be implemented.

### **III. Summary**

Based on the ongoing commitment of DHS to funding transformation grants, as well as the good faith efforts to provide sufficient provider capacity evidenced by the projects and activities describes in this report, Oregon continues to meet the requirements of the Settlement Agreement and Executive Order 15-01.

## **APPENDIX A. Innovation Grants**

**Awardee:** Ackley Counseling and Employment Services

**Location/Region:** Jackson County

**Amount:** \$31,640

**Project Summary:** Plan and implement four I/DD career exploration workshops in partnership with Worksource to increase capacity of staff providing employment services in Southern Oregon.

### **Final update:**

The overall goal of this grant was to increase capacity for the goals of Employment First in terms of capacity by partnering with WorkSource Rogue Valley (WSRV) to determine if there was an untapped labor market of WSRV program participants who would be interested in careers working with individuals experiencing Intellectual or Developmental Disabilities. There were 3 major areas of activity targeted as follows:

Outreach to Employment First agencies and providers to encourage providers to understand, develop relationships with, and utilize WSRV programs to recruit employees.

Outreach and partnering with WSRV programs and staff to develop a referral system and recruit WSRV program participants to learn about and consider careers working in the I/DD services field.

Provide a series of career exploration workshops and one-on-one career assistance to individuals referred by WSRV programs to determine if there is potential for development of a labor market of qualified individuals through referrals from WSRV programs.

Deliverables:

Number of participants attending workshops is 18 and receiving one-on-one career exploration services is 12.

Number of individuals hired in the field as a result of participating in the grant services is 7 out of a goal of 8.

**Awardee:** Ackley Counseling and Employment Services

**Location/Region:** Jackson County

**Amount:** \$26,473

**Project Summary:** Plan and implement Social Security work incentives training program in Southern Oregon.

**Final update:** The purpose of the "ACES Resource Leveraging Project" was to demonstrate how leveraging Social Security Work Incentives and other resources can assist in achieving Employment First goals of integrated community employment for individuals with Intellectual and Developmental Disabilities (I/DD). The project partnered with Creative Supports, Inc (CSI), Griffin-Hammis Associates and Oregon's Work Incentive Network (WIN) to provide training, technical assistance & mentoring to agencies interested in accessing resources through under-utilized sources such as:

- Plans to Achieve Self Support (PASS),
- Ticket to Work,
- Impairment Related Work Expenses,
- Blind Work Expenses,
- WIOA, and
- Individual Development Accounts.

Deliverables:

Participation in the Grant. Grantee met goals in terms of individuals assessed and actual participation. At least twenty individuals were referred and assessed throughout the project period, exploring resources that may have not otherwise been leveraged. Of those, twelve were either able to capture resources (8) or will soon be able to capture resources (4), not previously used.

Funds Leveraged: A total of \$29,340 has been leveraged to date as a result of the project, and an additional \$133,591 will be accessed over time, for a total of \$161,931 in leveraged resources. The twelve job seekers who participated were able to access funds through Plan to Achieve Self-Support, Ticket to Work, WIOA, the Earned Income Tax Credit (pending), and an Individual Development Account (IDA). These are all resources recognized as under-utilized, particularly when it comes to individuals with more significant disabilities.

**Awardee:** Arc of Lane County

**Location/Region:** Lane County

**Amount:** \$40,600

**Project Summary:** Complete TEACCH advanced training and obtain certification, create customized training plan created for each recipient employee, create intranet site for use by recipient's staff for training, plan and implement job coach trainings provided for recipient's staff and others in the community.

**Final update:**

Part of the goal with this innovation grant was to bring in new and fresh training perspectives to their community. The Assistant Executive Director, worked on becoming a certified TEACCH instructor.

Trainings during the grant period included:

- High School Transition Training in Vocational Community Settings (9/25/17 -9/29/17)
- Beyond the Basics: Advanced Applications (7/23/18 – 7/27/18)

She is still working on her final certification for TEACCH, as the requirements have changed since the original grant period. She continues to meet the local hands on teaching requirement and building her portfolio. Final certification is due in 2020.

In addition, the ARC created staff training plans, created a closed Facebook page for staff updates and provided job coach training.

The job coach training was available to The Arc staff and community job coaches. Trainings took place at The Arc Lane County with 32 total participants (16 per training). Two trainings during the grant period were provided on 11/3/18 – 11/4/18 and 12/8/18 – 12/9/18. Each participant received a workbook with additional

information and activities for future use. Module 12 included hands on experience working directly with paid co-trainers that attend The Arc Lane County's programs. The job coach training modules include:

**Module 1:** Fundamentals of Community Based Employment

**Module 2:** Understanding Autism and Related Disabilities

**Module 3:** Learning Styles

**Module 4:** On the Road to Employment

**Module 5:** Social Communication

**Module 6:** Building Social Capital

**Module 7:** Successful Job Coaching

**Module 8:** Creating Visual Supports

**Module 9:** Assessment and Goals

**Module 10:** Teaching Strategies

**Module 11:** Effective Fading Techniques

**Module 12:** Putting it all together

**Awardee:** Catholic Community Services

**Location/Region:** Linn, Marion and Clackamas counties

**Amount:** \$7,263

**Project Summary:** Develop a written guide to plan and host business engagement luncheons. Provide technical assistance to two partner agencies, to plan and implement their own employer engagement business luncheons.

**Final update:** Catholic Community Services (CCS)

CCS completed the "I Work, We Succeed" Business Luncheon Manual for external use by their grant partners, and any other provider organization in the state of Oregon. The manual is available to use and is applicable for organizations to use in both urban and rural areas and is posted on the ODDS partner and provider resource website, <https://www.oregon.gov/DHS/EMPLOYMENT/EMPLOYMENT-FIRST/Pages/provider-resources.aspx>. The focus of the manual is how provider organizations can work with business contacts who they already know in order to help adults with I/DD find jobs within the community. Three business luncheons were held during the life of the grant and two training business luncheons were provided for IL Living and Garten on separate occasions. A total of 16 businesses attended the luncheons (representing 22 participants). Fourteen of the 16 businesses held tours at their sites and had a business analysis completed.

In addition, CCS supported two other partnering organizations, Garten Services, Inc. (Garten) and Integrated Supports for Living, Inc. (IS Living) to develop their own business luncheon models.

Lastly, four businesses were able to identify a business need and worked with CCS to find possible job placements. Those businesses were Jimmy Johns, Mt. Angel Middle School, Silverton Dutch Bros. Coffee, and Chemeketa Community College. One individual was hired for a part-time job with Mt. Angel Middle School as a Kitchen Support Staff member.

**Awardee:** Eastern Oregon Support Services Brokerage

**Location/Region:** Eastern Oregon

**Amount:** \$6,900

**Project Summary:** Mid-Columbia Employment First team to plan and implement an employer engagement event in Eastern Oregon

**Final update:** The Mid-Columbia Employment First team (MCEFT) held its first annual employer/employee engagement event on October 3, 2017. They had more than 120 people in attendance. The event opened doors to new employers and the MCEFT group continues to build off this event by engaging local employers. The MCEFT was able to leverage their grant funds to hold their second annual event on October 2, 2018 with 93 people in attendance. The MCEFT is working to continue the momentum generated by their highly successful employer engagement events.

**Awardee:** Family and Community Together (FACT)

**Location/Region:** Statewide

**Amount:** \$22,500

**Project Summary:** Plan and implement family outreach to further the Employment First initiative through online trainings, one-to-one coaching support, blogs, public relations and email blasts.

**Final update:** FACT created and promoted a six-part video series to further the Employment First initiative that are posted on the ODDS partner and provider resource website, <https://www.oregon.gov/DHS/EMPLOYMENT/EMPLOYMENT-FIRST/Pages/provider-resources.aspx>. FACT also produced employment related blogs, newsletter articles, and increased its social media presence in relation to employment. FACT also provided 1:1 coaching for families residing in over 20 Oregon counties and had 315 contacts with customers related to employment or vocational rehabilitation.

**Awardee:** Full Access High Desert

**Location/Region:** Deschutes, Crook and Jefferson counties

**Amount:** \$41,525

**Project Summary:** Central Oregon Employment First team planned and implemented a strategic plan for marketing, social media development and print media for Crook, Jefferson and Deschutes Counties.

**Final update:** Central Oregon Employment First team created a marketing plan for Central Oregon that featured a messaging platform, social media and print ads to increase the awareness of the Employment First Initiative. Some highlights of their grant deliverables included:

- Creation of webpage with 8 employer/employee success stories
- Created Print ads from local employees/employers
- Facebook development and schedule
- Created video of how inclusive employment can work
- Created paid and viral outreach advertising
- Created PowerPoint presentation for employer engagement events

**Awardee:** MV Advancements

**Location/Region:** Polk, Yamhill and Marion counties

**Amount:** \$46,980

**Project Summary:** Planned and implemented multi-week training programs for high school staff of transition-aged youth in six school districts.

**Final update:**

The purpose of this educational series was to increase inclusive employment opportunities for students prior to exiting school programs. The most potent determinant for success in competitive employment for youth transitioning into adulthood is a history of individualized, paid work experiences that are reflective of real-world job expectations, including longer shifts and regular interaction with persons outside the disability community. The aim was also to inform Special Education faculty about what their students should expect from the adult employment services experience and provide tools to ensure their Post-High Transition programs sufficiently prepared students for what was to come.

**Locations:**

McMinnville-Newberg cohort: 36 attendees

North Marion cohort: 30 attendees

Salem-Keizer cohort: 37 attendees

**The series included:**

- Understanding the Employment First Initiative
- Planting the seed that employment is possible for all students, regardless of support needs
- Person-centered planning & Discovery
- Systematic Instruction, Job Coaching, and fading
- Job Development, including the Vocational Rehabilitation process and a breakdown of the flow of post-secondary employment services
- Hands-on, community-based small group learning activity illustrating effective community engagement for the purposes of Job Development
- Efforts to build capacity in each of these districts by connecting faculty to the process for independent provider enrollment and a resource share at the close of each series for those wishing to pursue employment services as a supplemental or summer career

**Awardee:** Partnerships in Community Living

**Location/Region:** Marion/Polk counties

**Amount:** \$11,000

**Project Summary:** Plan and implement family outreach materials to further the Employment First initiative including creating a recruitment video and portfolio of program materials.

**Final update:** PCL Job Launch has been delivering Supported Employment services since 2015. In the two years prior to developing the family outreach and education materials, they had many opportunities to consult with families and people in services. This allowed a more comprehensive understanding of the information that would be helpful in clarifying the services being offered and the systems in which they need to navigate to receive those services. Through the development and material design process, they partnered with County Case

Managers, Brokerage Personal Agents and Vocational Rehabilitation Counselors to get a clear picture of any information gaps or points of confusion that they have witnessed when working with clients, families and support teams. The feedback they received provided the content for their newly created materials. They were also able to work with parents to better understand their fears and frustrations around the Supported Employment process.

The funding for this project created an opportunity to create a short video capturing the perspectives of a parent, her son and his job coach. The video was made with the intent to encourage families and youth in transition to utilize the Supported Employment services that now exist to help people find great jobs. PCL also created a family outreach portfolio, which contains a process map to explain steps of the program or project called "Are You Ready for Your Employment Adventure". This was created to illustrate the basic steps that a person will experience while participating in Supported employment. PCL also created an explanation of available employment accommodations in two handouts titled "Support at Work" and "Jobs that Work for You."

**Awardee:** Partnerships in Community Living

**Location/Region:** Marion/Polk counties

**Amount:** \$20,500

**Project Summary:** Develop and design resources, materials and professional benefits management contacts. Present material to family information nights in Marion and Polk counties and to Community Developmental Disabilities Program case managers and Brokerages.

**Final update:** PCL had an employee complete her benefits counseling certification and is now a benefits planner eligible to provide level one benefits counseling services for individuals. The benefits planner continues to guide job seekers and their teams through the appropriate processes related to benefits planning and social security reporting requirements. PCL is projecting to serve approximately 85 job seekers in 2019 and participate on 4 Seamless Transition teams where these resources will be utilized.

PCL also created marketing materials and brochures and presented these materials in partnership with Dallas High School to deliver benefits information to students, parents and school administration.

**Awardee:** Pearl Buck

**Location/Region:** Lane County

**Amount:** \$8,274

**Project Summary:** Plan and implement four family and four residential provider Employment First informational gatherings with marketing materials.

**Final update:** Pearl Buck hosted eight Employment First informational gatherings to promote Employment First and competitive integrated employment. They discussed the following topics and provided promotional materials:

- Executive Order,
- Employment First information,

- Lane vs. Brown, CMS HCBS timeline,
- Process to getting a CIE,
- What is needed in an individual tool box to be successful VR and process
- Pearl Buck and the options available
- Agency names and who to contact
- Survey