



New York **Makes Work Pay**

Developing a path to employment for New Yorkers with disabilities

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Medicaid Infrastructure Grant (MIG)
Brief

Customized Employment Through NEW YORK MAKES WORK PAY

Report on Demonstration Projects

April 2010

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New York Makes Work Pay is a Comprehensive Employment System Medicaid Infrastructure Grant (#1QACMS030318) from the U.S. Department of Health and Human Services, Centers for Medicare and Medicaid Services (CMS) to the Office of Mental Health on behalf of New York State. It is a joint effort of the Burton Blatt Institute at Syracuse University and the Employment and Disability Institute at Cornell University with the collaborative support of the Employment Committee of the New York State Most Integrated Setting Coordinating Council (MISCC) to develop pathways and remove obstacles to employment for New Yorkers with disabilities.

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Customized Employment Through NEW YORK MAKES WORK PAY

Report on Demonstration Projects

Overview of New York Makes Work Pay

New York State's Medicaid Infrastructure Grant (MIG), *New York Makes Work Pay* (NYMWP) is a statewide initiative intended to dramatically improve the rate of employment among people with disabilities. It is funded by the Center for Medicaid Services for calendar years 2009 and 2010.

The goals of *New York Makes Work Pay* are to:

- Remove barriers to employment and a better economic future
- Improve cross-agency sustainable, coordinated systems of supports and services
- Engage the business community in collaboration with government and employment service providers to recruit, hire, retain and advance workers with disabilities

NYMWP will accomplish these goals by implementing its comprehensive strategic work plan with activities that improve employment policy and practice through research and materials development and dissemination. NYMWP engages with people with disabilities, their families, advocates, employers, disability services providers and other stakeholders to identify best practices, implement strategies consistent with its mission and evaluate the success of those activities. The Learning Communities that were held across the state during 2009 and that will continue in 2010 are examples of the way that NYMWP involves diverse stakeholders in dialogue and training to promote and disseminate knowledge exchange and employment best practices.

One of the NYMWP strategic planning goals is to improve the use of promising and evidence based employment practices. The methodology includes creating 'hubs of excellence' – four sites in New York State that receive intensive training and technical assistance to develop the partnerships, program capacity and demonstrable employment outcomes directly attributable to these practices.

About Customized Employment and Entrepreneurship

Michael Callahan, expert on Customized Employment (CE) and one of the NYMWP principal trainers on the CE approach provides this description: "Customized Employment offers the chance for a job to fit who we are, what we need, and what we have to offer. It provides an avenue to employment for any job seeker who feels that traditional job search methods do

not meet their needs. Customized Employment means individualizing the relationship between job seekers and employers in ways that meet the needs of both. It is based on an individualized determination of the strengths, requirements, and interests of a person with a complex life. The process is designed to meet the workplace needs of the employer and the discrete tasks of the position. When a customized relationship is developed, a shared employment alliance results.” (Customized Employment: Practical Solutions for Employment Success, ODEP report)

As stated on the Office of Disability Employment Policy website, "Customized Employment is a flexible process designed to personalize the employment relationship between a job seeker and an employer in a way that meets the needs of both." Thus, CE:

- Is the outcome that results from an individualized, person-centered process.
- Results in a customized job that will meet the needs that the individual has for employment, the conditions necessary for his or her success, and the needs that the business has for valued, contributing employees.
- Differs from the typical employment practices used by Vocational Rehabilitation (VR) personnel and Supported Employment (SE) job developers, which aim first to successfully place job seekers within the context of competitive hiring processes and then to provide supports as needed to maintain employment.
- Can only be successful if the job seeker is treated as an individual who is free to make choices about his or her life's direction; is afforded respect and dignity; is assumed to have competencies that, if not readily obvious, can be discovered; is given access in natural settings with minimal intrusion; and is provided with high quality employment opportunities and services.

Overview of Customized Employment and Entrepreneurship Implementation in New York State

From 2003 to 2006, ODEP demonstrated the effectiveness of the Customized Employment approach through a national project that achieved improved employment outcomes for people with diverse disabilities¹. New York State hosted two of these projects, one in Hempstead (Long Island region) and the other in Utica (Mohawk Valley region). Each of these NYS projects was led by the local Workforce Investment Board (WIB) or One Stop Career center. A third ODEP demonstration project testing the use of CE practices to increase self-employment outcomes for people with disabilities was based in Onondaga County (Central NY) and named ‘StartUP NY’. The NYMWP strategic plan included four projects to build upon these ODEP initiatives, focusing on sustainability and dissemination. Two were based in the original ODEP CE sites primarily focused on improving wage employment outcomes, and two that primarily focused on improving entrepreneurship outcomes – sustaining and growing StartUP NY in Onondaga County and replicating it in

¹ Westat Final Report-Office of Disability Employment Policy U.S. Department of Labor Washington, DC January 2005

New York City. During 2009, NYMWP through BBI and its expert consultants worked with these sites to demonstrate the CE effectiveness and sustainability. Marc Gold and Associates (MG&A) provided consultation and training services to the Hempstead and Utica CE demonstration sites and Beth Keeton, trainer/consultant from Griffin-Hammis Associates (GH) provided training and technical assistance to the NYC-based StartUP NY replication project. Gary Shaheen continued to work as the lead trainer/consultant to the Onondaga County StartUP NY project. Note that this report summarizes 2009 activities related to the Hempstead, Utica and NYC projects only. Refer to the 'Primer on the StartUP NY Project' for further information about the Onondaga County initiative.²

ODEP CE Demonstration Sites- Hempstead and Utica, NY

Introductory Remarks – Michael Callahan, Marc Gold and Associates

The services of MG&A were enlisted to assist the NYMWP initiative in implementing Customized Employment in two demonstration sites during the 2009 calendar year. Our role was to assess the status of CE implementation in the Hempstead and Utica sites and provide expertise and consultation services to enhance their CE efforts.

Our initial assessment of the Hempstead and Utica sites determined that while they had been highly successful in establishing CE practice and system supports under the earlier ODEP grants, they had been unable to sustain these successes and keep pace with the evolution and refinement of the CE model itself. Therefore, our recommendation to the NYMWP team was to invest demonstration project resources in re-learning the model and re-shaping local infrastructures to support it, while also considering its implications for state policy and practice to create a framework to sustain CE beyond the demonstration period. Accordingly, we directed our energies to consulting with NYMWP staff, providing intensive training to the local stakeholders and practitioners who would be responsible for CE operations and advising state level policy-makers on CE's fiscal, programmatic and operational viability within existing policy and practice.

In the first year of consultation we observed that the project was laying the groundwork to demonstrate Discovery as an alternative to traditional assessment and the overall CE process as an effective alternative to demand-driven strategies. We also found the state level Advisory Committee to be a very promising avenue to promote understanding of the state policy and practice implications of CE. As with any best practice there were of course significant challenges in the adoption process, in particular relating to accommodating the rigorous training and the process itself within local operations (funding, paperwork, protocols) and practitioner workloads and mindsets. The experience will be helpful in strategizing to reinforce and apply the learnings in year two of the project.

² "A Primer on the Four State Entrepreneurship Four Phase Model" Gary Shaheen and Mary Killeen, Burton Blatt Institute, Syracuse University, Sept. 2009

Our primary recommendations, detailed in MG&A's 2009 year-end report, relate to providing intensive technical assistance upon completion of the formal training in the two sites; pursuing clarification of the funding and policy issues that have emerged through the state level Advisory Committee; and beginning to build infrastructure to support model fidelity among providers and CE implementation in the one-stop setting.

1. Demo site background

NYMWP partnered with workforce system leaders in Hempstead (downstate Long Island region) and Utica (upstate Mohawk Valley region) to build on the CE foundations established in 2003-2006 through the ODEP CE grants and to demonstrate sustainable ways to promote customized wage based employment for jobseekers with disabilities. Under the earlier ODEP grants, both sites had established successful CE processes and practices, but had lost some ground since the grants expired. The NYMWP projects were intended to restore, enhance and reinforce components of the earlier initiatives that were most directly associated with successful outcomes and integrate them into these sites' permanent workforce system infrastructures.

The NYMWP funds were targeted to provide or leverage short-term investments (2 years' funding, 2009 – 2010) that would promote long-term sustainability. In addition to improved CE outcomes, project deliverables included sustainability plans, capacity-building strategies, permanent collaborative structures and long-term resources. Also, the sites agreed to participate in the development of reports and tools to support broader replication and dissemination of the CE model.

Both projects are lead by workforce system entities, fostering integration of CE services into the mainstream rather than a separate system for jobseekers with disabilities. In the Mohawk Valley, the project is led by the Workforce Investment Board (Working Solutions, serving 3 counties). In Long Island, the project is led by a municipal one-stop center (HempsteadWorks, serving Nassau County). Both sites have involved stakeholders from the workforce and disabilities services sectors in launching their projects.

2. Approach

Scope of work: Both sites' scope of work agreements contained objectives and workplans designed to meet the above sustainability expectations over the 2-year period. Specifically, this included delivery of trainings, documented improvements in collaboration and blended resources, and measurable increases in jobseekers with disabilities served, placed and satisfied with their experiences. Second year funding would be contingent on satisfactory performance in the first year.

Personnel: Both sites hired coordinators to oversee project implementation. Local partners were convened to confer and collaborate on various project strategies. NYMWP regional coordinators and national consultants worked closely with each site to plan and implement their projects.

Activities: Each site formally launched its project with a full-day learning community event (see below), followed by a series of needs assessment interviews and in-depth training and consultation opportunities. Both sites also upgraded their one-stop facilities' assistive technology capabilities. The configurations of each site shaped other activities respectively, as noted in the specific project descriptions in Appendix I.

3. Learning Community & Discovery Pilot

To launch the demonstration projects, both sites conducted learning community events, bringing stakeholders together from local disability service providers, BOCES and Independent Living Centers and state agencies, to learn more about the Customized Employment history and experiences as well as the model itself. Learning community agendas and participant lists can be found in Appendix II. Both sites chose to pursue more indepth CE training and subsequently directed their ongoing learning energies to one component of CE, the Discovery process. As interest in Discovery grew, the sites joined forces with each other and with state level partners to better understand and apply the Discovery process through action learning. Together, they designed and implemented a pilot test of "Discovery as an Alternative to Traditional Assessment" as described below.

DISCOVERY PILOT TEST

Framework

- The purpose of the pilot is to test out "discovery" as an alternative to traditional assessment with a sample of jobseekers with disabilities.
- Provider agencies in the two Customized Employment demonstration sites were invited to participate in the Discovery pilot project.
- The pilot test design and site-specific configurations are determined by state and local partners including VESID, OMRDD/DDSO, CBVH, DOL/DPN, one-stops and disability service providers.
- Consumers are selected according to pre-determined criteria (e.g., high degree of life complexity, have not found success with traditional workforce services).
- A site's pilot team refers to the people who provide direct Customized Employment services to an identified jobseeker. A team consists of the disability service provider, staff from the above partner agencies and other participants (e.g., family members) who are relevant to the jobseeker's situation.
- Pilot teams will receive intensive training and consultation from Marc Gold and Associates (MG&A). Designated staff attends all MG&A trainings and consultation sessions; see schedules below.

- Teams learn and apply the Discovery model techniques with the identified jobseekers.
- Training and consultation concludes with teams developing client “profiles” for each client in the pilot sample, as a foundation for subsequent steps of the Customized Employment process and ultimately improved employment outcomes.
- Local partners identify strengths and challenges in using the methods and integrating them into current infrastructures (e.g. reimbursement), for input into future state and local program and policy development.
- State policy-makers identify opportunities to strengthen workforce and disabilities system collaboration, regulations, funding and other supports.

Implementation to date (12/31/09)

- Local teams were formed via outreach to disabilities service providers, e.g., ARCs, blind/visually handicapped agency, VESID- and OMRDD-subcontractors.
- Staff participating in the pilot were identified and oriented by each agency and the MG&A trainers.
- Copies of MG&A’s Discovery manual were provided to each pilot trainee.
- Cases were selected according to guidelines from Marc Gold & Associates.
- Local teams in both sites completed training on Discovery and developing a Profile (documenting the results of the Discovery process).
- Local teams are implementing Discovery and developing Profiles for assigned cases.
- A state-level advisory committee consisting of the two NYMWP regional coordinators and state level policy and program staff from relevant government agencies (VESID, CBVH, OMRDD, DOL, OMH, OASAS) meets monthly to track progress, learn from the local experiences and provide guidance and support on pilot test design, implementation and evaluation.

Combined productivity of the two sites to date

- 10 Discovery teams designated
- 17 direct service workers designated; 14 trained (3 designated workers did not participate in most of the training)

- 8 local workforce system staff have also participated in the full training as part of the support network: 2 Disability Program Navigators and 6 one-stop staff members
- 10 jobseekers are currently receiving Discovery services

4. Observations, mid-course corrections

Start-up issues, unanticipated findings and new developments all prompted major mid-course corrections. Since BBI did not receive its NYMWP contract until the first quarter of 2009, project start-up was delayed in both sites until May (Long Island) and June (Mohawk Valley). The delay necessitated adjustments to implementation timeframes, expectations and approaches. Second, the consultants' on-site needs assessments revealed that the evolution of the CE model nationally had out-paced CE practice in these sites, requiring a shift in project focus and resources to support much more intensive CE capacity-building than originally anticipated. The evolution of the Discovery pilot test and its Advisory Committee while an important project innovation, added extra layers of activity and learning for the sites, the NYMWP team and other partners.

Therefore, while the initial project design and agreements had focused almost exclusively on sustainability assuming that CE activities had continued after the end of the ODEP grants, the implementation activities and resources had to be heavily diverted to new or refreshed stakeholder orientation, partnership-building, and intensive training for CE teams. This required both NYMWP regional coordinators to spend more time than anticipated guiding the development of new CE project infrastructures rather than building upon those expected to have been in place. NYMWP staff spent most of the 2009 project year providing hands-on coordination and facilitation supports while the local project coordinators got up to speed, while the consultants focused almost entirely on explaining and demonstrating the CE model.

However, development of the CE demos proved to be timely given the emergence of interest by state agencies in the Discovery process as an alternative to traditional vocational assessment. NYMWP worked with state and local partners to design the pilot test framework, convene and facilitate Advisory Committee meetings, prepare reports and facilitate communications. State level partners also invested significant time in learning about the model to better understand implementation in the two sites, provide supports and analyze policy and funding implications.

All of these adjustments, while unanticipated diversions from the original project expectations and outcomes, proved worthwhile and exciting, and has generated support for broader examination and implementation of Customized Employment across NY state.

As of the end of 2009, the demonstration sites are in the advanced stages of shaping stakeholder groups to provide long term sustainability, making adaptations to their existing infrastructures and learning about the model at many levels. Practitioners are

receiving intensive training, and jobseekers are being served in small numbers to inform future policy and practice and eventual expansion. State and local agencies are examining this model and its potential impact on populations for whom traditional vocational strategies have been unsuccessful. State agencies are actively engaged in learning about the model, overseeing and supporting the pilot test, and considering long-term implications for state-level policy and resource allocation.

5. Next steps

The following goals/objectives are under consideration for continuing work with the two CE demonstration sites in Hempstead and Utica and expanding the demonstration in 2010:

Goal#1: Demonstrate the effectiveness of the CE model in improving employment outcomes for jobseekers with complex life challenges.

- Consultant/trainers will work intensively in 2010 with VR providers (VESID, CBVH) and OMRDD Enhanced Supported Employment, OMH Supported Employment and OASAS projects to build capacity among providers and introduce CE practices within their service systems.
- Job placement and retention outcomes of individuals using the CE approach will be compared to those meeting a similar profile who used other employment approaches, to assess CE's effectiveness.
- By the end of 2010, employment programs using the CE approach will assess their experiences and CE's potential to improve placement and retention rates for jobseekers meeting a similar profile.
- Compile a preliminary evaluation of the demonstration experience as it relates to employment outcomes.
- The advisory committee will prepare a report for the October Summit on the effectiveness of CE for their respective constituents.

Goal #2: Improve the use of CE across NYS to improve employment outcomes:

- Work with state agency advisory committee to pilot test use of Discovery as a VESID funded alternative to traditional vocational assessment in demo sites.
- Identify state policy and program issues that should be addressed to improve the use of CE.
- By the end of 2010, employment programs using the CE approach will assess their experiences and CE's fit within their respective systems.
- Compile a preliminary assessment of the demonstration experience as it relates to systems, policy, fiscal and operational viability of CE.
- The advisory committee will prepare a report for the October Summit on the fit of CE within their respective systems.
- Disseminate 2009-2010 lessons learned and consultant recommendations in a Year End CE Demonstration Project Report

- Articulate 2011 objectives and measureable outcomes that relate to the expansion of CE in at least two other regions including the creation of project work plans, timeframes and resource identification
- Identify & convene additional partners at each demo site and at replication sites, exploring options for involving employers.
- Develop a CE 'Replication Essentials' 2011 dissemination strategy to include teleconference training, issues briefs, fact sheets and job-seeker and employer testimony that can be accessed by other regional stakeholders or statewide.

In order to achieve the above goals in 2010, and demonstrate that CE can work in NYS, we will engage providers in training, implementation and documentation of the customized employment experience as well as identifying system supports and disconnects, policy implications and recommendations. The focus will be on embedding the practice within local and state operations and policy, assessing and articulating the experience of implementing CE in NYS in and laying the groundwork for fully adopting this model and as a component on the continuum of services for jobseekers with complex lives.

Start-up Replication "Start-up 2" – Activities

1. Demo site background

This project is intended to expand on the use of customized entrepreneurship by replicating the framework established under the ODEP-funded Onondaga County StartUP NY grant, in the borough of Manhattan. Using the four stage model, much of the first year of replication included establishing an understanding of the Start Up model, and securing commitments by an identified a cadre of disability service providers, state agencies and financial institutions.

The project began with selection of Columbia University as a potential replication site, based on the strength of its entrepreneurship curriculum located in its School of Social Work and for its reputation as a leader in person-centered employment program research and training. The Workplace Center at Columbia's School of Social Work expressed interest in the project and indicated that they would be an excellent convening authority for the project since they had strong connections among disability employment providers. An initial gathering of stakeholders was held in July, to create a "buzz" and energy around an entrepreneurial demonstration project, to learn about existing resources and ascertain interest. The agenda included:

- Introduction of MIG and Workplace Staff
- Overview of Workplace Center and programs
- Background and Skills Beth Keeton, Griffin-Hammis LLC
- MIG Overview and Beginning Discussion Start Up 2 Replication in NYC

- Goals and Accomplishment Discussion

2. Approach

The following objectives were included the scope of work agreed upon between the Workplace Center and BBI that led the project for the MIG:

- a) Identify existing stakeholders available to support an initiative that would encourage the creation of business enterprises among Manhattan residents who have disabilities and determine who would be interested in such collaboration. This included developing a process for how they will be recruited and specifying the supports they will need for sustainability.
- b) Determine the aspects of the model that are transferable from Start-Up NY, and the additional or new structures, policies and financing mechanisms that are necessary to build local capacity to replicate the model. Identify roles of the specific parties and how they can be organized, publicized and operated to implement the primary objective.
- c) Submit a report analyzing the transferability of model components to the establishment of a Manhattan network that:
 - Enhances, adapts or adopts the 4 Phase model used by StartUP NY to train and support entrepreneurs with disabilities
 - Enhances, adapts or adopts the 'Inclusive Entrepreneurship' curriculum established at Syracuse University
- d) Plan for the transfer of the network to a regional Start-Up NY partner for further action or a plan for sustaining project implementation through resources provided to Columbia University in Years #2 and beyond.
- e) Determine strategies for designing and implementing an evaluation of entrepreneurship network activation in Manhattan.

3. Entrepreneurial Learning Community Experience and Follow-Up

The September Learning Community offered participants an opportunity to learn about what the Medicaid Infrastructure Grant (MIG) is, what Start UP NY is and how feasible the replication in NYC would be. The day was a success as over 90 participants from community based organizations, state agencies, employment providers, business community groups, e.g. SBDC, micro loans and/or other agencies that provide financial literacy and/or training provided valuable information and feedback.

The presentation included a description the Medicaid Infrastructure Grant; description of the model for Customized Self Employment, an open dialogue to identify interests and resources available to create a learning community; identifying what would be needed to

develop an operative network of support for a major self employment initiative, and to evaluate the feasibility of finding such resources. The agenda provided a history of StartUP NY, overview of Customization and Entrepreneurship, opportunities for collaboration, and strategizing for StartUP NY2 replication in New York City. Participants included representatives from state agencies including CBVH, VESID, OMRDD, NYC DMH, OASAS, OMH and provider agencies such as FECS, MS Society, The Lighthouse, VISIONS, The Bridge, Seedco and Services for the Underserved. The session fostered an open dialogue that provided an opportunity to identify what interests and resources might be available to create and support a community, what additional resources would be needed to develop an operative network of support for a major self employment initiative and to evaluate the feasibility of finding such resources. Participants in the meeting had a chance to influence the start up effort and will have a subsequent opportunity for their organizations to benefit from invitational training on benefits counseling and on skills in developing a business plan. By the end of the day's proceedings, follow up plans began to emerge. Questions were posed to training participants in group format and included the following:

- What brought you / your organization to the StartUP NY2 conference?
- Why are you interested?
- What is the "State of the City" with regard to entrepreneurship for people with disabilities?
- What would you see as your role and contribution toward establishing a learning community that supports customized self employment for people with disabilities?
- What additional resources are needed to get this learning community off the ground?
- How can these resources be supplied?
- Who should be here that is not here today? What are your next step recommendations?

Participants attending the learning community had a chance to hear and comment about the StartUp effort and had a subsequent opportunity for their organizations to benefit from an introductory training on benefits counseling and introduction to developing skills in a business plan. Each participant had an opportunity to discuss in small group format the answers to questions listed in discussion points and participate in development of outline of next steps. Seventeen respondents provided online evaluations as well as hard copies that were distributed at the event (obtained and on file).

The next Learning Community was held on November 20th and accomplished the following:

- Provided an extensive overview of the collaborative process and key program elements that led to success in Start UP New York.
- Presented lessons from Syracuse and including a recommended approach to laying the groundwork for successful outcomes.
- Discussed innovative business and financial planning resources including work incentives, NESE, PESS, IRWE, and PASS.
- Distributed a survey on what resources individuals and/or agencies would need to implement any of the pieces of the replication approach as well as how inclusive entrepreneurship could work within their existing agency structures.

Individual follow up also included contact with the Harlem/Columbia SBDC. Discussions included strategies for 2010 and identifying partner SBDC's to assist with roll out of Start Up replication.

Online comments included:

“Tangible examples of practices, procedures and challenges and interplay between Speakers and Audience in large and small settings.”

“Will be more guided by the goals and objectives of clients rather than pre-determined employment opportunities which are secured and then attempted to be offered or retro-fitted to clients.”

“Will be more client driven in approach and more supportive of client-centered/derived goals.”

“The opportunity to learn about resources in the community that may be useful in helping those who wish to start a business”.

“Also, the presenters demonstrated that supporting entrepreneurship may allow many who would have never considered self employment as a possible option for a client to now look at this as a possible employment outcome”.

Another participant reported that additional training on “Discovery” and “How to Write a Business Plan” would be helpful.

Additional comments suggested for follow up included: “how to become more aware of existing financial resources and opportunities for persons who are interested in starting their own businesses and resources/information for staff to assist in this process.”

4. Observations, mid-course corrections

The NYMWP team worked extensively with Columbia's Workplace Center, bringing together a wide variety of stakeholders and raising considerable interest in the initiative. The Workplace Center, using all available methods of communication from personal visits to internet searches, random sampling of organizational members (e.g., National Association of Social Workers), to snowballing samples of those identified as important players, contacted a diverse array of key stakeholder groups to determine their level of interest in participating in a network of support for creating business enterprises among individuals with disabilities. As a result of the first year's experience, provider organizations, financial institutions and other stakeholders identified their potential role in the collaborative process and suggested existing partnerships for collaboration moving into year two.

The success and sustainability of StartUP NY Syracuse is based on a working collaboration among the staff of at least five organizations that have demonstrated strong support for the project. Moving forward, the NYC replication project should also have its own committed set of working partners that could include:

1. A provider of entrepreneurial know-how to people with disabilities, like BBI
2. A provider of entrepreneurial know-how to the general public like an SBDC
3. A provider of benefits planning to people with disabilities who also receives specialized training on the interface between benefits and self-employment financial planning, like a Work Incentives Information Network (WIIN) trained staff or SSA WIPA or CWIC
4. A provider of higher education to entrepreneurial students like The Whitman School of Management at Syracuse or CUNY in NYC
5. A provider of entrepreneurial services in the community with access to a business incubator like the Southside Innovation Center in Syracuse or the Chinatown EAP

Details of the suggested partners listed above will be referenced in more detail in the next steps section.

5. Next steps for 2010:

The MIG is currently negotiating with Hunter College School of Education to design and implement the curriculum track as part of their rehabilitation counseling program. Because they have the sole rehabilitation counseling education program in New York City, because they are enthusiastic about incorporating inclusive entrepreneurship coursework into their curriculum, and because they are ready to both house and administer the demonstration project, they became the logical choice from both a program development and systems change perspective. Shifting housing of the StartUp replication from Columbia University to Hunter College will expand opportunities for inclusive entrepreneurship on many levels. A part time Business Navigator who will be a Hunter College employee will be identified in early 2010.

The Onondaga SBDC team indicated that the business planning tools used for teaching business school students in an academic environment were unwieldy, so they developed a simple, user friendly form to help participants create their business plan. The Syracuse SBDC is currently publishing a manual for all SBDC offices state wide that illustrates their involvement with StartUp NY and how to replicate services for individuals who disclose that they have a disability. The manual is entitled: "Simply Speaking: Inclusive Entrepreneurship Guidelines for SBDC Business Advisors". The manual is currently being reviewed and expected to be available during the second quarter of 2010.

The creation of an advisory group for the Onondaga project occurred before funding became available and the classes were offered free of charge, providing added incentive. The original list of advisory board members included county economic development groups, BBI, One-Stop, the SBDC, benefits planners and other financial institutions that provide micro-enterprise loans and IDAs. Similarly in NYC, a local advisory board that includes representatives from state agencies, benefits advisors, the SBDC and Business Navigator as well as Beth Keeton, Consultant from Griffin Hammis and staff from BBI will be developed.

Based on written and verbal feedback from the 2009 events, in 2010 the SBDC will conduct a simple (3-4 hour) business plan writing class to help identified community based agencies understand aspects of what is included in developing a business plans and the supports needed to implement. Points to be discussed as part of the presentation will include:

1. How will the MIG and its partners achieve expected numbers with this project?
2. What resources will be allocated to an SBDC and partners (if any)?
3. Sharing the expertise of the SBDC's expertise in conjunction with other local resources
4. "Manpower" to sit down and actually write the plan-the SBDC will provide the actual help in conjunction with identified staff, benefits advisor and/or business navigator
5. Identifying who else in community can help-if there is not a way to replicate funding stream it has to be well known who is a participant on this individual's team during the discovery process
6. Training and partnering with a Business Navigator is needed as well as support and training so that guidance is provided
7. Begin with small requests and don't expect the entire group of individuals who start out to remain-folks will drop off

With Hunter College and the Harlem SBDC on board we expect to reach the following goals in 2010:

- Build upon and expand identified stakeholder group developed in 2009, continue identifying public, non-profit and profit making organizations involved in serving individuals with disabilities,
- Contact organizations that have financial resources that could serve the non-vocational needs e.g. Chinatown EAP
- Utilize the CUNY system and/or other providers that currently provide entrepreneurship opportunities and/or financial literacy e.g. Baruch College

- Target financial institutions ranging from micro-financers to large investment banks as possible sources for start-up loans
- Train and support the Hunter College Business Navigator to develop field experiences for rehabilitation counseling students as well as identification of volunteer learning opportunities
- Create curriculum committees within Rehabilitation Counseling department to include inclusive entrepreneurship for rehabilitation counseling students as well as current VESID providers
- In conjunction with BBI, research the use and outcomes invested in the issue of entrepreneurship

We conclude that moving forward in 2010, the most productive path could be integrating elements of a curriculum on entrepreneurship for people with disabilities into an existing curriculum of study already established and that trains counselors for careers in disability services. In that way, and rather than trying to scale the walls of educational bureaucracies to create something new, we embed new ways of thought and materials related to entrepreneurship into existing rehabilitation counseling courses of study. Accordingly, we are negotiating with the Hunter College School of Education to design and implement the curriculum track as part of their rehabilitation counseling program. To reiterate the new direction of 2010, Hunter College's Rehabilitation Counseling program remains the sole program in New York City, and they are enthusiastic about incorporating inclusive entrepreneurship coursework into their curriculum, and because they are ready to both house and administer the demonstration project, they became the logical choice.

Summary

Utilizing the principles and practices of CE can result in improved wage and self-employment outcomes for people with disabilities. NY Makes Work Pay, through its 4 CE demonstration projects has the opportunity to demonstrate how more people with disabilities can obtain jobs or start their businesses through CE. Findings from these demonstration projects will be disseminated in 2010 and used in years to come to replicate similar efforts throughout New York State.

www.NYMakesWorkPay.org

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Partnering Organizations

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