

New York Makes Work Pay

Strategic Plan

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Strategic Plan to Create Comprehensive Employment Opportunities for New Yorker's with Disabilities

October 2009

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A copy of this document (including alternative formats) is available at <http://www.newyorkmakesworkpay.org>.

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EXECUTIVE SUMMARY

All people can work. New York State, in partnership with the whole community, will exercise leadership to advance prospects for employment and economic self-sufficiency of all individuals with disabilities. Resources will be directed or redirected to realize this vision of integrated competitive employment. Individuals with disabilities will have the opportunity to contribute to and benefit from the economic vitality of the workforce. Employers will view individuals with disabilities as valued employees in their recruitment and hiring efforts.

The *New York Makes Work Pay* Initiative (NY-MWP) builds on New York State's rich history of engaging in employment systems change efforts to affect positive work outcomes for New Yorkers with disabilities. The New York State Office of Mental Health (OMH) through the Research Foundation for Mental Hygiene (RFMH), with their management partners Cornell University Employment and Disability Institute and Syracuse University Burton Blatt Institute, in conjunction with the NYS Department of Health (DOH) join the state agencies and organizations comprising the membership of the Governor's Most Integrated Settings Coordinating Council's (MISCC) Employment Committee in designing and implementing a series of statewide strategic interventions to close the employment gap for individuals with disabilities.

New York's full potential to achieve lasting systems and program changes has yet to be realized by engaging in a comprehensive, cross-disability, statewide approach to removing employment barriers and embedding the policy, systems and services improvements envisioned by NYMWP into state agencies' approaches to addressing employment for their constituencies with disabilities. To accomplish this end, the New York Makes Work Pay team has fully integrated their systems change work into the priorities of the Most Integrated Setting Coordinating Council (MISCC). Together, the MISCC Employment committee and *New York Makes Work Pay* team have developed and implemented a set of cross-systems strategic recommendations to close the employment gap through executive, legislative and budgetary action. These strategies frame the essential goals and objectives of the *New York Makes Work Pay* Strategic Plan.

New York Makes Work Pay recognizes the change and transformation that is necessary across all systems that serve and support people with disabilities as well as the large and diverse stakeholder base of people with disabilities, community based agencies, employers and economic development agencies for whom employment of people with disabilities is, or can be a priority. The major strategy of NYMWP is to identify and facilitate the many strategic innovative projects underway across the spectrum of agencies and stakeholders and bring these relevant and effective innovations to scale across the state of New York. In order to realize the full potential of the alignment of these existing statewide activities *New York Makes Work Pay* will focus on five core and overarching elements to support New Yorkers with disabilities who have a desire to work. Each project Goal contains objectives and activities that address one or more of these elements:

- 1) Provide education and training and engage in information dissemination activities that support and promote competitive and integrated employment for individuals with disabilities,
- 2) Develop the capacity of state agencies and employment service providers to increase the level and quality of employment outcomes for people with disabilities,

- 3) Identify and address barriers that exist in current policy, regulation, and practice,
- 4) Perform research to identify gaps in knowledge and services as well as identify best and promising practices to be replicated, and
- 5) Redesign the service delivery system so that individuals with disabilities are able to gain access to a streamlined “No Wrong Door Approach” to the full range of employment services and supports available in New York State.

During 2009 the *New York Makes Work Pay* Project launched an intensive and broad based strategy to create a comprehensive five year strategic plan. The grant recipient (New York Office of Mental Health) with its two prime contractors (Syracuse University, Burton Blatt Institute and Cornell University) provided the framework to leverage existing data sources and expand their information to include all interested and involved stakeholders. A primary stakeholder for the Medicaid Infrastructure Grant activity as previously noted is the MISCC committee, charged by New York political leadership to address implementation of the Olmstead decision. The MISCC structure includes broad based and grass roots participation of consumers, families, providers, advocates and state agency leadership. In addition each of the ten state agencies participating has a specific MISCC advisory committee who provide input and feedback regarding program, policy and service issues to advance employment and supports to New Yorkers with disabilities. Each MISCC meeting with webcast for participation by the public around the state. All MISCC meetings include significant time for public feedback and comment. The MISCC Committee has subcommittees including a sub-committee on employment. This MISCC Employment Subcommittee developed work groups that address integrated services, public sector employment, employer marketing, integrated data systems, and enhancing work incentives. The MISCC subcommittees, composed of broad stakeholders have proven a prime source of information and were instrumental in the identification and refinement of the *New York Makes Work Pay* strategic goals and priorities.

New York Makes Work Pay seeks to effect positive change on a number of fronts, through a variety of strategies and initiatives at the state, regional and local community level. The result of these efforts will provide the impetus for *New York Makes Work Pay* to achieve these desired outcomes.

- Increase Access for People with Disabilities to a Range of Employment Options Including Integrated, Competitive and Self-Employment options as well as Entrepreneurship
- Increase the Number of Individuals with Disabilities in Competitive Employment, including Entrepreneurship
- Increase the Number of Individuals with Disabilities Working in Integrated Settings
- Increase Career Ladder Opportunities for all Individuals Including Successful Completion of Post-Secondary Programs linked to jobs and careers that offer a living wage
- Increase the Number of Employers who Recruit, Hire, and Sub-Contract with People with Disabilities / Entrepreneurs with Disabilities
- Increase the Employment Earnings for People with Significant Disabilities
- Increase the Numbers of People with Disabilities Utilizing Asset Development Strategies

- Increase the Level and Quality of Coordination of Services & Supports Provided to People with Significant Disabilities
- Increase the Coordination of Data Analysis Across Multiple Organizations
- Increasing Quality Management by Applying Lessons Learned

The framework for accomplishing these outcomes is driven by the major goals of the five year strategic plan:

The Strategic Goals of New York Makes Work Pay are as follows

Goal#1: Identify & Address Policy, Regulation and Practice Barriers to Improve Coordination of Employment Services Delivery across Multiple Public & Private Agencies & Constituencies

Goal #2: Improve Knowledge, Capacity & Collaborations that Enable Employment Services Providers (“Supply Side”) to Increase Competitive Employment Outcomes for People with Disabilities

Goal #3: Improve Knowledge, Capacity & Collaborations that Enable Employers and Employer Associations (“Demand Side”) to Increase Competitive Employment Outcomes for People with Disabilities.

Goal #4: Develop & Implement a Statewide Transformation Process to Transition Programs and Individuals from Sheltered/Segregated to Competitive/Integrated Employment

Goal #5: Improve Knowledge, Capacity & Collaborations to Increase Entrepreneurship Outcomes for People with Disabilities

Goal #6: Create Linkages for New Yorkers with Disabilities to Employment at Living Wages through Increased Access to Work Incentives Planning, Health Care, & Asset Accumulation Tools and Strategies.

Goal #7: Improve Knowledge, Capacity & Collaborations among High schools, Post-Secondary Training & Education and Career services to Increase Competitive Employment Outcomes for Youth with Disabilities.

The major responsibility for implementing the *New York Makes Work Pay* project lies with the State of New York Office of Mental Health. Syracuse University and Cornell will provide technical assistance to the MISCC Subcommittee and work with state agencies over the next three months in detailing their respective roles with the *New York Makes Work Pay* strategic plan. By achieving this level of commitment and alignment, *New York Makes Work Pay* will move toward sustained activity beyond the life of the federal grant. This will involve each agency taking a lead, or major supportive role to another lead agency for specific activities or objectives supported by the efforts of the grant. The management structure of *New York Makes Work Pay* is committed to ongoing monitoring and evaluation of progress and need for refining the strategic goals and strategies of this plan.

VISION FOR NEW YORK

The *New York Makes Work Pay* Initiative (NY-MWP) builds on New York State's rich history of engaging in employment systems change efforts to affect positive work outcomes for New Yorkers with disabilities. The New York State Office of Mental Health (OMH) through the Research Foundation for Mental Hygiene (RFMH), with their management partners Cornell University Employment and Disability Institute and Syracuse University Burton Blatt Institute, in conjunction with the New York State Department of Health (DOH) join the state agencies and organizations (including those representing people with disabilities and those representing employers) comprising the membership of the Governor's Most Integrated Settings Coordinating Council's (MISCC) Employment Committee in designing and implementing a series of statewide strategic interventions to close the employment gap for individuals with disabilities.

While New York has engaged in many employment collaborations across both federal, state, private and public partners, including individuals with disabilities and their advocacy organizations and with the New York State Department of Labor One Stop Career Center network, New York's full potential has yet to be recognized by engaging in a comprehensive, cross-disability, cross-sector and statewide approach to removing employment barriers. New York is uniquely positioned at this point in time to undertake this comprehensive initiative. Chapter 551 of the Laws of 2002, in response to the Olmstead Decision, established the MISCC (See Appendix A for MISCC membership) Recognizing the extensive challenges and barriers to employment faced by New Yorkers with disabilities the Council created an Employment subcommittee (See Appendix B for MISCC Employment Committee Vision) charged with developing a cross-systems set of strategic recommendations to close the employment gap through executive, legislative and budgetary action.

New York Makes Work Pay recognizes the change and transformation that is necessary across all systems that serve and support people with disabilities as well as the large and diverse stakeholder base of people with disabilities, community based agencies, employers and economic development agencies for whom employment of people with disabilities is, or can be a priority. In order to realize the full potential of the alignment of these existing statewide activities *New York Makes Work Pay* will focus on five core and overarching elements to support New Yorkers with disabilities who have a desire to work. Each project Goal contains activities that address one or more of these elements:

1) Provide education and training and engage in information dissemination activities that support and promote competitive and integrated employment for individuals with disabilities,

A comprehensive training, education and information dissemination strategy is necessary to embed knowledge related to integrated employment policy, principles, and practices across all stakeholder groups to translate such knowledge into definable positive employment outcomes for people with disabilities.

2) Develop the capacity of state agencies and employment service providers to increase the level and quality of employment outcomes for people with disabilities,

For demonstrable employment outcomes to be achieved and sustained, employment services providers need information, training and technical assistance on improving staff competencies, building partnerships and collaborations, better utilization of existing employment funding sources and identifying new resources that contribute to enhancing or expanding employment programs.

3) Identify and address barriers that exist in current policy, regulation, and practice,

Numerous studies as well as experience point to the challenges in aligning disability – related policies and regulations with policies and regulations relevant to workforce development, continuing education, economic development, housing development, work incentives and asset development, business planning and other sectors that job-seekers with disabilities may encounter as they seek wage or self-employment. *New York Makes Work Pay* through its association with the MISCC and other state agencies is in a unique position of proposing solutions in policy and regulations that address overarching needs of job-seekers with disabilities.

4) Perform research to identify gaps in knowledge and services as well as identify best and promising practices to be replicated, and

Improved policies and practices are best informed and sustained when there is a rigorous evidence base. A core component of *New York Makes Work Pay* across all 7 Goals is to ensure that decision-making related to employment policies and practices are imbued with the information derived from research on their effectiveness and relevance.

5) Redesign the service delivery system so that individuals with disabilities are able to gain access to a streamlined “No Wrong Door Approach” to the full range of employment services and supports available in New York State.

Research demonstrates that one of the key challenges faced by people with disabilities is the need to negotiate often multiple, fragmented or duplicative service delivery systems on their pathway to obtaining jobs and careers. Universality of employment services and supports should be a right given to any individual with a disability that wants to work. *New York Makes Work Pay* in partnership with the Most Integrated Settings Coordinating Council (MISCC) and state agencies is committed to understanding these barriers and devising consensus-driven approaches that facilitate and do not impede the ability of job-seekers with disabilities to obtain employment and supportive services, through whatever agency ‘doorway’ they enter.

New York Makes Work Pay’s successful execution of these activities over the next four years will make real the promise of New York’s commitment to making work pay for people with disabilities.

NEW YORK 2009

ECONOMIC OUTLOOK

Employment Gap Experienced by Working Age New Yorkers with Disabilities

The employment and earnings gap between New Yorkers with disabilities and those without, like the rest of the U.S., continues to grow exponentially. According to the 2006 American Community Survey, there are over 1.2 million working age adults with disabilities in New York State (**11.5%** prevalence rate). The employment rate of working-age people with disabilities (ages 21-64) was 33.5% with only 19% working full-time/full-year as compared to 77.9% and 55.7% respectively for people without disabilities, **a gap of 44.4% and 36.7%**. For working-age individuals with disabilities working full-time/full-year, the median annual labor earnings equaled \$32,700 compared to \$40,000 for those without disabilities, **a gap of \$7,300**. The median household income of working age adults with disabilities in New York is \$35,200 and \$71,100 for families without disabilities in New York, **a gap of \$35,900**. The poverty rate of working age adults with disabilities in New York is 28.8% as compared to 9.6% for non-disabled adults, **a gap of 19.2%**. Add to that picture the fact that one in five working age adults with disabilities in New York are recipients of SSI (279,000 individuals) and you begin to understand the significance of the poverty trap for New Yorkers with disabilities. The composite picture of a working age adult with disabilities in New York is an individual who is likely to be unemployed, with no more than a high school education, living in poverty and dependent on government benefits to survive. (See Appendix C for NY State Disability and Employment Status Report)

Overall Employment Rates for Working Age New Yorkers with and without Disabilities

According to the latest numbers on The Public Policy Institute of New York State's Web site (August 2009) there are some early indications that employment in Upstate New York may be beginning to stabilize, although the number of long-term discouraged job seekers is growing. New York City's employment picture is still showing a rapid deterioration with the City's unemployment rate now higher than the national average. (See Appendix D for "Statistics by Region and Industry" and see Appendix E for the "Upstate Economic Snapshot").

Prior to the current economic recession of late 2008 and 2009, the Public Policy Institute of New York reported in September of 2007, "Fully half of the 62 counties in New York State trail the nation in all five core measures of long-term economic growth included in an Economic Growth Index. New York State as a whole trails the nation in four of the five categories, giving it a grade of D on the new index. The new Economic Growth Index, Developed by the Public Policy Institute for The Business Council of New York State, Inc., ranks the five boroughs of New York City, the state's 57 other counties and all 50 states according to their growth rate in five key areas between 1995 and 2005: Jobs; Average wage per job; Total personal income; Per-capita personal income; and population." (See Appendix F. for BCNYS Economic Growth Index)

In a more recent Monthly Economic Report from the Institute; New York lost more than 160,000 private-sector jobs between March of 2008 and March of 2009. Of the major industries measured, only the tax payer subsidized educational and health services sector showed a substantial job gain. The state's critical financial activities sector lost more than 30,000 jobs

during the same period. (See Appendix G. for Job Trends by Region of the State and Comparative Growth Rates)

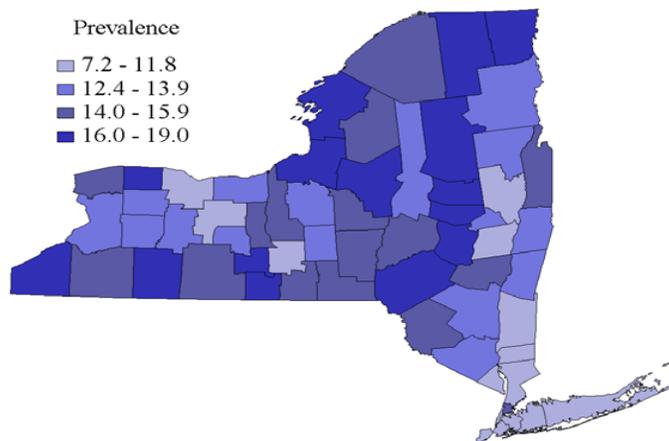
STATISTICS/DEMOGRAPHICS

Disability prevalence (Reference: pages 11 through 16 taken from “NY State Disability Employment Status Report” in Appendix C)

The working-age population of New York State is 12,664,000. Of this group, 1,402,000 report having one or more disabilities. That is, 11.1% of people in New York State report having a disability. The prevalence of disability in New York State is slightly lower than the national average of 12.3%. Map 1 presents the disability prevalence rate (the percentage of people reporting a disability) in each New York County. The prevalence of disability across New York State counties ranges from a low of 7.2% in Westchester County to a high of 19.0% in Schoharie County.

The map below shows New York Disability Prevalence Rates by County.

Map 1. New York Disability Prevalence Rates by County



Source: Based on ACS 2005-2007 data

Map 1. New York Disability Prevalence Rates by County

In New York State, 11.2% of women report a disability, as compared with 10.9% of men. Disability prevalence varies across racial and ethnic groups: 10.8% of White, non-Hispanics report at least one disability, compared with 11.5% of racial/ethnic minorities. Looking across race categories, 10.8% of Whites report at least one disability compared with 23.0% of American Indians/Native Alaskans, 13.3% of African Americans/Blacks, and 5.6% of Asians.

In New York State, 6.4% of people have two or more of the six types of disability that could be specified. The most commonly reported disabilities are physical disabilities and employment disabilities (6.5%), while 2.2% percent report a sensory disability, 4.2% report a mental disability, 1.9% report a self-care disability, and 3.0% report a go-outside-home disability.

Comparing the Status of People with and without Disabilities on Key Indicators

Employment rate: In New York State, the employment rate for people with disabilities is 33.1%, compared with 72.3% for people without disabilities, a gap of 39.3%.

Figure 1 below shows employment rates of people with disabilities and without a disability.

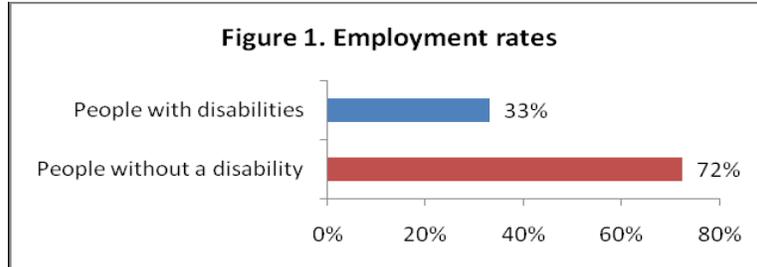


Figure 1. Employment Rates

The corresponding national employment rates are 36.7% and 74.6%, respectively, resulting in a national gap of 37.9%. In New York State, the employment rate for people with disabilities varies widely across counties, ranging from a low of 26.0% in Bronx County to a high of 46.2% in Columbia County.

The employment rate also varies a great deal by disability type. In New York State, the employment rate is highest for people with a sensory disability (43.2%) and lowest for people with self-care disability (14.7%).

In New York State and nationwide, the employment rates for women and African Americans/Blacks are significantly lower than for men and Whites, respectively. In New York State, the employment rate for women with disabilities is 31.2% compared with 35.0% for men with disabilities. The employment rate for African Americans/Blacks with a disability is 26.4% compared with 35.5% for Whites with a disability.

Figure 2 below shows the distribution of work history for people with and without disabilities who are not working.

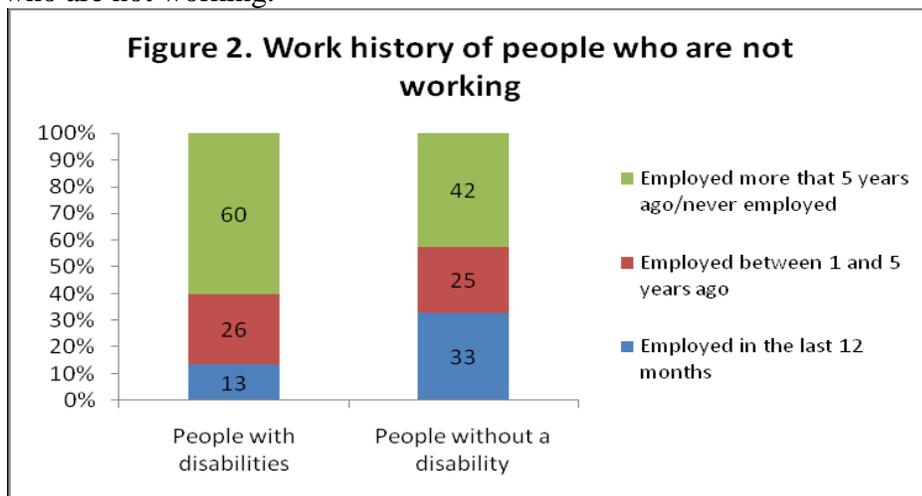


Figure 2. Work History of people who are not working

It is also of interest to look more closely at characteristics of people who are not working. In New York State, 8.2% percent of people with disabilities who are not working are actively looking for work, an estimated 67,300 people.

Educational Attainment: Among working-age (21-64) people with a disability, 26% are not high school graduates, compared with 11% of people without a disability.

Employment and earnings are both related to educational attainment; that is, people with higher educational attainment are more likely to be employed, earn more, and escape poverty. Therefore, it is important to be aware of differences in educational attainment that might affect employment rates. As can be seen in **Figure 3 in the chart below**, among people with disabilities, 60% have only a high school diploma or less, compared with 38% of people without disabilities. Only 16% of people with disabilities have a bachelor’s degree or higher compared with 36% of people without disabilities.

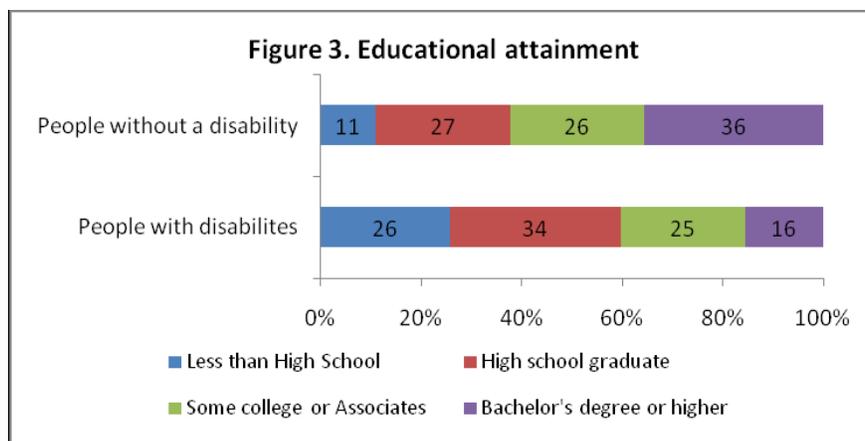


Figure 3. Educational Attainment

Figure 4 in the chart below presents employment rates by educational attainment. As educational attainment increases, the employment rate increases, but the disparity between people with and without disabilities persists. In New York State among people with less than a high school degree, 22% of people with disabilities are employed compared with 64% without a disability. For those who have some college or higher the employment rates are 50% and 84%, respectively.

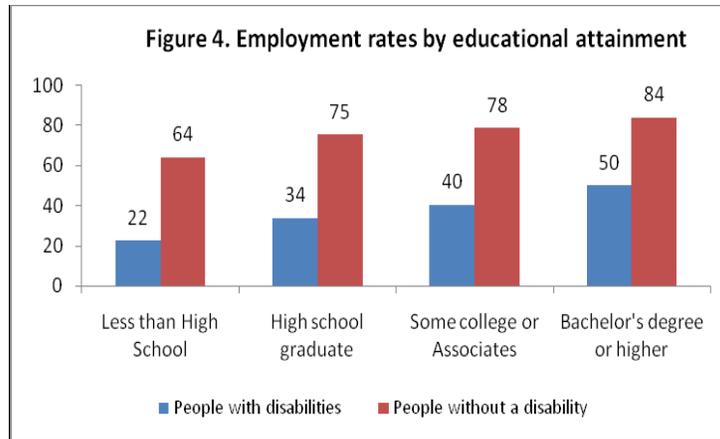


Figure 4. Employment Rates by Educational Attainment

Financial Status: 28.4% of people with disabilities have an income that falls below the federal poverty level; this is almost 2.5 times the poverty rate for people without a disability.

Poverty status is determined as a function of household income, family size, and age composition. This calculation does not take into account additional expenses that may be associated with disability, such as accessible housing or assistive technology. As suggested by the poverty rates presented above, the median annual household income for households that include a person with a disability is lower (\$38,800), than for households that have no people with disabilities (\$66,100).

The poverty rate varies across different types of disability. In New York State, the highest poverty rate is among people with a mental disability (35.7%) and the lowest poverty rate is among people with a sensory disability (25.5%).

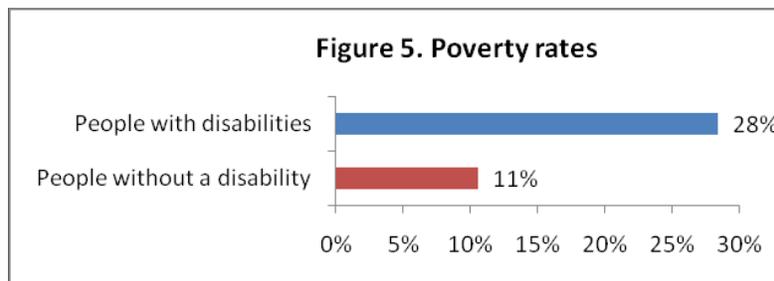


Figure 5. Poverty Rates

Only 20.5% of persons with disabilities are working full-time/full-year (35 hours/week for 50 weeks or more a year) as compared with 55.9% of those without disabilities. When looking at the median earnings of only full-time/full-year workers, differences persist between people with and without disabilities. In New York State, the median income for people with disabilities is \$34,500 compared with \$41,800 for people without disabilities. As shown in **Figure 6 in the chart below** median income increases with educational attainment, but the disparities between people with and without disabilities remain. In New York State among people with a high school

diploma or less, median earnings are \$28,100 for people with disabilities compared with \$30,500 for people without a disability. For those with a bachelor’s degree or higher, median earnings are \$42,100 and \$50,800, respectively.

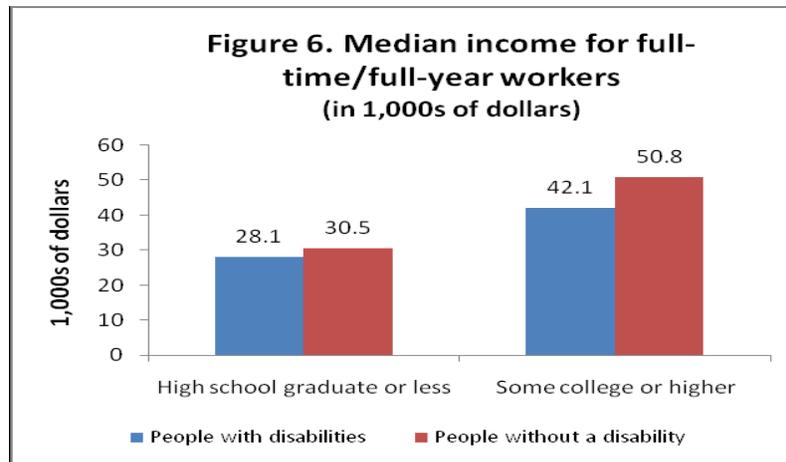


Figure 6. Median Income for Full-Time/Full Year Workers

Personal relationships: In New York State, 41.8% of people with disabilities are married compared with 54.9% of people without disabilities.

Marital status is recommended for monitoring by the National Council on Disability, as it is considered a key economic indicator. The relationship between marital status and financial status is illustrated by observing that in New York State people who are not married are more than 2.5 times more likely to be living below the poverty line than their married counterparts. A person who is married or in a committed relationship may have emotional and other informal supports that are not available from government programs. They may share responsibilities for things such as housework and rent with their partner.

Medicaid Buy-In, Working People with Disabilities (MBI-WPD) Program

Receiving Supplemental Security Income (SSI) can be a major work disincentive for people with disabilities. When considering returning to work, they may face loss not only of cash benefits but also health insurance through Medicaid or Medicare. In New York State 20.1% of persons with disabilities receive SSI.

The Medicaid Buy-In program offers Medicaid coverage to people with disabilities who are working, and earning more than the allowable limits for regular Medicaid, the opportunity to retain their health care coverage through Medicaid. This program allows working people with disabilities to earn more income without the risk of losing vital health care coverage.

The Medicaid Buy-in Working Persons with a Disability (MBI-WPD) Program is an important health insurance program option for people with disabilities. In New York State, an estimated 472,700 people are potentially eligible for this program which is limited to persons age 16-64

with a disability who are US citizens, are not SSI beneficiaries, and live in households at 250% or less of the poverty level.

Lack of access to health care services may make life more difficult for people with disabilities, particularly those with chronic health conditions. New York State has an average of 424 physicians per 100,000 people. Similarly, New York State has 333 hospital beds per 100,000 people. Health insurance coverage has been linked to the quality of care individuals receive. In New York State, 18.2% of people do not have health insurance, which is slightly lower than the national average of 20.2. (See Appendix H for “NY MBI-WPD Disability Population”)

The New York State Department of Health, Office of Health Insurance provided the following data (William Armstrong, personal communication, October, 2009): For the month of March 2009 (the most recent month for which data is available) in the state of New York, there were:

- o 7,257 Individuals Eligible;
- o 5,902 Recipients;
- o \$412,655,131 Expenditures.

Note: The table below depicts data as of March 2009 for OMR Medicaid Waivers. Selection was based on individuals eligible and recipients with MMIS (Medicaid Management Information System) (1240) Aid Category Codes 82 or 83 during the month of March 2009. Source: DOH Datamart, dated 9/15/09 2. Office of Mental Retardation (OMR) Waivers:

MARCH-09 OMR MEDICAID WAIVERS		
Exception Cd	Exception Cd Definition	# Eligible
46	OMR HCBS WAIVER - HCBS ENROLLED	67,064
47	OMR HCBS SUPERVISED CR	300
48	OMR HCBS SUPPORTIVE IRA'S AND CR'S	2,238
49	OMR HCBS SUPERVISED IRA	25,489
Source: eMedNY Data Warehouse		
Date run: 9/16/09		

Figure 7. March-09 OMR Medicaid Waivers

New York’s Ticket to Work and Employment Networks (References page 17 through 19 taken from “NY EN Ticket Numbers” see Appendix I)

The *Social Security Administration's (SSA) Ticket to Work (Ticket) Program Manager for Recruitment and Outreach (PMRO)* has been increasingly active in New York, hosting Ticket Express event in Western NY, attending numerous conferences and events, conducting multiple presentations, and cultivating a strong and rewarding relationship with the Office of Vocational and Educational Services for Individuals with Disabilities (VESID).

In terms of recruiting Employment Networks (ENs), New York garnered 6 new ENs (8 locations) in 2009 as a direct result of *New York Makes Work Pay* activities. To date, the *New York Makes Work Pay* Initiative has hosted two EN Recruitment Events targeting mental health service providers with additional sectors to be targeted during the remainder of 2009. There are currently a total of 72 active ENs in the state as of late September 2009. On the beneficiary side, New York has hosted 13 WISE (Work Incentive Seminar) events. There are a total of 52,531 beneficiaries aged 21-44 and having reported earnings within the past five years in New York.

New York is home to one of the most populous counties without ENs (Onondaga with 906 beneficiaries) and one of the counties with the highest ratio of beneficiaries to ENs (Bronx with 2276 beneficiaries to a single EN).

The tables below show Region 2 Beneficiaries without EN and Beneficiaries per EN.

Table 1: Region 2 Beneficiaries without EN

#	County	State	Beneficiaries w/No ENs
1	ONONDAGA	NY	906
2	RICHMOND	NY	588
3	DUTCHESS	NY	480
4	NIAGARA	NY	377
5	SARATOGA	NY	332
6	CHAUTAUQUA	NY	331
7	ROCKLAND	NY	293

Table 2. Region 2: Beneficiaries Per EN

#	County	State	Beneficiaries Per EN	# of ENs
1	BRONX	NY	2276	1
2	KINGS	NY	691	4
3	MONROE	NY	526	3
4	BROOME	NY	493	1
5	ORANGE	NY	477	1
6	ERIE	NY	438	4

With new ENs and the constant promotion of the Ticket Program, Ticket assignments to ENs in New York have steadily increased over the past 8 months. In that time frame, 246 additional Tickets have been assigned to ENs (from 1,355 in January 2009 to 1,601 in August 2009, an increase of over 18%).

EN Payment Data is shown in the graphic below for New York state between September 2008 to April 2009:

Table 3. EN Payment Data

State	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09
NY	\$6,660.00	\$11,889.00	\$22,563.14	\$39,332.00	\$27,054.00	\$33,598.00	\$26,510.16	\$42,651.00

Beneficiaries Statistics are shown in the graphic below by ages 21-44, 45-65 & 21-65.

Table 4. Beneficiaries Statistics

	Ages 21-44*	Ages 45-65	Ages 21-65
Number of Beneficiaries	52,531	563,932	778,544

The chart below illustrates the assignment of Tickets between January 2009 to August of 2009.

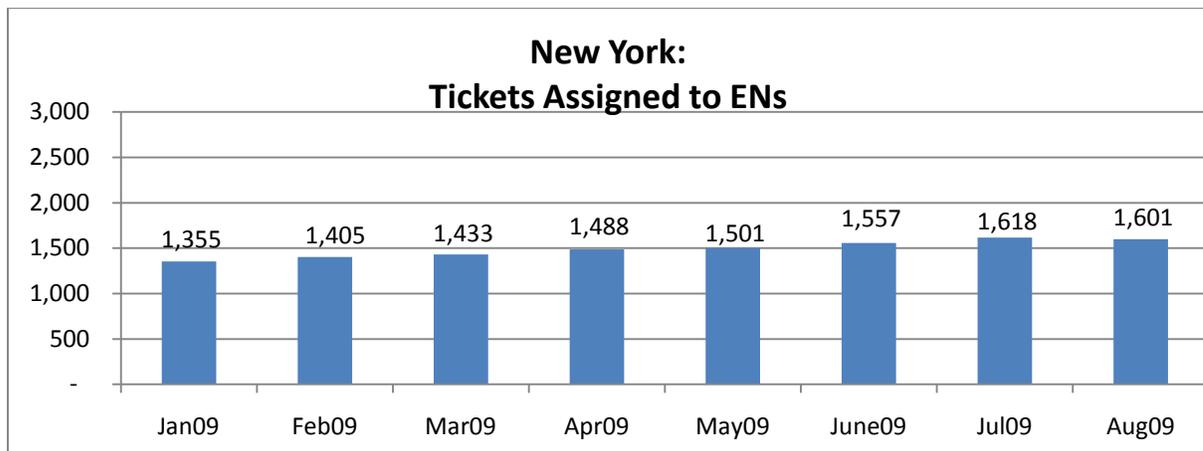


Figure 8. New York: Tickets Assigned to ENs

Number of Job Seekers with Disabilities Accessing New York's One-Stop Career Centers

One-Stop Career Centers are designed to provide a full range of assistance to job seekers under one roof. Established under the Workforce Investment Act, the centers offer training referrals, career counseling, job listings, and similar employment-related services. Customers can visit a center in person or connect to the center's information through PC or kiosk remote access. The

One-Stop Career Center System is coordinated by the Department of Labor's Employment and Training Administration (ETA).¹

In New York State there are 82 comprehensive and affiliate One-Stop Career Center sites. According to information from New York State's Department of Labor (Kevin Nickerson, personal communication, October 16, 2009) in Program Year 2008 New York's One Stop Career Centers served over 1.3 million individuals in both Wagner-Peyser core and intensive services and Workforce Investment Act (WIA) related training services. Of that number just over 60,000 individuals disclosed a disability.

AGENCY SYNOPSES

A synopsis of Office of Mental Health (OMH), Office of Mental Retardation and Developmental Disabilities (OMRDD), Vocational and Educational Services for Individuals with Disabilities (VESID), Commission for the Blind and Visually Handicapped (CBVH), Department of Labor (DOL), Department of Health (DOH) and Office of Addiction and Substance Abuse Services (OASAS) is provided below.

Office of Mental Health (OMH): Agency Synopsis

Overview: The New York State Office of Mental Health (OMH) operates psychiatric centers across the State, and also regulates, certifies and oversees more than 2,500 programs, which are operated by local governments and nonprofit agencies. These programs include various inpatient and outpatient programs, emergency, community support, residential and family care programs.

Challenges: Unemployment among people with mental health conditions remains at between 65%-85%. Mental health consumers fear that returning to work will result in loss of benefits and often forego a return to work for the safety of assured public assistance. Mainstream employment services often do not have the expertise to assist the persons they serve who have mental illness.

Agency Response: OMH is addressing these issues through a number of initiatives including: 1) State and local assistance program funding intended to redirect employment services from sheltered work towards competitive employment through evidence-based employment practices, 2) Support for employment through a new Personalized Recovery Oriented Services (PROS) program using Medicaid resources to improve functioning, reduce inpatient utilization, reduce emergency services, reduce contact with the criminal justice system, increase employment, attain higher levels of education, and secure preferred housing, and 3) Funding for contracts with peer advocacy and other technical assistance for training and knowledge dissemination to improve employment practice and increase staff expertise to deliver effective employment services.

Office of Mental Retardation and Developmental Disabilities (OMRDD) Agency Synopsis

Overview: OMRDD provides individualized supports to people with developmental disabilities, including vocational training, job coaching, travel training, technological aids, counseling, job placement, and other supports, to assist in achieving or maintaining employment. OMRDD

¹ More information on One-Stop Career Centers available at: <http://www.dol.gov/dol/topic/training/onestop.htm>

operates 13 developmental disabilities services offices (DDSOs) responsible for providing such programs in one or more counties. Currently OMRDD sponsors approximately 55,000 citizens in employment and day programs. Of these nearly 8500 are engaged in employment while over 45,000 are in a system of care within various congregate settings including day habilitation and sheltered employment. The majority of these are served under the Home and Community Based Service Waiver.

Challenges: Mainstream competitive employment continues to be a priority of OMRDD and their leadership recognizes that over 80% of their clientele are not employed. The provider system still relies heavily on providing pre-vocational and sheltered employment services as part of individual or day habilitation programs, rather than services and supports for competitive employment or self-employment. Wage employment remains a priority and a challenge for OMRDD. Growth in numbers of consumers served by the OMRDD system has been in congregate and comprehensive support systems.

Agency Response: OMRDD's comprehensive plan makes employment one of the agency's top priorities. The agency has developed a comprehensive platform under an "Employment First" philosophy to move toward an individualized and self directed employment system of service and supports.

In FY 2008, OMRDD issued a request for proposals to its provider network to solicit new and innovative approaches to transitioning people with mental retardation and developmental disabilities from sheltered to community competitive employment with follow along supports provided through its Home and Community Based Services Waiver Program. VESID and the DD Council are active collaborators in this comprehensive initiative called "enhanced supported Employment initiative". This five year project will focus on employment and support services for 700 participants with a mandated work requirement in non-sheltered work settings. A total of 104 providers are now involved in redirecting services for this pilot to more individualized employment.

The OMRDD Employment First initiative also plans to implement a two year pilot to enhance entrepreneurial opportunities for consumers with cognitive issues. Another priority for the new platform is an employment preparation program for high school aged youth who tend to fall out of the education and service mainstream in their local communities.

Vocational and Educational Services for Individuals with Disabilities (VESID): Agency Synopsis-

Overview: VESID counselors maintain regional offices throughout NYS and in One Stop Centers providing individualized employment counseling and services for people with disabilities. VESID maintains an extensive network of contracts with public and private agencies to provide supported employment, supported education and support for entrepreneurship.

Challenges: VESID recognizes that its counselor resources are spread very thinly across the state, yet they have responsibility for serving all people with disabilities that qualify. VESID is facing the challenge of strengthening its partnerships with related service systems and other stakeholders to effectively integrate vocational rehabilitation counseling and services within the broad range of employment and related supports available to New Yorkers with disabilities.

Agency Response: VESID recently organized a work group to examine ways of enhancing VESID's role in the One-Stop System, examining issues concerning the compatibility of technology and sharing of information, establishing shared outcomes, fostering the understanding of common measures and identifying best practices. The State Rehabilitation Council and VESID are implementing the first phase of a comprehensive employment needs assessment to guide future VESID services and the Agency just completed a major strategic planning initiatives called "Designing our Future".

Commission for the Blind and Visually Handicapped (CBVH): Agency Synopsis-

Overview: CBVH provides vocational rehabilitation and other direct services to legally blind New York State residents, including children, adults, and elderly persons from seven district offices across the state. Supported in part by CBVH contracts, an extensive network of provider agencies deliver a variety of employment services to individuals who are legally blind in all parts of the state, including vocational assessments, transportation and assistive technology enabling consumers to acquire and perform jobs, job training and assistance in securing and maintaining employment.

Challenges: Work-related transportation is a major challenge for CBVH consumers as is the availability of assistive technology in the workplace. Many employers also have fears and misconceptions about the disability and the ability of people with visual impairments to perform work tasks. Many consumers are fearful of losing their social security benefits and are reluctant to earn over SGA thus limiting not only job acquisition but promotional opportunities. The Medicaid Buy-In is still not known or well utilized among people that CBVH serves.

Agency Response: CBVH is a member of the MISCC Transportation Committee and helping to develop systemic as well as local responses to transportation barriers. The agency is also working with employers across the state to improve assistive technology including the use of scripters for JAWS and other new AT advancements. An agency marketing campaign seeks to dispel many of the myths that are held about visual impairments and employment and ways to retain consumers in their jobs through effective support services practices. Although many ILCs have benefits planners, CBVH is also attempting to strengthen counselors' awareness about work incentives and the effects of work on benefits so they can provide factual information to consumers and help them make more informed choices about work.

Department of Labor (NYSDOL): Agency Synopsis

Overview: The NYSDOL provides WIA funded core, intensive and training services to all job seekers throughout the state through its 79 One Stop Career Centers. NYSDOL also awards contracts to provider organizations to provide training and employment services to people with disabilities and other underserved populations. Its Veterans Reemployment Service provides funding for career-ladder employment through On the Job Training Opportunities for honorably discharged Veterans, including Vets with disabilities.

Challenges: People with disabilities often do not wish to disclose their disabilities when they appear at the One Stop, increasing the challenges that Employment Services Representatives face in helping them to design an employment and support services plan. NYSDOL staff must address the often pervasive stigma and misunderstanding that can be a barrier to the hiring process. Poor literacy skills, educational or work experience credentials and lack of transportation are among those that DOL staff must address to help people with disabilities get jobs.

Agency Response: NYSDOL has committed its own agency funds as well as federal resources to sustaining 45 Disability Program Navigator (DPN) positions throughout the state. DPNs provide cross-training, employer awareness training, services to obtain and use assistive technology and counseling and referral services to help youth and adults with disabilities obtain training and jobs. NYSDOL has also invested heavily in assistive technology throughout its One Stop system enabling more people with disabilities to use computer based job-seeking tools. NYSDOL, through its collaborative work with other state agencies including VESID is addressing many of the systems barriers job-seekers with disabilities face.

Department of Health (DOH): Agency Synopsis

Overview: DOH is responsible for achieving a high-performing, cost-effective health care system that is accessible, affordable, and focused on improving health outcomes for New York State residents. It administers the state's \$47 billion Medicaid program- the state's largest payer of health care. DOH supports the full spectrum of health and wellness related research, programs and practices that enable all New Yorkers to live healthier lives. DOH emphasizes services that assist low-income individuals to maintain health and wellness in their communities and administers the state's Medicaid BUY-In Program for working people with disabilities.

Challenges: Although over 5,600 New Yorkers with disabilities have been able to access health care coverage through the MBI-WPD, that is only a small percentage of the over 1.25 million people with disabilities in New York's workforce. A clear challenge and one that is at the core of the NY-MWP initiative is to increase utilization of the MBI-WPD.

Agency Response: DOH is a member of the MISCC and supports policy and program improvements like those proposed through the NY-MWP initiative that will enable more New Yorkers with disabilities to obtain and sustain employment with the health benefits they need to maintain a working life in their communities.

Office of Addiction and Substance Abuse Services (OASAS): Agency Synopsis

Overview: OASAS plans, develops and regulates the state's system of chemical dependence and gambling treatment agencies. This includes the direct operation of 13 Addiction Treatment Centers, which provide inpatient rehabilitation services to over 10,000 persons per year. In addition, OASAS licenses, funds, and supervises some 1,300 local, community-based programs, chemical dependence treatment programs, which serve about 110,000 persons on any given day in a wide range of comprehensive services. Individuals living in community residential services have access either directly or by referral to vocational screening and assessment, job skills

training and employment readiness training and those participating in outpatient rehabilitative services receive the same services plus skills development to help them build support networks and improve functional skills needed for community living, including employment.

Challenges: People with substance abuse issues face an array of barriers to employment at the individual level (lack of literacy skills, recent employment history, impact of the cyclical nature of the disability compounded by co-occurring mental health issues and criminal justice issues) and at the systems level (the positive impact of receiving treatment while employed, need to improve the workforce's knowledge of effective employment practices, strengthening employment as a priority throughout treatment and community programs and managing the conflicts inherent in treatment and parole compliance and employment) among others.

Agency Response: OASAS is prioritizing employment throughout its system and using the CSAT 'Tips' Employment Guidebooks, evidence-based treatment and employment models, treatment and supported employment models and other promising practices as models to guide future staff and program development. The OASAS Bureau of Housing and Employment Services as well as its Vocational Rehabilitation and Employment Services Unit (VRES) are strengthening the progression between vocational readiness and employment services that clients receive while in inpatient treatment and the job development, placement, retention and supportive services they receive when residing in the community. Strengthening the progression to employment services for clients provides an integral component in support of their long-term recovery.

STAKEHOLDERS

In addition to the many agencies involved in *New York Makes Work Pay*, ongoing support and assistance has come from a number of other vital state and community stakeholders. These stakeholders include NYSRA, NYAPRS, SILC, APSE, United Way and others.

New York State Rehabilitation Association Inc. (NYSRA) is the statewide organization representing the interests of large and small provider agencies across the state of New York. NYSRA plays an active role with the MISCC committee in shaping the state response to implement the Olmstead decision. As a part of the strategic planning effort *New York Makes Work Pay* has actively sought input from NYSRA membership regarding the major challenges and possible solutions to enhancing integrated employment for individuals across New York.

The **New York Association of Psychiatric Rehabilitation Services (NYAPRS)** a statewide mental health/recovery advocacy group also provides training and technical assistance in peer support, employment and asset accumulation for mental health agencies and the people they serve. During 2009, *New York Makes Work Pay* engaged NYAPRS to develop a strategy for improving employment among people with mental illnesses, co-occurring disorders and those who are homeless (underserved populations) and documenting and replicating effective peer support for employment practices. The *New York Makes Work Pay* Strategic Plan includes continuing work with NYAPRS on implementing programs and services addressing these priorities and utilizing their extensive grass roots network to increase consumer participation.

United Way of New York State is a membership organization of 57 local United Ways, governed by a statewide Board of Directors. Its mission is to strengthen the capacity of United Ways in achieving results that improve the lives of all New Yorkers through work on public policy, partnership development, training and technical assistance and investment in programs and services consistent with the United Way human services priorities. Chief among these priorities are assisting low-income individuals and families to achieve greater economic self-sufficiency. *New York Makes Work Pay*, through New York State Office of Mental Health and the Burton Blatt Institute are contracting with United Way of New York State to utilize the 211 call center network as a portal for Medicaid Buy-In enrollment, sponsoring Asset Development Forums throughout the state to improve knowledge among people with disabilities and disability services providers and using local ‘cash coalitions’ and VITA sites to assist people with disabilities to maximize use of Earned Income Tax Credits and obtain free tax preparation assistance.

The two primary **Business Leadership Networks (BLN) in New York State** are the Central/Southern BLN and Metro BLN. Both of these networks are critical outreach and marketing partners to the New York Makes Work Pay Project and have already proven successful in engaging employers in the concept mapping process for development of the strategic plan as well as recruiting employer participants for the Provider/Business Partnerships Forums being conducted throughout the state. They will also serve as feeders for the Employer Roundtables to be conducted in NYS during 2010 as well as the Annual Employment and Entrepreneurship Summit.

The **Business Council of NYS (BCNYS)** is a key *New York Makes Work Pay* planning partner for goals and activities related to soliciting employer input and participation in plans and activities. It is the leading business organization in New York State, representing the interests of large and small firms throughout the state. Its membership is made up of thousands of member companies, as well as local chambers of commerce and professional and trade associations. Though 72 percent of BCNYS members are small businesses, they also represent some of the largest and most important corporations in the world, including IBM, Verizon, Eastman Kodak, Citigroup, JP Morgan Chase, Corning, Pfizer and many more. All told, our members employ more than 1.2 million New Yorkers. The primary function of the organization is to serve as an advocate for employers in the state political and policy-making arena, working for a healthier business climate, economic growth, and jobs and as such is an important connector between *New York Makes Work Pay* ‘supply and demand-side’ activities.

In addition, *New York Makes Work Pay* through the Burton Blatt Institute will subcontract to the *US Business Leadership Network* to a) Foster the development of beneficial relationships between corporate and government purchasers and Disability-Owned Businesses (including service-disabled veterans) in New York State, b) Develop a Workplace Supports on-line system to assist New York State employers with workplace accommodations processes and implementation. c) Develop an online employees-with disabilities peer mentoring network that New York State employers can adopt and implement, together with access to follow-along, web-based support, d) Create an online portal for sharing resources and promising practices related to the employment of people with disabilities. This portal will list examples of diversity statements and strategies, positive organizational messaging strategies, and e) Recruit employers with a significant presence in New York to work with *New York Makes Work Pay* in (1) the

examination of their disability diversity and inclusion and the business case for inclusive corporate cultures and (2) the business case for making workplace accommodations for people with and without disabilities.

Other participating stakeholders include Statewide Independent Living Council (SILC) and the Association for Persons in Supported Employment (APSE).

SYSTEMS STRENGTHS

Legislation & Implementation

In 1992 New York state established Chapter 515 to “stimulate the continued growth of integrated employment programs for persons with severe disabilities” (now known as individuals with significant disabilities). Through this legislation, persons with significant disabilities will be able to succeed in employment through a coordinated flexible service delivery system. Coordination of this service delivery system is set forth within the [Memorandum of Interagency Understanding Regarding Supported Employment \(October 1999\)](#). Based on this Memorandum of Understanding, the following New York State agencies are collaborating to increase the entire range of employment outcomes for individuals with disabilities:

- Office of Children and Family Services, Commission for the Blind and Visually Handicapped (CBVH);
- Office of Mental Retardation and Developmental Disabilities (OMRDD);
- Office of Mental Health (OMH); and the
- State Education Department, Office of Vocational and Educational Services for Individuals with Disabilities (VESID).

These agencies have also established the Chapter 515 Interagency Implementation Team or the MISCC (Most Integrated Setting Coordinating Council) to implement the Supreme Court Olmstead Decision, which requires states to provide services to individuals with disabilities in the most integrated community setting appropriate.

In January 2008, Office of Mental Retardation and Developmental Disability’s (OMRDD) Commissioner Ritter, at the recommendation of the full MISCC, asked Vocational and Educational Services for Individuals with Disabilities (VESID) to lead an executive-level interagency committee focused on employment of individuals with disabilities. VESID, in cooperation with Commissioner Ritter and the MISCC, established the MISCC Employment Committee. Former Assistant Commissioner Edward Placke was the designated chair for the Employment Committee. Frank Coco, VESID Manager for VR Policy and Partnerships, is now serving as chair for the Committee.

The MISCC Employment Committee consists of participants from over 25 organizations including State agencies, schools, community rehabilitation programs, independent living centers, advocates, and persons with disabilities. The Committee is focused on facilitating systems change to close the employment gap for individuals with disabilities through executive, legislative and budgetary action.

Infrastructure

New York State agencies have led the charge to remove barriers to employment for New Yorkers with disabilities, from the supported employment systems change initiatives of the 1980s, implementation of transition systems change in the 1990s, innovations stemming from the Olmstead decision, statewide roll-out of the Ticket to Work Program and MBI-WPD, as well as implementation of many Social Security Administration (SSA) demonstrations (e.g. NY WORKS State Partnership Initiative, Transition Youth Demonstration, Benefits Planning, Assistance and Outreach (BPA&O), Work Incentives Planning and Assistance (WIPA), Protection and Advocacy of Beneficiaries of Social Security (PABSS) and the Disability Program Navigator Initiative (DPN),. Office of Disability Employment Policy (ODEP) funded Start-Up New York demonstration to support entrepreneurship for people with disabilities. Supporting these state efforts, both Cornell University's Employment and Disability Institute (EDI) and the Burton Blatt Institute (BBI) at Syracuse University have been involved in conducting extensive statewide and national policy and program technical assistance, training, research and materials development to support these initiatives. Key Medicaid Infrastructure Grant (MIG) stakeholders that include statewide disability advocacy organizations, but also community based agencies like United Way, key financial institutions and others have in most cases built an infrastructure and foundation for addressing employment and economic self-sufficiency. Their missions and the mission of the MIG are both enhanced by targeted inclusion of people with disabilities as members of their core constituencies.

Over five years, a major objective of *New York Makes Work Pay* is to facilitate adoption of the employment practices and strategies proven to be most effective in improving competitive employment for people with disabilities by state disability and labor agencies and their stakeholders/providers. Specific strategic goals and objectives target technical assistance, research and support to bring these most effective services and programs to scale and fully embed them into standard practice within and across sectors and systems. This strategy assures strong continuity and maximizes the sustainability of Medicaid Infrastructure Grant supported initiatives and achievement of systemic changes.

Medicaid

Over the past several years, New York has built a strong and sustainable basic Medicaid infrastructure that supports competitive employment for New Yorkers with disabilities. Through the development of the Medicaid Buy-In Program for Working People with Disabilities (MBI-WPD) and personal assistance services (PAS), over 5,600 New Yorkers have been able to work, access the PAS needed to be independent, and maintain access to critical healthcare coverage. The growing statewide and gubernatorial emphasis on employment for New Yorkers with Disabilities supported by service innovations and shared vision across state agencies and employment stakeholders, establishes a strong foundation for creating and sustaining a comprehensive employment service system.

Disability Program Navigator Initiative

New York State has participated in a national pilot since 2003 to support dedicated Disability Program Navigator (DPN) positions in local One Stop Centers. Under this initiative, DPNs serve as disability resource specialists to help individuals with disabilities “navigate” through available programs and services in the local One-Stop system. The DPNs work to increase employment opportunities and the self-sufficiency of persons with disabilities by linking them to employers to achieve successful entry or re-entry into the workforce. Initially these positions were funded through U.S. Department of Labor’s Employment and Training Administration with assistance from the Social Security Administration. In recent years the cost of the DPN Project has been shared by local areas. In Program Year 2009 a Memorandum of Understanding between New York Department of Labor and Vocational and Educational Services for Individuals with Disabilities (VESID) established that VESID would contribute funds to cover the cost of eight full-time DPN positions out of the total of fifty-two full and part-time DPN Positions in New York.

Data Collection and Recommendations: Serving Underserved Populations with Mental Illness, Co-occurring Substance Abuse Disorder and those who experience Homelessness

During 2009 a statewide data collection process that included structured interviews with mental health consumers, provider agencies, advocates and state agency staff was implemented by New York Association of Psychiatric Rehabilitation Services (NYAPRS) and expert consultants under the direction of *New York Makes Work Pay*. The purpose of this effort is to identify the salient factors at the individual, program and systems levels resulting in inordinately high rates of unemployment among traditionally underserved people with mental illnesses, those with mental illnesses and co-occurring substance abuse disorders and those with these disabilities who are homeless. Reports detailing the findings of the data collection and recommendations for systems-wide improvements are currently being drafted and will be available for dissemination by the end of January 2010. Findings and recommendations will be used during 2010 to design an implementation strategy to improve employment outcomes for these populations.

Collaboration between Office of Mental Health and Office (OMH) of Mental Retardation and Developmental Disabilities (OMRDD)

In January 2008, OMH and OMRDD embarked on a formal partnership to find solutions for improving access to services and supports in the most integrated community setting appropriate to individual needs for people with co-occurring mental health and developmental disabilities. Staff from both systems of care have been working together since and are being guided by a set of common principles – the need for leadership at all levels to achieve desired outcomes, basic staff competencies to serve people with developmental and mental health challenges, timely technical assistance, enriched short-term supports where circumstances indicate they will promote positive outcomes, and residential crisis services tailored regionally.

Both agencies have been making strides, especially in the area of improving staff competencies. A training curriculum has been created that covers (1) navigating both systems of care and (2) examining successful models of collaboration. A third training module on the clinical integration

of services and supports is under development. Individuals have been identified to serve as trainers and are now implementing pilot training. In addition to this progress, staff members from each agency continue to work together closely to extend the applicability and benefit of successful local responses.

New Employment Initiatives at OMRDD (See Appendix J for complete OMH Interim Report)

Following are three employment initiatives that comprise the main service related aspects of OMRDD's *Employment First* platform. There are other elements including benefits counseling, workshop transformation and marketing, which are not discussed below but which are incorporated throughout all three initiatives. OMRDD has a very ambitious agenda and is looking forward to working collaboratively with *New York Makes Work Pay*.

1. OMRDD's *Enhanced Supported Employment* pilot projects have just been implemented. These are five year projects which have been designed to address the significant barriers to employment that people with developmental disabilities may experience in their quest for employment, specifically individualized job coaching of significant levels that might not be offered by VESID as well as individualized person supports such as transportation or assistance with medication which may be barriers as well. OMRDD is funding 106 projects around the State to assist people with significant disabilities to become employed in their communities. VESID has been an active collaborator throughout the design of this project to extend supported employment and individualized services to those who may not be eligible for VR services. The pilots can provide customized employment services, which are also connected to the work of the *New York Makes Work Pay* Customized Employment projects at the Utica pilot site (one of 3 *New York Makes Work Pay* Demonstration sites). *New York Makes Work Pay* staff has explored the possibility of the *New York Makes Work Pay* grant assisting the OMRDD pilots with training in customized employment. Training in customized employment would help OMRDD create a community of experts in this approach to employment and it would be helpful in contributing to successful outcomes around the state. In addition, OMRDD is developing a project evaluation for the RFP (Request for Proposal) with assistance from *New York Makes Work Pay* would assist OMRDD with analyzing future data.

2. OMRDD is developing a new waiver service called *Pathways to Employment*. It is designed to assist people who wish to move out of day habilitation and into employment but may need a more comprehensive level of support than is available through the traditional supported employment services. OMRDD anticipates that this service will provide employment supports directly in the community as well as the habilitation supports that people with more significant disabilities may need to be successful. OMRDD is in the process of designing this service and do not anticipate that it will be ready for roll out until 2010/11. *Pathways to Employment* will have an entrepreneurial track and OMRDD along with *New York Makes Work Pay* are strategizing ways to collaborate in the design and implementation of this new service, particularly as it pertains to the entrepreneurial track.

3. The third and final employment initiative from OMRDD's *Pathways to Employment* is "*Students Work, Too!*" OMRDD is in the process of designing a means for students who are still in high school to be able to obtain and maintain after school employment. This service will provide job coaching supports to students with developmental disabilities who may need

assistance to obtain and maintain their jobs. OMRDD's hope is that by assisting students with after school jobs, these students will create a connection to the world of work and be more apt to transition to work, rather than day habilitation after they complete high school.

Supported Employment in New York

Consistent with the provisions of Chapter 515, the Laws of 1992, the State Education Department (SED) has the primary responsibility for contracting for intensive supported employment services. Using both Federal Rehabilitation Act funds and State appropriations, SED through Vocational and Educational Services for Individuals with Disabilities (VESID), develops contracts and assumes administrative, monitoring and programmatic responsibility for funds appropriated for supported employment intensive services and/or other integrated employment options related to supported employment for individuals with significant disabilities served by Office of Mental Retardation and Developmental Disabilities (OMRDD), Office of Mental Health (OMH) and Commission for the Blind and Visually Handicapped (CBVH), including those who are legally blind. CBVH is responsible for individual specific case management for all individuals who are legally blind and in supported employment, regardless of which vocational agency is the contractor.

All Memorandum of Understanding (MOU) participants are responsible for arranging, the vocational and other support services and the resumption of intensive vocational rehabilitation services as required to preserve employment of mutual constituents. Interagency planning emphasizes collaboration on using existing resources to the maximum extent possible for the provision of extended services to individuals with significant disabilities.

For individuals whose disabilities are not within the province of OMH or OMRDD, VESID/CBVH make every effort to secure funding for extended services, including services through the State Education Department's supported employment appropriation.

OMRDD, within available resources, contracts for intensive services using Title XIX, the Home and Community Based Services (HCBS) waiver, and State funds for individuals with developmental disabilities who are unable to receive intensive supported employment services through VESID at the time of need. Extended services for people with developmental disabilities are the responsibility of OMRDD. For these individuals, OMRDD, within available resources, establishes fees and develops contracts for extended services using Title XIX, HCBS waiver, and State funds.

Provision of funding for extended services of mutually eligible VESID/CBVH and OMRDD/OMH consumers is often a challenge due to resource issues. Within these constraints, OMRDD/OMH will provide funding to people with developmental/psychiatric disabilities who enter supported employment after receiving VESID/CBVH intensive services.

OMH provides funding for both supported employment intensive and extended care services through its existing special employment programs. In addition, VESID sponsors supported employment programs in which VESID provides intensive service dollars while OMH dollars are used to support the extended care phase of service. As OMH Special Employment Programs

become VESID vendors and VESID assumes funding responsibility for the intensive phase of supported employment services, OMH funding is targeted primarily for the extended care phase of supported employment services. This is in accordance with Chapter 515 of the Laws of New York State of 1992 which specifies that OMH and VESID must develop an annual plan for coordinating Supported Employment services and funding.

Commissioner Disability and Employment Summit – On September 10th 2009 a Commissioners Disability and Employment Summit sponsored by *New York Makes Work Pay* was held in Albany, New York. The summit was attended by ten Department Commissioners with oversight of all Human Service, Disability, and Employment agencies. Two exercises were engaged in at the summit 1) A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was completed, and 2) A discussion took place around the Vision of New York Makes Work Pay, specifically covering the lasting legacy that each of the agencies want to accomplish as a result of the *New York Makes Work Pay* Medicaid Infrastructure Grant (MIG). The result of the Commissioners Summit was an alignment and agreement that policy and resource changes are needed to support competitive employment for people with disabilities. The Commissioners contributed to and committed to further ongoing dialogue and support of *New York Makes Work Pay* strategic goals. (See Appendix K. Commissioners Disability and Employment Summit)

SYSTEMS CHALLENGES

Infrastructure

The appointment of the Most Integrated Setting Coordinating Council (MISCC) by the New York Governor to implement the Olmstead decision created an excellent vehicle for addressing the gaps in employment for people with disabilities. The *New York Makes Work Pay* strategy continues to strengthen the partnership with the MISCC initiatives and align the goals and objectives to take the major innovations to scale. Success in achieving these *New York Makes Work Pay* and MISCC goals require full participation in the process and commitment to implementing both individual agency and system transformation objectives.

As with any systemic change strategy *New York Makes Work Pay* and MISCC are faced with variable capacity and commitment levels toward these important changes. While all of the major agencies involved in employment and supports for people with disabilities are active players in the MISCC and *New York Makes Work Pay* processes, several face particular challenges which affect their level of alignment with the more progressive changes prescribed in the strategic plan. Vocational and Educational Services for Individuals with Disabilities (VESID) and the Workforce Systems present particular challenges.

VESID is now undergoing a major restructuring which may not be completed until late 2010. The newly appointed Chancellor of Education is considering major shifts which may separate special education from the Vocational Rehabilitation (VR) program. This along with the expected change in Vocational Rehabilitation leadership will require the state disability agencies and *New York Makes Work Pay* to strategize how VR changes do not decrease, but improve access to VR services by job-seekers with disabilities. This will involve building stronger relationships between VESID leadership and the executive branch state agencies in developing

'no wrong door' approaches that ensure that individuals with disabilities seeking employment can access those services quickly and use them effectively through whatever 'door' they enter-be it disability agencies' employment services, One Stop career centers or VESID. The challenge over the 5 year NYMWP initiative will be to improve coordination across all of these agencies and reduce program and systems fragmentation and duplication that has resulted in discouragement long wait times for people with disabilities to access and use needed employment services and improve overall competitive employment outcomes.

New York Makes Work Pay and the MISCC have had good participation from the state workforce agency under the state Department of Labor. Given the decentralization of many operational and policy implementation decisions to local workforce boards, *New York Makes Work Pay* faces specific challenges to develop effective relationships and strategies across over twenty workforce programs to build a fully inclusive employment and training system. Several of *New York Makes Work Pay's* strategic objectives to design, model and pilot the "no wrong door" approach to services will require and enable both VESID and Workforce Systems to become more effective in meeting consumer needs.

As mandated by Center for Medicaid and Medicare Services (CMS), persons potentially eligible for the Medicaid waiver employment programs must be considered for eligibility by VESID, the state rehabilitation agency. In New York the Office of Mental Retardation and Developmental Disabilities (OMRDD) staff at the local level refers individuals to VESID, and VESID goes through a preliminary eligibility process. If the individual is not eligible they can go directly from OMRDD to a Community Rehabilitation Provider (CRP). A major challenge for the Medicaid waiver system and consumers who need speedy access to waiver services is the time delays often experienced in VESID conducting their eligibility review. With large caseloads and a high number of counselor vacancies, the delay in conducting this eligibility review for individuals may be as long as 7-8 months. The section 515 committee, charged with revising the MOU's for supported employment across VESID, OMRDD and Office of Mental Health (OMH) have begun to consider the impact of these resource constraints on waiver and employment services for individuals referred or interested in pursuing waiver programs. The Medicaid Infrastructure Grant strategic plan will need to facilitate a resolution to this major challenge.

Facilitating employment and peer support among adult mental health service recipients

One of the greatest challenges people with serious mental illness face is how the illness often interferes with or even halts productive employment, development of careers, and economic independence. The data show greater unemployment among adults with serious mental illness than any disability group, 85 percent unemployment among adult service recipients of New York State mental health services, and \$193 billion in annual lost wages due to mental illness (an estimated \$12 billion in New York State alone).

This dismal performance is due in large measure to effects of the illness itself. It can cause "invisible disability" with an unpredictable course, and interrupt lives just as people transition to adulthood. But, it is also due to a host of factors that we can and must address: A focus in mental health care must be on getting a life, not just managing symptoms. This requires educating both consumers and professionals that there are ways to work and still receive essential benefits (e.g.,

Medicaid), and fostering better cooperation with private business and workforce professionals. (See Appendix J for OMH Interim Report)

Budget Reductions

While the State spending for mental health care in New York State has been essentially flat for the last 10 years, further reductions were necessary in 2008–09 in response to a worsening budget crisis. Two rounds of reductions were made. The first round of cuts occurred with the budget enacted in April 2008. A second round of cuts was taken at Governor Paterson's direction (in State operations) and in the special legislative session in August of 2008. (See Appendix J for OMH Interim Report)

While there are no anticipated cuts in funding, Vocational and Educational Services for Individuals with Disabilities (VESID), like most State agency programs, is concerned about the potential for cuts in State funding due to the severity of the State's current fiscal crisis. The demand for services, as evidenced by an unprecedented increase in VESID's caseload over the past two years, has grown dramatically and, even with current budget projections, will require cost containment efforts to equitably provide Vocational Rehabilitation (VR) services to all eligible individuals. If actual cuts in funding do occur, it will require even more stringent cost containment strategies. The other capacity squeeze is that while State agency partners are increasing their expectations for employment, they are concurrently reconfiguring budgets to shift costs, where ever possible, to federal sources, e.g. Medicaid. This means that there are certain restrictions on how the money gets used when it comes to employment. This in turn puts a strain on the VR system, as VR does not need to meet the Medicaid criteria to provide employment services for a person, so it is relatively flexible. At the same time, VR is not intended to be just an extension of the respective "treatment" service delivery (DD/MH) systems. The flexibility is intended to meet the individualized needs of eligible persons, not the funding cuts or constraints of other systems.

Barriers Identified at the Employment Roundtable at “New York Makes Work Pay Summit on Employment and Economic Recovery” & Barriers Identified as a Result of the Broad-Based Needs Assessment from Concept Mapping Process

There was a great deal of convergence between the employment barriers identified at the Employment Roundtable at “*New York Makes Work Pay Summit on Employment and Economic Recovery*” and those identified as a result of the broad-based needs assessment as part of the Concept Mapping Process that over 200 stakeholders participated in for *New York Makes Work Pay* in the late Summer and Fall of 2009.

The Following Major Barriers were Documented at the Employment Roundtable

- Inaccessible online application processes and employment testing that screens out qualified people with disabilities needs to be addressed.
- Employer Flexibility (i.e.) accepting transferrable skills of individuals with disabilities, job scheduling, providing transportation to and from workplaces, etc...

- High perceived cost of hiring individuals with disabilities, whether it's extra time required to train and support, cost of accommodations, etc...
- Trade programs do not always account for the individualized learning needs of a diverse workforce.
- Workers' Compensation laws don't exist; there should be a mandate in Workers Compensation laws that businesses have back- to-work programs.
- Lack of awareness and a need for education of employers and workforce, reaching beyond HR managers, that individuals with disabilities do have abilities and can add to the bottom line productivity and success of business.
- Tax credit program need to be overhauled to eliminate the amount of confusion and burden it places on employers. For example: small businesses to have to wait a protracted period of time to get their money back, which reduces participation in these programs.
- Lack of social integration of employees with disabilities with their co-workers in some instances results in barriers to employment retention and promotion.

The Following Major Barrier Categories were established through the Concept Mapping Process (See Appendix L for full Concept Systems Report)

- Employee Preparedness
- Individual Challenges
- Cultural and Social Beliefs
- Workplace Challenges
- Accommodation and Employer Challenges
- Support Systems
- Employment Challenges

Other Administrative & Service Challenges

- Meaningful MOU's: Identifying all existing Memorandums of Understanding (MOU) in place in New York State, and/or creating new MOU's, that provide meaningful support to individual job seekers with disabilities from across multiple agencies who are held accountable as part of their performance measures for increasing the numbers and quality of employment outcomes experienced by this population. Meaningful MOUs that are tied to outcomes and that require collaboration and partnership among multiple agencies will offer an opportunity to establish a higher level of access for individuals with disabilities to a range of employment options provided by the range of agencies and/or service providers designated in the MOU or affiliated with its signers. (See Agencies listed in the Agency Synopsis).
- Streamlining Policies, Practices and Procedures: Identifying existing policies and practices and augmenting those with additional promising policies and practices that streamline employment related services and/or access to such services across multiple agencies for individuals with disabilities. One example of a streamlined practice that would require policy changes to bring about, and that would need to be included as part of any meaningful MOU among partners, is the development and standardized use of an application for services to be used across multiple agencies providing employment related services to this population. Addressing this issue will lead to higher levels and quality of coordination of services and supports provided to people with disabilities, in

particular to people with significant disabilities, along with facilitating better data collection and analysis.

- Braiding and Blending Services and Funding Across Multiple Agencies Meaningful MOUs and streamlined policies, practices and procedures across agencies should include strategies for braiding and blending services and funding around the individual with a disability. Strategic and cohesive planning that includes services and supports across agencies supports the individual with a disability (and predominantly individuals with significant disabilities and multiple barriers to employment) in not only obtaining employment, but also in maintaining that employment. If this issue is addressed effectively it can lead to a wider range of employment options for the individual (i.e. integrated, competitive, entrepreneurial, etc...).
- Coordinating Services across Multiple Agencies around Targeted Populations with Disabilities (i.e. Youth, Ex-Offenders, Veterans, TANF, etc...) Service: The major objective for transition programs across the New York education system is to ensure youth with disabilities have full access to training and work related opportunities. School based programs may not always adequately prepare students to move into integrated employment and community living at the conclusion of their K-12 experience. A larger challenge is the number of youth who are no longer attached to formal K-12 programs or services due to the belief they no longer meet their needs. Another segment of school aged youth needing stronger systems intervention are those with disabilities who have been adjudicated through the court systems. Post secondary programs including community college, certificate and proprietary education programs are not always considered choices for transition youth. VESID and OMRDD have identified transition services as a priority for their program efforts. Yet access to One-stop system services and other essential support agency services are frequently missing. Developing intensive wrap around service system is an essential ingredient to success as well as development of greater internship, career development and work experience programs.
- Ongoing Employment Support Beyond Placement: Identifying and/or developing ongoing employment supports provided by the wide range of agencies who come into contact with an individual with a disability and providing better coordination and access to these supports, as well as bolstering these supports where needed. This type of ongoing support beyond initial employment placement can insure increased employment retention as well as assist in career advancement for individuals with disabilities. There is a need to look at possibly redirecting funds to enhance these ongoing employment supports.
- Employment Networks/Ticket Coordination: Review of the EN data noted earlier indicates that the distribution of EN's across the state of New York are greatly skewed, limiting real access for the many SSI/SSDI recipients particularly in mid-sized and rural communities. Systemic recruitment ensuring equal access is a major challenge to improving recipient participation in the program.
- Medicaid Buy-In Level of Subscription: The number of individuals with disabilities accessing the MBI-WPD is far below the number of those who are eligible and could benefit from this program and services in returning to work.
- Investing and Involving Community Based Agencies in Issues of Employment and Self-Sufficiency for People with Disabilities. Mainstream organizations like community action groups, local United Ways, community development credit unions, Small Business Development Centers and others do not exclude, but may not have specifically conducted

outreach to people with disabilities to take advantage of their services. *New York Makes Work Pay* is therefore also involved in a fundamental paradigm shift by engaging these organizations in addressing employment and economic self-sufficiency among people with disabilities in a way that these organizations may not have done in the past. By providing opportunities for their input in Learning Communities, through contractual agreements and by providing training and networking, *New York Makes Work Pay* intends to create sustainable models for including people with disabilities as a priority constituency by these groups, thereby maximizing the use of their already existing infrastructures to achieve MIG goals.

PROCESS OVERVIEW

The major responsibility for the *New York Makes Work Pay* project lies with the State of New York Office of Mental Health. Syracuse University and Cornell will provide technical assistance to the Most Integrated Settings Coordinating Council (MISCC) Subcommittee and work with state agencies over the next three months in detailing their respective roles with the *New York Makes Work Pay* strategic plan. By achieving this level of commitment and alignment, *New York Makes Work Pay* will move toward sustained activity beyond the life of the federal grant. This will involve each agency taking a lead or major supportive role to another lead agency for certain activities or objectives supported by the efforts of the grant.

The following process overview includes descriptions of the strategic planning team, consultants and contractors pivotal in creating the strategic plan as well as information and timelines surrounding strategic planning development, implementation, and evaluation and quality management. This process overview provides important background information for the following Strategic Plan section where *New York Makes Work Pay's* five-year comprehensive strategic plan is laid out in detail.

Strategic Planning Team

The Strategic Planning Team consists of lead staff representing the New York State Office of Mental Health as the New York Medicaid Infrastructure grantee on behalf of New York State and staff of Syracuse and Cornell universities contracted to implement *New York Makes Work Pay* services on behalf of the state agencies and the MISCC. Each University is supported by expert staff with broad experience in designing and implementing employment, financial self-sufficiency and policy and systems change initiatives in New York state and nationally.

John Allen, Special Assistant to the Commissioner, New York State Office of Mental Health (OMH) serves as Principle Investigator on the New York Medicaid Infrastructure Grant. Mr. Allen is the administrative point of contact and liaison through the OMH to the Governor's Office and other state agency leads. He supervises the **RFMH** Project Director and participates as a member of the core management team.

Mr. Allen is a noted speaker and author on disability rights issues, entitlements, homelessness, disability employment, systems finance, and recovery. He is committed to assuring that recovery from mental illness is possible for everyone. His professional background began with extensive experience in business and financial management involving multi-million dollar corporations and

moved to the development and operation of some of the earliest funded mental health self-help/peer support groups in the United States. Over the past three decades Mr. Allen has served as a consultant and advisor on numerous CMHS and NIMH workgroups. As a reviewer he has impacted such programs as: PATH, CMHS Block Grants, PAMI and RO1 applications at NIMH. He is recognized by the U.S. Department of Justice as an expert on ADA issues. Mr. Allen's focus on outcome measurement and accountability of programs has helped inform the Task Force on Outcome Measurement, the MHSIP Report Card and Decision Support 2000. He has written about the negative effects of coercion and served as an advisor to the Kings Fund in London, England on forced treatment issues.

Gary E. Shaheen, M.P.A. is Managing Director for Program Development at the Burton Blatt Institute at Syracuse University is Co-Principal Investigator and is a nationally recognized expert in the field of mental health rehabilitation, homelessness and systems change. For over twenty- six years in both the public and private sector he has been instrumental in shaping policy and programs at both the state and federal levels that help people with mental illnesses, co-occurring substance abuse disorders and those who are homeless fully integrate into their communities. He has worked with HUD, SAMHSA, U.S. Department of Labor and other federal agencies on increasing employment for these populations throughout the United States and its Territories.

He has provided his expertise as a trainer and technical assistance resource to state mental health authorities throughout the country seeking to transform their mental health systems through policy and program development and a workforce trained in recovery and rehabilitation principles and practices. As a principal staff to the joint USDOL/HUD Ending Chronic Homelessness initiative and to the NYS Department of Labor as one of their Workforce Development Consultants, he has helped facilitate systems integration as a necessary component for employing people with serious disabilities.

He is the author of numerous publications and curricula including SAMHSA's "Work as a Priority: A Training Program for Employing People with Psychiatric Disabilities who are Homeless" and is currently working on a series of HUD Guidebooks and Lectures on employing people with disabilities who are homeless. Mr. Shaheen often provides training and technical assistance on mental health rehabilitation, systems transformation and recovery-based employment internationally that has included work in the Netherlands, Russia, St. Maarten, Bermuda, Ireland and the U.S. Pacific Territories.

Thomas P. Golden is the Associate Director of the Employment and Disability Institute in the ILR School at Cornell and is Co-Principal Investigator. He has been on faculty since 1991 and his practice, research and publication has focused to date in three primary areas: social insurance policy and its relation to return to work and greater economic independence and self-sufficiency for individuals with disabilities who receive public benefits and entitlements; transition planning for secondary education students with disabilities to live, learn and earn in their communities; and organizational development and systems change with an emphasis on facilitating inclusive communities for individuals with disabilities.

As a faculty member he has been a contributor to the Rehabilitation Research and Training Center for Economic Research on Employment Policy for Persons with Disabilities and the Disability STATS RRTC at Cornell sponsored by the National Institute on Disability and Rehabilitation Research (NIDRR). In addition, he has directed the Center for Educational Achievement and Training, the Work Incentives Support Center and several other state initiatives focusing on community participation and inclusion of people with disabilities.

Strategic Planning Consultants

Joe Skiba, Organization and Systems Change Consultant and former state director of Michigan Vocational Rehabilitation Services. Mr. Skiba has 29 years of experience in the public vocational rehabilitation system, including counseling, management and a variety of administrative positions. As state director of the Michigan VR program his work focused on developing a customer driven delivery system, building private-public partnerships and re-engineering the VR delivery system. He has extensive experience with implementing workforce development, linking services for persons with disabilities with the revamped delivery of employment and training. This effort has included work at the state and federal policy level, a member of national committees and as a consultant with numerous state VR, mental health, health and human service and workforce programs.

Mr. Skiba currently works as a national consultant on organization development, strategic planning and systems change. His experience with welfare reform, workforce development, transition programs, entrepreneurship, mental health, consumer based or advocacy programs, and quality management provides an excellent background to assist government and non-profit organizations to reposition for the future and implement transformational systems change.

Miranda Kennedy, Research Project Coordinator at the Burton Blatt Institute at Syracuse University. Ms. Kennedy has extensive experience working on systems change initiatives at the local, state and national level within the United States Workforce Development System. Her expertise is in researching and analyzing policy issues, as well as developing and implementing promising practices across states, in the areas of youth in transition, workforce development, employment, entrepreneurship, asset development, assistive technology, community participation and inclusion. In her work with the National Disability Institute (NDI), Ms. Kennedy has served as the senior technical assistance liaison, and currently serves as the training coordinator for the 42 state level Disability Program Navigator (DPN) projects and DPN projects in the District of Columbia, Puerto Rico, U.S. Virgin Islands, and Guam. These projects are funded through the U.S. Department of Labor's Employment and Training Administration (DOLETA) and focus on increasing access for individuals with disabilities to the full range and scope of employment services within the workforce system. Ms. Kennedy has a Masters Degree in Public Policy from the University of Denver.

Contractors/Contributors

Concept Systems, Inc assisted in designing, implementing and reporting the outcomes of a conceptual mapping process that was used to inform the development of the five year strategic plan for *New York Makes Work Pay*. The process mapped the barriers to employment for New Yorkers with disabilities as well as potential solutions and included demographic reporting of

respondents/participants across the primary stakeholder groups (i.e. parents/family members of people with disabilities, people with disabilities, disability service providers/advocates and employers).

Society for Human Resources Management (SHRM) and Business Leadership Network representatives/leaders provided technical support to recruit, invest and engage business, industry, workforce and economic development, small business development and organized labor in barrier, resource and strategy mapping. They also served in a collaborative role to plan and implement a series of demand/supply partnership forums across New York State.

The Advocacy Center provided technical assistance to recruit, invest and engage individuals with disabilities, their advocates and families in barrier, resource and strategy mapping and actively promoted *New York Makes Work Pay* activities.

The New York State Rehabilitation Association provided technical assistance to recruit, invest and engage service providers in barriers, resource and strategy mapping and actively promoted *New York Makes Work Pay* activities.

Vangent's Human Capital Management Division has been contracted to assist in developing a performance management process to ensure that benefits and work incentives practitioners have the essential knowledge, skills and abilities to execute their roles and functions with excellence.

The Business Council of New York State (BCNYS) provided support to assist in the development of the MIG Strategic Plan by providing technical assistance to recruit, invest and engage business, industry, workforce and economic development, small business development and organized labor in barrier, resource and strategy mapping.

Cooperative Federal of Syracuse New York has been contracted to provide expert advice and assistance as a key member of the *New York Makes Work Pay* strategic planning team and will work with the NYS Office of Mental Health as the designated MIG State Agency Lead and Cornell's EDI, Syracuse University Burton Blatt Institute (BBI), and United Ways of NYS ("The MIG Team") to recruit participants for and disseminate an electronic survey to gather information from financial institutions, and in close consultation with New York State affiliates of the National Association of Federal Credit involved with, but not limited to the following poverty alleviation and asset accumulation activities: VITA sites, IDAs, Micro-Loans, Financial Literacy training, EITC and Child Tax Credits that will be used in the development of the strategic plan as well as recruitment and assistance with conducting regional asset accumulation forums and training events.

Select Work Incentives Planning and Assistance Programs, the Coalition for Mental Health Agencies, and the United Way of Hudson Valley are delivering outreach and application support services to ensure access to the Medicaid Buy-In, Working People With Disabilities (MBI-WPD) program for ethnically and racially diverse populations which have been underrepresented in the program to date.

Career Opportunities for Students with Disabilities (COSD) is a national association focused on career employment of college graduates with disabilities represented by 600 higher education institutions & 400 employers and is a resource to better prepare students to be competitive in their career search. COSD also helps employers create strategies to successfully recruit students.

The US Business Leadership Network (USBLN) is the national business organization currently representing 60 BLN affiliates in 36 states including the District of Columbia and more than 5,000 employers using a “business to business” strategy to promote the business imperative of including people with disabilities in the workforce, marketplace and supplier chain. They will provide expert assistance in improving the capacity of NYS employers to develop and or improve diversity hiring practices and ADA job accommodations.

The Business Council of NYS (BCNYS) is the leading business organization in New York State, representing the interests of large and small firms throughout the state. Its membership is made up of thousands of member companies, as well as local chambers of commerce and professional and trade associations. BCNYS is a key strategic planning partner in engaging NYS businesses, both large and small in strategies for hiring, retaining and advancing people with disabilities in the workplace.

Strategic Plan Development

During 2009 the *New York Makes Work Pay* Project launched an intensive and broad based strategy to create a comprehensive five year strategic plan. The grant recipient (New York Office of Mental Health) with its two prime contractors (Syracuse University, Burton Blatt Institute and Cornell University) provided the framework to leverage existing data sources and expand their information to include all interested and involved stakeholders. A primary stakeholder for the Medicaid Infrastructure Grant activity as previously noted is the Most Integrated Setting Coordinating Council (MSCC) committee, charged by New York political leadership to address implementation of the Olmstead decision. The MISCC subcommittees along with the state agency MISCC committees were pivotal to Office of Mental Health (OMH) and the strategic planning team in identifying critical issues, strategic priorities and objectives for this Medicaid Infrastructure Grant strategic plan. Their representation of consumers, families, advocates, provider organizations as well as state agency leaders provided a broad base of input from grass roots citizens and agency perspectives. Their quarterly meetings and subcommittee work sessions continue to be an active forum for *New York Makes Work Pay* Medicaid Infrastructure Grant dialogue. These forums will continue to provide a critical link to the evaluation and monitoring the achievement of *New York Makes Work Pay*.

Early in 2009 *New York Makes Work Pay* engaged a series of contracts to build a strong data base upon which to shape this comprehensive strategic plan. These various contractors are noted in sections above. The prime data came from Concept Systems Inc. whose work identified major barriers and enablers for individuals with disabilities as identified by a broad range of stratified stakeholders including individuals with disabilities, family members, providers, and employers. This final report is further detailed above and contained in the appendices. This information gathering effort will be augmented in late 2009/early 2010 by obtaining information from financial institutions and Small Business Development Centers that identifies challenges and best practices for serving people with disabilities in their respective systems.

Substantive data was also gathered through employer roundtables, implementation of learning communities in four locations, provider roundtables conducted by New York State Rehabilitation Association (NYSRA), focus groups with consumers of employment related services and

roundtable discussion with individuals and organizations interested in advancing asset development across New York.

The *New York Makes Work Pay* Medicaid Infrastructure Grant initiative implemented four learning communities and three demonstration sites to enhance individualized services to individuals with disabilities through a customized employment process. This included one site focusing primarily on entrepreneurship opportunities. Initial efforts are now underway to expand to six additional learning community sites. The results of these local efforts have provided excellent data regarding program, policy, service delivery and resource issues affecting employment outcomes for New Yorkers with disabilities.

In September 2009, *New York Makes Work Pay* management team met with ten New York State Department Commissioners to assess state level progress related to employment, training and supports for individuals with disabilities. The commissioners voiced unanimous support for the direction embraced the *New York Makes Work Pay* effort and initiated discussions regarding the program and policy priorities and need to redirect resources to achieve this goal. The retreat ended with a commitment to assign deputy commissioners to continue on a regular basis to oversee progress of *New York Makes Work Pay* objectives as they require state agency or department action. These meetings will carry on semiannually. Asset development roundtables were also conducted in 2009 coordinated by Syracuse.

In October 2009 *New York Makes Work Pay*, Office of Mental Health (OMH), Burton Blatt and Cornell University sponsored a two day policy summit in Albany, New York entitled “***New York Makes Work Pay Summit on Employment and Economic Development***” involving over 170 stakeholders. This two day session focused in large part on identification of major barriers, current best practice and potential areas for innovation and development across an array of issues related to *New York Makes Work Pay* mission and transforming New York policy and programs toward integrated employment. The previous work completed by contractors assisted in the design and framing of issues. Together with Concept Systems Inc. mapping and other contractor products, the results of this Summit were key events in final shaping of this plan.

Throughout the *New York Makes Work Pay* strategic plan development process, the Office of Mental Health has continued to brief and obtain feedback representatives from the Governor’s Office as well as Agency Commissioners.

The analysis of the generated data was preceded by a review of several other state five year comprehensive employment strategic plans to assist in gaining a broader perspective of issues, strategies, resource acquisition and partnership methodology. This final five-year plan has received support and been signed off on by all department Commissioners. In addition it is being shared with stakeholders groups and will be widely distributed across the state provider and agency networks.

Strategic Plan Implementation

The *New York Makes Work Pay* Strategic Plan Implementation is shown in the chart below which illustrates the seven goals and the objectives within each goal. The objectives within the goals will be organized to address one or more of the following four identified topic areas:

- Education and Training and Information Dissemination
- Capacity Development
- Policy Interpretation and Development
- Research

Project managers, one each from the Burton Blatt Institute and Cornell University, will be identified for each goal and task leaders assigned to track activities and outcomes within these four categories accordingly and based upon the timelines outlined within the chart.

Determination of evidence-based employment practices to be adopted and implemented within *New York Makes Work Pay* is driven by two determinants: 1) The first is the approval of *New York Makes Work Pay* stakeholders. State agencies and coalition partners involved in the MISCC have endorsed two models as those likely to produce improved employment outcomes based upon research and include program fidelity measures: a) Supported Employment (SE) and b) Customized Employment(CE). 2) SE and CE are validated in the peer reviewed literature as practices that yield more effective competitive employment placement, retention and satisfaction outcomes than traditional day habilitation, sheltered employment or other medical-model driven practices. *New York Makes Work Pay* through: a) materials development (issues briefs, white papers), b) CE demonstration projects (including demonstration projects implementing self-employment-a validated CE outcome) and c) a new goal for transforming sheltered work programs to competitive employment and entrepreneurship services consistent with evidence based practices.

See Appendix M for a complete organizational chart of *New York Makes Work Pay* Goals, Objectives and Timelines.

Strategic Plan Evaluation and Quality Improvement

Across each Strategic Goal and Objective specific outcomes are identified with relevant metrics. The infrastructure for the development of the Medicaid Infrastructure Grant strategic plan and its implementation represent the key elements of the *New York Makes Work Pay* monitoring and evaluation plan. The evaluation and monitoring plan relies on a multi tiered approach to disseminate results, obtain feedback and integrate these inputs into revised objectives and strategies.

The structure of the management system for the *New York Makes Work Pay* Medicaid Infrastructure Grant focuses on Office of Mental Health (OMH), Burton Blatt Institute and Cornell University designating project managers for each goal. Within this structure the Burton Blatt Institute and Cornell University will ensure monthly review of plan progress and quarterly reports to Centers for Medicaid and Medicare Services (CMS) and semi-annual program progress reports to the New York State Department Commissioners and Most Integrated Settings Coordinating Council (MISCC) membership.

Within the accountability structure project managers will apply a variety of tools and methods to determine and benchmark achievements and progress. These may include use of the Employment Summit roundtables and forums with stakeholders to gain descriptive and empirical information useful in charting progress and needed refinements or direct action. Survey tools,

interviews and similar focused discussions will also enrich the data. A part of the *New York Makes Work Pay* goals are to work with state government and providers to realign data systems to better track services and employment outcomes for individuals with disabilities. Implementation of these changes will enable the project to gain clearer measures of systemic impacts. Also the data will be used to corroborate the effectiveness of policy changes identified and implemented through the *New York Makes Work Pay* project.

The leadership team provides overall continuity to the monitoring and evaluation system for the *New York Makes Work Pay* strategic plan. Ongoing monthly and quarterly monitoring of the goals and objectives continues to focus on operational implementation of the Medicaid Infrastructure Grant plan. Also as the *New York Makes Work Pay* and MISCC objective to develop an integrated data system reaches fruition, more usable data across all major service systems will be available for monitoring and evaluating achievements.

The executive branch leadership representing Commissioners from each agency continues to meet regularly with the Medicaid Infrastructure Grant contracted agency (OMH) to review progress, achievements and needed changes to the Medicaid Infrastructure Grant plan. This executive level group as noted previously is pivotal to ensure full alignment of the Medicaid Infrastructure Grant plan goals/objectives with their own individual agency strategic and operational goals and objectives.

Quarterly meetings of the MISCC is a critical component for the report and feedback on progress, achievements and needed modifications to address strategic plan effectiveness. The makeup of the MISCC, including all major stakeholder groups, state agency representatives, individual consumer and family participants are a keystone to ensuring the integrity of the evaluation process. *New York Makes Work Pay* will also share the quarterly reports with each state agency MISCC advisory committee for review and input. These groups involve a broad range of consumer, family and provider participants with vested perspectives regarding employment and supports for New Yorkers with disabilities.

Semi annual reports to the MISCC will also be summarized and included on the *New York Makes Work Pay* website to obtain broader input from consumers and general community.

As an integral part of the evaluation process input from MISCC, executive department leadership team, consumer, family and stakeholders will be formally sought as quarterly and semiannual reports are disseminated. This feedback will provide essential information for in process updating of plan implementation and the development of the 2011 plan. This information will also be corroborated with results of ongoing employer forums, targeted focus groups with financial institutions, providers and consumer organizations and stakeholders, and input from the planned 2010 summit.

A final feature of *New York Makes Work Pay* will be the creation of a leadership/partner forum as a standing committee of cross-section stakeholders. This group will be used by the management team as a referent group and quality improvement forum to sharpen the focus of the project implementation.

STRATEGIC PLAN

Leading up to the submission of the *New York Makes Work Pay* application to the Center for Medicaid and Medicare Services (CMS), the Most Integrated Settings Coordinating Council (MISCC) Employment Committee engaged in an eight-month strategic planning process to accomplish their charge and inform the development of the **CES-MIG** application. The planning process was conducted at the state level across a myriad of stakeholders including state agencies and organizations focusing on disability and employment including representation from consumers, advocates, families, secondary and postsecondary education, and business and industry. The *New York Makes Work Pay* team and MISCC Employment Committee thoroughly assessed the “State of the state” and assembled a comprehensive two-year work plan including logic model, goals and objectives, implementation strategies and preliminary measurement and evaluation protocols. This planning process accomplished the goal of creating a short-term strategic plan for identifying and removing barriers to work for New Yorkers with disabilities (two years), however, it fell short in several critical areas:

1. Investment of stakeholders at the local and regional level including people with disabilities, their families and advocates; business and industry, including small business development; financial institutions addressing poverty through asset accumulation and financial literacy; secondary and postsecondary education; service providers; and, policy makers.
2. Inclusion of local and regional stakeholders in identification of barriers and solutions and integration into strategy.
3. Statewide resource mapping to support implementation of the strategic plan beyond the management partners.
4. Development of strategies across a five-year period.
5. Enhancement of the logic model to encompass a five-year timeframe with measurable impacts.

Critical to achieving the objectives above, the *New York Makes Work Pay* team identified the completion of a comprehensive strategic plan as the technical assistance priority for 2009.

This strategic planning document has been created to articulate and expand upon the original two year strategic plan, resulting in a comprehensive five year strategic plan that addresses the critical shortfalls listed above.

Mission

All people can work. New York State, in partnership with the whole community, will exercise leadership to advance prospects for employment and economic self-sufficiency of all individuals with disabilities. Resources will be directed or redirected to realize this vision of integrated competitive employment that meets each job-seeker’s personal choice and job and career aspirations. Individuals with disabilities will have the opportunity to contribute to and benefit from the economic vitality of the workforce. Employers will view individuals with disabilities as valued employees in their recruitment and hiring efforts.

Principles Guiding the Strategic Plan

Several principles will guide the work of the *New York Makes Work Pay* Medicaid Infrastructure Grant. Through collaborative planning with the strategic planning consultants, strategic planning team, Most Integrated Settings Coordinating Council (MISCC) Employment Committee and other partners; the following list of principles was developed:

Commitment to Transformational Systems Change

A commitment to establish and implement transformational systems change will focus on increasing and sustaining employment outcomes along the spectrum of employment options and career lattice for individuals with disabilities within all partner agencies and across multiple agencies. *New York Makes Work Pay* is in the process of assisting New York state agencies in transforming from a system of agency silos to a system where outcomes are coordinated supporting people with disabilities through a no wrong door approach.

Visionary Leadership

Visionary Leadership is essential and will be established and supported among all state agencies that affect employment for people with disabilities through *New York Makes Work Pay's* targeted technical assistance efforts. This principle will interface with activities the Most Integrated Settings Coordinating Council (MISCC) is engaged in regarding the creation, promotion and support of Visionary Leadership strategies. It is important to note that the MISCC is at the leisure of the governor since this committee and its members are political appointees. *New York Makes Work Pay* and its partners will seek to make the implementation of Visionary Leadership a legislative priority that transcends the discretion, priorities or preferences of a specific governor or political party.

Strong & Effective Partnership & Joint Collaborative Efforts

A higher level of coordination needs to take place among the many existing efforts to positively impact employment outcomes for individuals with disabilities within the state of New York. *New York Makes Work Pay* will serve as the catalyst that brings together all of the wide ranging and disparate efforts currently underway in one cohesive and tightly orchestrated effort. This starts with establishing joint collaborative efforts under strong and effective partnerships, which will be supported through policy reform at the state and agency levels, in conjunction with targeted technical assistance and utilization of best and promising practices on the ground.

Innovative Local Solutions

A focus on innovative local level employment solutions is essential to create buy-in among local area partners, providers, employers and individuals with disabilities. *New York Makes Work Pay* will support these endeavors by responding to identified needs and providing access to best and promising practices from other local areas across the state and across the country. Local areas will be assisted through targeted technical assistance in creating solutions that address their local workforce areas unique economic circumstances.

Streamlining Policies, Practices & Procedures at All Levels

The need for streamlined policies, practices and procedures across multiple agencies at both the local and state level is paramount to the success of *New York Makes Work Pay* and to achieving higher, more integrated, and more competitive employment outcomes for New Yorkers with

disabilities. One example that embodies this principle is the No Wrong Door approach across agencies and services providers to establish seamless employment services to assist job seekers with disabilities in obtaining and maintaining employment.

Testing and Replicating Best Practices

Through Learning Communities, demonstration projects and on-line/on-site knowledge exchange and training, *New York Makes Work Pay* is committed to developing and implementing model employment, entrepreneurship, work incentives and asset accumulation strategies linked together as never before and across multiple stakeholder groups.

Promoting Sustainability & Accountability

In order for all of the preceding principles to take root and for the vision of *New York Makes Work Pay* to be achieved there will need to be a focus on sustaining the efforts of *New York Makes Work Pay* through the creation of legislation at the state level and development and implementation of related policies and regulations at the local level. Such actions will hold all partners accountable and ensure success of this endeavor.

Based upon this mission and the above listed principles, the Most Integrated Settings Coordinating Council (MISCC) Employment Committee and the strategic planning team developed the following desired outcomes for *New York Makes Work Pay*.

Desired Outcomes

New York Makes Work Pay seeks to effect positive change on a number of fronts, through a variety of mechanism that will be detailed later within this report. The result of all of these efforts is listed below as *New York Makes Work Pay's* desired outcomes.

- Increase Access for People with Disabilities to a Range of Employment Options Including Integrated, Competitive and Self-Employment options as well as Entrepreneurship
- Increase the Number of Individuals with Disabilities in Competitive Employment, including Entrepreneurship
- Increase the Number of Individuals with Disabilities Working in Integrated Settings
- Increase Career Ladder Opportunities for all Individuals Including Successful Completion of Post-Secondary Programs linked to jobs and careers that offer a living wage
- Increase the Number of Employers who Recruit, Hire, and Sub-Contract with People with Disabilities / Entrepreneurs with Disabilities
- Increase the Employment Earnings for People with Significant Disabilities
- Increase the Numbers of People with Disabilities Utilizing Asset Development Strategies
- Increase the Level and Quality of Coordination of Services & Supports Provided to People with Significant Disabilities
- Increase the Coordination of Data Analysis Across Multiple Organizations
- Increasing Quality Management by Applying Lessons Learned

Key Components of the Strategic Priorities

In order to develop a comprehensive strategic plan that encompasses and promotes a holistic approach to integrated, competitive, and sustained employment outcomes for New Yorkers with disabilities the following key components must be incorporated throughout:

- Business/Employer/Business Development Engagement
- Local Level Buy-In & Implementation
- Policy Issues
- Delivery Systems
- Outreach & Partnerships
- Leadership
- Organization & Staffing
- Sustainability
- Data & Accountability

Strategic Priorities Goals & Objectives

The strategic priorities detailed below as goals one through seven are based on information gathered during the grant writing and strategic planning process as well as through accessing the Strategic Planning Team member's expertise. Each of these strategic priorities contains one or more of the key components described in the preceding section and that contribute to a comprehensive employment system for people with disabilities. The Design Team also developed action steps for each priority. *New York Makes Work Pay* collaborated with partner agencies to develop specific work plans for implementing the action steps.

The *New York Makes Work Pay* Strategic Plan covers a five-year timeline, achieving the vision in 2014. Action steps are designed for a one-year timeline. Current action steps will be conducted in 2009. They will be examined and revised annually to assure that they effectively address the strategic priorities. It is expected that action steps will evolve to reflect the changing system.

The initiative's seven goals target sustainable, comprehensive policy and practice solutions to address the state's estimated 70% unemployment rate among working-age people with disabilities. It will positively impact individuals, employers, service providers, communities, funders and policy-makers by building skills, awareness, partnerships and resources to achieve improved and lasting workforce participation and self-sufficiency outcomes.

It is important to note that action steps identified by the Most Integrated Settings Coordinating Council (MISCC) Employment Committee have been closely aligned with the goals and objectives within the Medicaid Infrastructure Grant: New York Makes Work Pay.

The MISCC action items are as follows

- Develop a matrix that outlines the eligibility criteria for employment services for each of the major State agencies that provide employment services to individuals with disabilities, including: Office of Mental Health (OMH), Office of Mental Retardation and Developmental Disabilities (OMRDD), Office of Alcoholism and Substance Abuse

Services (OASAS), Vocational and Educational Services for Individuals with Disabilities (VESID), Commission for the Blind and Visually Handicapped (CBVH), Department of Labor (DOL), and the Office of Temporary and Disability Assistance (OTDA).

- Explore connection points across agencies' criteria and what types of documentation or substantiation are necessary to document existence of disability, functional impairments and capacities and any other "gatekeeper" criteria to specific services (e.g. economic need). Identify touch points where requirements can be closely aligned or are interchangeable to streamline the process.
- Explore "presumed" and "interim" eligibility concepts and processes in theory and practice.
- Identify additional proposed systems' goals by evaluating our respective assumptions about the eligibility process and identifying the desired outcomes.
- Identify core principles that all disability agencies can adopt that offer more person-centered alternatives to traditional vocational assessment
- Engage in a process of mapping how success is defined. Through this mapping process explore the feasibility of a unified eligibility and plan process that allows for integrated services through braiding of funding sources.
- Pilot processes that shift the control of the decision-process toward the individuals who need services.
- Consider the concept of developing an interactive website for individuals with disabilities to gather information about program requirements and submit information that can be used by the respective State agencies to simplify the eligibility process across agencies. Implementation would require additional dedicated resources.

The *New York Makes Work Pay* strategic priorities are identified below as goals one through seven. The MISCC action items listed above are incorporated into the following breakdown of the following *New York Makes Work Pay* goals and objectives listed below.

NEW YORK MAKES WORK PAY GOALS

As the Strategic Planning Team, stakeholders and contractors continued to investigate, develop and refine the nine goals proposed in the initial grant application with input from multiple sources and queries the following seven goals arose as priorities and actionable areas:

Goal#1: Identify and Address Policy, Regulation and Practice Barriers to Improve Coordination of Employment Services Delivery across Multiple Public and Private Agencies and Constituencies.

Goal #2: Improve Knowledge, Capacity and Collaborations that Enable Employment Services Providers (“Supply Side”) to Increase Competitive Employment Outcomes for People with Disabilities.

Goal #3: Improve Knowledge, Capacity and Collaborations that Enable Employers and Employer Associations (“Demand Side”) to Increase Competitive Employment Outcomes for People with Disabilities.

Goal #4: Develop and Implement a Statewide Transformation Process to Transition Programs and Individuals from Sheltered/Segregated to Competitive/Integrated Employment.

Goal #5: Improve Knowledge, Capacity and Collaborations to Increase Entrepreneurship Outcomes for People with Disabilities.

Goal #6: Create Linkages for New Yorkers with Disabilities to Employment at Living Wages through Increased Access to Work Incentives Planning, Health Care, and Asset Accumulation Tools and Strategies.

Goal #7: Improve Knowledge, Capacity and Collaborations among High Schools, Post-Secondary Training and Education and Career Services to Increase Competitive Employment Outcomes for Youth with Disabilities.

Summary of Goals & Objectives

GOAL #1: Identify and Address Policy, Regulation and Practice Barriers to Improve Coordination of Employment Services Delivery across Multiple Public and Private Agencies and Constituencies

A priority of the initiative has been to develop a comprehensive five-year strategic plan to improve employment outcomes for New Yorkers with disabilities. The Concept System[®] planning and facilitation methodology was utilized to assist in accomplishing this objective. Concept Mapping is a mixed methods planning and evaluation approach that integrates familiar qualitative group processes (brainstorming, categorizing ideas, and assigning value ratings) with multivariate statistical analyses to help a group describe its ideas on any topic of interest and represent these ideas visually through a series of related maps. The desired outcomes of this effort are to use the information gleaned from the concept mapping process to inform the five-year strategic plan.

The Project Planning Group, worked closely with Concept Systems, Inc. (CSI) to engage primary stakeholder groups in the concept mapping brainstorming and sorting and rating activities. Participants provided relevant and diverse knowledge in an integrated, iterative process (See Appendix L for complete Executive Summary and Report from Concept Systems).

Additional information for the *New York Makes Work Pay* five year strategic plan has been gleaned from guidance provided by the Commissioners Summit in September of 2009, along with input from the Employer Roundtable and two-day Employment Summit hosted by *New York Makes Work Pay* in October of 2009 in Albany, New York, along with the Demonstration Sites and Learning Community activities and the New York State Rehabilitation Association (NYSRA) roundtables held in Year One of the grant. Moving forward strategies have been identified to continue gathering ongoing input throughout the course of the project and to assess the impact of *New York Makes Work Pay's* progress from a wide variety of stakeholders (i.e. employers, service providers, policy-makers, individuals with disabilities, etc...).

Office of Mental Health (OMH), Syracuse's Burton Blatt Institute and Cornell's ILRU School will be responsible for the overall accountability and implementation of the *New York Makes Work Pay* grant. This will be accomplished through development of a project management structure that ensures successful achievement of all seven goals throughout the five years of the *New York Makes Work Pay* grant. The Project Managers will measure the impact and success of the project throughout based upon the progress made in the following five areas:

- Education and Training and Information Dissemination
- Capacity Development
- Policy Interpretation and Development
- Research
- Service Delivery Redesign

In New York State there are seven primary state agencies tracking employment, earnings and health-related data for New Yorkers with disabilities. While separate state systems maintain their own individual data management systems, there is currently no mechanism for these systems to communicate collectively and all work toward a common goal of removing barriers to work for New Yorkers with disabilities and increasing labor market participation. New York recognizes that the development of an integrated data management system to measure the progress of a comprehensive employment system is fundamental to the success of the employment of persons with disabilities—measuring key outcomes and indicators across individual state systems and informing decision makers as they implement legislation and policies related to employment, rehabilitation services, and health care supports.

To support the design of an across agency integrated database, a survey of the available administrative data sources in several key New York State agencies will be conducted to analyze their metadata, describing both content and the format. A mechanism will be proposed by which (i) the data from different agencies can be brought together (“statistical data warehouse”), and (ii) informative new statistics can be generated from the joint data. New York State will generate informative statistics for a broad user community, both within the agencies and among their clients. (See Appendix N “MIG_WIIN_abstracts_4.pdf”)

GOAL #2: Improve Knowledge, Capacity and Collaborations that Enable Employment Services Providers (“Supply Side”) to Increase Competitive Employment Outcomes for People with Disabilities

In order to remove barriers to meaningful labor market participation and self-sufficiency for individuals with disabilities, stakeholders at the state, regional and community levels need a forum to engage in dialogue and problem-solving. An infrastructure consisting of statewide and regional events, structured follow-up and continuous quality improvement provides a framework for ongoing exchange, planning and action. Establishing such infrastructure among employment stakeholders will have lasting impact on policy and practice at all levels, and short- and long-term progress in achieving employment and self-sufficiency outcomes for individuals with disabilities.

While the demand side of the employment equation understands the human resource needs and skills needed to meet labor demands, often service providers that support placement of individuals with disabilities don't understand that unique perspective. The reverse often holds true for employers who do not understand the innovations that exist to manage the diversity posed by disability in the workplace, and the unique services and supports available to them in their local communities that supports job matching of the untapped labor pool of job seekers with disabilities. Bringing these two parts of the employment equation are essential if greater labor market participation of individuals with disabilities is to be recognized and achieved. Faculty of Cornell and Syracuse Universities have joined to identify and facilitate partnership building across employers and service providers while at the same time honing and developing skills that promote managing disability in the workplace. A series of complimentary online learning coursework, accredited by both the Society of Human Resources Management (SHRM) and Commission on Rehabilitation Counselor Certification (CRCC), are being provided across New York State. These customized distance learning experiences are complimented by regional forums to facilitate initial partnership building. An assessment of enhanced knowledge as well as behavioral changes is being conducted through inventories and key event analyses. Follow-up regional forums and dissemination of best practices identified in partnership building will ensure further dissemination and replication opportunities of promising partnership practices.

In October of 2009 Cornell and Syracuse University staff held the first annual *New York Makes Work Pay Summit on Employment and Economic Development*, and is in the process of hosting a series of regional learning community events. Both efforts bring stakeholders together to share information, identify barriers and propose strategies to remove barriers. This ongoing effort will serve to solidify and strengthen existing relationships, offer opportunities for new collaborations, and pave the way towards building true partnerships to better coordinate and deliver services that result in successful employment outcomes for job seekers with disabilities.

New York Makes Work Pay staff will continue to assist leadership across state and local agencies in developing strong interagency partnerships, develop statewide and regional strategies to enhance local implementation of programs and policy initiatives, and identify and explore opportunities and strategies to increase hiring people with disabilities into state and local government jobs. The existing infrastructure of the Disability Program Navigators within New York's One-Stop Career Centers and Disability Student Services available on college campuses statewide will be augmented and utilized to their fullest extent in establishing effective

collaborations across agencies and serve as a conduit for connecting qualified employment candidates with disabilities to the employer community.

One of the major barriers faced by individuals with disabilities is the complex and parallel structures and practices of agencies whose missions include employment, training and support services. Each agency, funded by federal and state resources maintains separate policies, procedures and methods of collecting data. Each agency has distinct performance measures, driven by their federal legislative and funding authority. As a result individuals with disabilities experience a complex maze of multi level data gathering, service overlap and gaps as they are referred back and forth to meet their employment, training and support service needs. The CSI data confirms many of the obstacles faced by consumers regarding timely services, level of individualized or customized services provided and their need to go to many agencies to obtain the services needed to be successfully employed.

Expanding the focus and scope of interagency agreements or Memoranda of Understanding (MOU) has been a customary method for agencies to address these issues. This approach attempts to make more effective coordination of the existing service paradigm, without addressing significant service delivery systems issues or related policy issues. The 515 committee has just completed work on a comprehensive MOU to improve supported employment services. Within those deliberations a number of systemic service design issues were identified outside the scope of their charge. For example the issue of universal and timely access to Health and Community Based Waivers (HCBW) for all New Yorkers which would require a more intense analysis and commitment to major service system redesign and policy change.

The Most Integrated Settings Coordinating Council (MISCC) Employment subcommittee has recognized the need to address streamlining access to employment and training services for New Yorkers with disabilities. Discussions have considered a more universal or No Wrong Door Approach to service.

Serious consideration of redesigning access to service is at the core of the Medicaid Infrastructure Grant strategic plan. Substantive change to address service gaps, redundancies and policy and program barriers is essential. Also examining the intensity of the current service models within each program silo is necessary.

New York Makes Work Pay is committed to examining the depths of current service delivery processes for each major agency serving individuals with disabilities. In addition the Medicaid Infrastructure Grant will examine linkages with relevant agencies whose services are essential to employment success such as the workforce, Small Business Development Centers and post secondary education systems. *New York Makes Work Pay* will also research alternate service models and test these in the context of New York's service systems.

Success of this venture requires firm commitment of Department Commissioners across Vocational and Educational Services for Individuals with Disabilities (VESID), Office of Mental Health (OMH), Office of Mental Retardation and Developmental Disabilities (OMRDD), Commission for the Blind and Visually Handicapped (CBVH) and Department of Labor (DOL)/Workforce agencies. This long term effort will result in redefining service delivery models based on evidence based and promising practices. The results of learning community

activity, employer roundtables, and continued dialogue with provider network are important to success.

New York Makes Work Pay will use all facets of system reengineering and redesign, research and evaluation methods. The analysis and modeling phases will then direct *New York Makes Work Pay* efforts toward policy, program and resource options and decisions to sustain the improved service delivery systems changes.

GOAL #3: Improve Knowledge, Capacity and Collaborations that Enable Employers and Employer Associations (“Demand Side”) to Increase Competitive Employment Outcomes for People with Disabilities.

Increasing the level and quality of employment, career opportunities and advancement possibilities, and higher rates of retention in employment outcomes for individuals with disabilities requires a strategic approach and focus to build and/or enhance the existing infrastructure and capacity of employers and employer associations to work with and effectively accommodate job seekers across a range of ability.

At the Employer Roundtable hosted by *New York Makes Work Pay* in October of 2009 Ernst & Young and Proctor & Gamble offered a perspective on best practices in an inclusive workforce. Both identified a framework for building and evaluating the progress of an employer in integrating policy and practice with corporate culture to advance employment for individuals with disabilities.

1. Critical elements identified include:
 - a. Senior level support
 - b. Values of the corporation aligned with inclusive workforce goals
 - c. Clear communications strategies to educate employees at all levels
 - d. Structure to support problem-solving and resources for accommodations
 - e. External linkages to public and private resources to support inclusive workforce goals
 - f. Internal budget
 - g. Alignment of corporate culture
 - h. Accountability
 - i. Performance measures and measurement
2. Government must change its focus from enforcement of rules to helping support and promote inclusiveness.
3. Education and training has given way to messaging campaigns that continue to reinforce corporate values and a culture of inclusiveness.
4. Need for government and providers to listen to employers and their skilled workforce needs. Providers too often come to an employer with a job applicant without a matching skill set.

5. Employers at the Roundtable were at different stages in embracing inclusive workforce concepts and also have different levels of commitment from senior leadership. Not all employers have dedicated staff to commit to these issues.
6. Employers want short cuts to the “how to” with adoption and translation of practices from more mature organizations in terms of inclusive workforce.

The needs of employers can be segmented into four areas: capacity building, policy development, information, and research.

- a. Information
 - Trusted information on proven practices from other employers
 - Looking for shortcuts in terms of a portal, perhaps with New York State Business Council or Medicaid Infrastructure Grant website that include policies, communications, training materials from their peers
 - Want access to Proctor & Gamble and Ernst & Young materials
- b. Policy
 - Want tax deduction for costs of internships, accommodations, staff member dedicated to these issues and On the Job Training
 - Want deregulation of health provider rules which require certification of employees and clearance according to specific requirements
 - Encourage and raise expectations of school guidance counselors to steer students with disabilities toward careers
- c. Capacity Building
 - Improve partnerships among employers, colleges and workforce development agencies
 - Facilitate peer-support discussions
 - Help with college-to-employer internship programs
- d. Research
 - Learn more about effective accommodation practices regarding individuals with learning disabilities and individuals with Mental Health challenges
 - Learn more about building senior leadership and commitment of resources even when there are more dislocated workers and employers have more choices to hire qualified workers with or without disabilities.

In addition to the strategies shared and substantive feedback and suggestions provided at the Employer Roundtable, *New York Makes Work Pay* will be engaging in a comprehensive investigation and review of promising effective employer practices. The dialogue has already begun in the first year of the project through outreach to the employer community and employment service providers in coordination with Business Leadership Networks, the Disability and Business Technical Assistance Center, Society of Human Resource Managers (SHRM), Business Council of New York State (BCNYS), and New York State Rehabilitation Association (NYSRA). Continuing to build upon these relationships, *New York Makes Work Pay*

will identify existing policies and practices and work with employers and employer associations to determine the best methods for disseminating information and strategies that promote and support diversity workforce planning.

GOAL #4: Develop and Implement a Statewide Transformation Process to Transition Programs and Individuals from Sheltered/Segregated to Competitive/Integrated Employment.

The *New York Makes Work Pay* Commissioner Disability and Employment Summit held in Albany, New York in September of 2009 identified a number of possible policy directives to be considered to advance employment for people with disabilities. Among them included suggestions such as; 20% of new employment opportunities across state agencies be filled by New Yorkers with disabilities. Another elaborated on the possibility of including affirmative action requirements into existing contract language to increase employment participation of New Yorkers with disabilities with state contractors. Commissioners discussed whether changes in public sector employment would have a substantial impact on the employment outcomes of State agencies required to serve a hundred thousand people a year. Additionally, it was highlighted that the 55c program had fewer than 20 individual take advantage of employment through that program. The Commissioner Disability and Employment Summit also underscored that state agencies need to do a better job addressing employment assessment and employment services, identifying opportunities to blend and braid funding across agencies and assist people in transition from sheltered to integrated competitive employment. *New York Makes Work Pay* has incorporated strategies addressing these challenges into its Strategic Plan.

A major priority for the Most Integrated Settings Coordinating Council (MISCC) Employment Committee continues to be to facilitate movement of the current system from sheltered employment toward integrated competitive jobs. Their efforts include initiating data analysis regarding current levels of employment for New Yorkers with disabilities and resource levels allocated by each agency for sheltered, supported and competitive employment. The efforts of MISCC have been integrated within the *New York Makes Work Pay* strategic plan and will provide a foundation for specific policy changes.

The New York State Rehabilitation Association (NYSRA) has conducted roundtables in which they identified the major policy and program barriers to transition individuals with disabilities into integrated employment. This input included an analysis of the challenges, barriers and opportunities from the service provider perspective. (See Appendix O for “NYSRA Comments”)

The respondents to the Concept Mapping Brainstorming process provided over 240 comments regarding perceived barriers to achieving integrated competitive employment. These comments as well as those focusing on potential enablers to transform the employment system are incorporated in the development of strategic planning goals and objectives.

The Employment Roundtable at the *New York Makes Work Pay Summit on Employment and Economic Development* identified strategies for moving towards integrated and competitive employment options. These suggestions present many viable strategies integrated into the *New York Makes Work Pay* strategic planning activities.

The Following Major Facilitators were Documented at the Employment Roundtable

- Building relationships with employers by learning about their company and employment needs prior to asking them to hire job seeker(s) with disabilities.
- Decreasing the hassle employers experience when they participate in programs like 55(a), (b), and (c), and the tax and financial incentives programs.
- Partnering with community colleges, college students, grad students, and bringing in mentoring opportunities into the workplace.
- Engaging Employee Assistance Programs offered by Employers to perform identification and referral services for employees who have or acquire disabilities to provide support post-employment.
- Providing employment internships to individuals with disabilities.
- Business-to-Business Mentoring (i.e.) the NDEAM (National Disability Employment Awareness Month) awards for businesses that are recognized for their good practices as businesses hiring and accommodating individuals with disabilities.
- Having an Inclusiveness Officer right at the top level of the business who reaches out to business councils as a role model to demonstrate how hiring persons with disabilities has actually been profitable.
- Educating the public about online accessibility, and developing a movement for all websites to be accessible (i.e.) make it mandatory for every posting to be accessible on Facebook, U-Tube, and the employment networking sites so an entry cannot be posted until it is accessible.
- Investigate the National Work Readiness Credential showing an employer that the basic work skills have been mastered by the individual to become a good worker.
- Service provider organizations as well as advocacy organizations should be employing people with disabilities.
- Encourage state or federal contracts to demand or encourage the hiring of people with disabilities, creating point systems or priorities within existing state contracts or federal contracts where employers are looking for business.
- Explore a business-focused school-to-work diversion approach for transitioning youth, the example provided was of “Project Search” model.

New York Makes Work Pay will serve as a catalyst in the transition from sheltered and segregated employment to integrated competitive employment for New Yorkers with Disabilities. This will be done through cross-agency data analysis of funding opportunities, developing policy recommendations, identifying best practice models, introducing and modeling customized and entrepreneurial approaches, and establishing standards and criteria to evaluate effectiveness of state agency supported “Affirmative Businesses”. The commitment expressed by New York State Department Commissioners the MISCC Employment Subcommittee and the major statewide provider organization (NYSRA) to this goal are critical elements to achieving the needed transformation.

GOAL #5: Improve Knowledge, Capacity and Collaborations to Increase Entrepreneurship Outcomes for People with Disabilities.

In 2007, there were over 20 million owner-operated one person companies in the United States. According to the U.S. Census Bureau, people with disabilities are nearly twice as likely to be self-employed as the general population, 14.7% compared to 8%. However, the number of

people with disabilities reporting self-employment as a vocational outcome is abysmally low. A recent national summary indicated that only 1.7% (3,246) of all Vocational Rehabilitation closures (people who obtained and retained a job for at least 90 days) were to self-employment. In order to expand access to entrepreneurship opportunities and outcomes for New Yorkers with disabilities *New York Makes Work Pay* will increase the knowledge and capacity of Vocational and Educational Services for Individuals with Disabilities (VESID), Commission for the Blind and Visually Handicapped (CBVH), Department of Labor (DOL) and Small Business Development Center (SBDC) counselors to assist people with disabilities to become entrepreneurs. The project will create and integrate customized entrepreneurship service models across employment systems to ensure opportunity and access for people with disabilities to achieve non-wage based outcomes. Additionally, the project will increase support for entrepreneurship and self-employment outcomes for New Yorkers with disabilities in existing systems.

The stakeholders and consumers who participated in the Entrepreneurship Roundtable at the *New York Makes Work Pay* Summit on Employment and Economic Development offered the following suggestions:

- Supportive self-employment programs, that are separate from supportive employment program, linked in with an apprenticeship program and run in conjunction with a local business association. These could be funded by block grants that could be really flexible and specifically targeted to people with disabilities to start up businesses, allow for more types of businesses, more time frames, and a realistic approach to helping entrepreneurs with disabilities get started.
- Enhance the education systems ability to support entrepreneurship through such mechanisms as having Community colleges and technical education programs offer certifications around entrepreneurship.
- An advisory council of major players to start the ball rolling. And then start the idea of entrepreneurship and educate the community of providers. Then develop a number of demonstration programs. Successful pilot programs should get funded indefinitely and taken to scale.
- Provide entrepreneurs with disabilities tax credits for starting their own company.
- Enhancing tax credits to companies who co-op and/or sponsor an entrepreneur to do an offshoot of an incubator company from them. This could be supplemented by creating an organization to develop a process and oversee the continuity, sustainability, and the link to milestones and outcomes and profits.
- Realign the regulatory environment to support innovation and creativity instead of just enforcing regulations.
- Create a matching service between venture capitalists or donors and potential business owners.
- Promote entrepreneurship during financial literacy events.
- Enhance service organizations with more of an entrepreneurial spirit and shift funding to allow for thinking about new ways of doing programming and including people with disabilities.
- Develop cottage industries for people with disabilities. This could also include developing small cooperatives with peer support in addition to starting a small business.

- Create a Supplemental Needs Trust or a Medicaid waiver that would allow for continued eligibility for Medicaid and/or other benefits.
- Offer education and resources for potential entrepreneurs to contract out for needed services.
- Provide education and resources to family members of potential entrepreneurs with disabilities to allay concerns and fears they might have about the process.

For most agencies serving New Yorkers with disabilities, entrepreneurship is the last resort when considering employment options. For many generic economic development and small business related organizations, considering entrepreneurship opportunities for individuals with disabilities is only a remote consideration. The *New York Makes Work Pay* strategic plan uses a multi dimensional strategy to engage all government agency sectors, targeted educational programs and financial organizations to ensure that entrepreneurship becomes a viable option for New Yorkers with Disabilities. Development of the objectives and strategies for this goal rely heavily on results of the three year Start-Up New York entrepreneurship grant from U.S. Department of Labor Office of Disability and Employment Policy. That grant provided the base of experience with over 150 potential entrepreneurs to identify critical service system components and various agency policy barriers preventing successful entrepreneurship for people with disabilities. The combined commitments of the state agency Directors, selected educational institutions and Small Business Development Centers will be key elements for our success.

GOAL #6: Create Linkages for New Yorkers with Disabilities to Employment at Living Wages through Increased Access to Work Incentives Planning, Health Care, and Asset Accumulation Tools and Strategies.

Advancing Economic Stability and Strength for New Yorkers with Disabilities

Individuals with disabilities of working age are three times more likely to live in poverty than their non disabled peers. In New York State, 35 percent of 12.4 million adults with disabilities live at or below the poverty line. Policy disincentives, low expectations of programs professionals, and limited awareness of tools and strategies to improve economic self-sufficiency are challenges identified by participants at selected area Asset Summits during the past year in upstate and central New York. *New York Makes Work Pay* in its first 12 months has begun to reframe the discussion that connects benefits planning and use of disability specific work incentives with generic tools and strategies now being used by low-income working families to chart a path out of poverty. Employment and return to work is a means toward a better quality of life and a better economic future. Benefits and work incentives planning linked to savings and asset building strategies offers individuals with significant disabilities and their families new options to reduce dependence on public benefits and advance their financial independence through income production, saving, and asset accumulation. Participants at the statewide summit with representation of diverse stakeholder perspectives concluded that public systems have set low expectations about the possibilities of employment outcomes. Even less attention has been spent on economic empowerment. Economic empowerment is the capacity to preserve and grow resources that expand life choices. *New York Makes Work Pay* has pursued multiple strategies to educate the consumer, build capacity to offer quality benefits planning, and enhance

relationships between the disability and asset building community that increases access to economic empowerment tools and strategies.

Seven critical tools and strategies to become more readily available to working age adults with disabilities are 1) Utilization of the Earned Income Tax Credit and other favorable tax provisions; 2) Financial education and access to affordable financial services; 3) Individual Development Accounts; 4) Home ownership; 5) Microenterprise development; 6) Social Security and other federal and state work incentive programs, and; 7) the Medicaid Buy-In Working People with Disabilities (MBI-WPD) program.

In the past year, development has been initiated to focus on an across system statewide series of standards for professional competency for benefits and work incentives practitioners and organizational quality assurance. Training is underway to increase by 200 the number of credentialed practitioners who will be a part of a growing Work Incentives Information Network. Toward this end, approximately 500 information and referral specialists are being trained statewide across systems to ensure effective navigation of the return to work process – ensuring access to high quality benefits and work incentives planning. It is expected that as a result of this growing body of practitioners New York will increase work incentives utilization by 20%. The Work Incentive Information Network in Goal Six is not linked to the Work Incentives Planning and Assistance (WIPA) National Data Bank-ETO. It is based on the Social Security Administration's (SSA) administrative data secured through the Region II SSA Office. Information gathered by certified benefits and work incentive practitioners equipped through the Work Incentives Information Network (WIIN -outside the WIPA network) collect data regarding services and supports provided although it is not nearly as comprehensive as what SSA requires of WIPA programs.

In addition, on a competitive basis seven local United Ways were selected statewide to be a part of demonstration projects that increase participation of disability related organizations in broad based coalitions to enhance financial stability for low income working families. By the end of the first year, each selected community will have conducted an Asset Summit that brings together government leaders, community-based groups, and financial institutions representatives to design strategies to increase access and use of the Earned Income Tax Credit (EITC) and other favorable tax provisions, financial education, and other savings and asset building options. Further, 18 Literacy Zones throughout New York State are being equipped with credentialed work incentive practitioners to enhance the capacities of their existing pathways out of poverty partners in each geographic location of the state.

Last year, statewide only 15,000 workers with disabilities accessed the Earned Income Tax Credit (EITC). With additional outreach and marketing efforts, *New York Makes Work Pay* intends to increase that number by over 25 percent and secure tax refunds of an additional 3 million dollars. With coordination with United Way at a state level and selected local communities, additional opportunities will be made available to individuals with disabilities concerning financial education, matched savings plans, and microenterprise development.

It is expected that the lessons learned from promising practices in the six targeted communities will be disseminated statewide and help build stronger relationships between the asset development and disability communities.

The statewide summit discussions brought new focus on the need for educating families earlier about the possibilities of work as a foundation to saving, asset building and advancing economic self-sufficiency. Participants want access to reliable information from trusted sources not just for individuals with disabilities but also provider staff. Access to qualified benefits planners will be tied in with resources available from One Stop Career centers which could also become hubs for volunteer tax preparation assistance and financial education. As stated in the purpose statement of the Americans with Disabilities Act (ADA), “the nations’ proper goals regarding individuals with disabilities are to assure equality of opportunity, full participation, independent living and economic self-sufficiency for such individuals.”

The Summit reinforces the interest of all stakeholders to focus more attention on policies, programs, and supports that advance economic self-sufficiency.

Additional attention will be focused on policy interpretation and development that provide a consistent vision that values and rewards work, income production, saving and asset building. A work group on policy reform will move forward with over a dozen innovative policy ideas identified at the Summit that will accelerate the path to self-sufficiency for millions of New Yorkers with disabilities.

GOAL #7: Improve Knowledge, Capacity and Collaborations among High Schools, Post-Secondary Training and Education and Career Services to Increase Competitive Employment Outcomes for Youth with Disabilities.

Most young people, including those with disabilities, wish to live away from their parents following their exit from high school, sustainability of which depends on one’s ability to obtain and retain a stable source of income through employment. The fringe benefits associated with employment (e.g., access to affordable health insurance, paid vacation time, paid sick leave days, etc.) contribute substantially to their overall quality of life and also contributes to increased self-advocacy and self-determination. Thus, increasing employment outcomes for youth with disabilities is key to their successful transition to adulthood, building upon their social capital for effective community functioning.

Secondary schools in the United States have traditionally been responsible for preparing young people with disabilities for their post-secondary lives. This was re-affirmed by the enactment of Individuals with Disabilities Education Improvement Act (IDEA) of 2004 [H.R. 1350(IDEA 2004)].

The IDEA of 1990 and the Rehabilitation Act Amendments (Rehab Act) of 1992 adopted parallel transition-to-adulthood related language to encourage and emphasize the importance of school and Vocational Rehabilitation (VR) collaboration to achieve employment and community engagement outcomes for youth with disabilities. The Rehabilitation Act especially addresses the collaboration between VR and school by requiring the VR agency: (a) to coordinate service provision with the state education agency through establishment of formal interagency agreements [section 101(a)(11)(d)]; (b) to utilize the information submitted by education agency personnel to determine eligibility of students with disabilities for rehabilitation services and develop an Individualized Plan for Employment (IPE) [section 102(a)(4)]; (c) to determine eligibility of referred students before they exit their high school program and coordinate with the state education agency to provide transition-related services for youth with disabilities [34 CFR

361.22]; and (d) to work with institutions of higher education to support post-secondary education-related services for youth with disabilities. [Section 101(a)(11)(d)(iv)].

Despite favorable policy provisions within VR and special education, and financial support offered by the federal Rehabilitation Services Administration to state VR agencies, the collaboration between schools and VR (including in New York) has been traditionally limited to making youth referrals for services. Barriers to school/VR collaboration include a lack of understanding of shared roles in transition planning for youth with disabilities and an unwillingness of school administrators to institutionalize the collaboration process and procedural understanding to foster collaborative partnerships. This is reflective of a gap in the understanding of VR services and eligibility among special educators, who may believe that VR services are only appropriate for youth with more severe disabilities. Additional barriers in school-VR partnerships include limited financial and human resources within VR to support transition-related needs for youth, especially for those who are in high school during their referral process.

In 2007 the VR agency of the New York State Education Department awarded Model Transition Program (MTP) grants to 60 local education agencies (LEA) to improve post-secondary outcomes for youth with disabilities by enhancing LEA-VR collaborations, implementing evidence-based transition practices by LEAs, and establishing functional interagency agreements to serve diverse needs of transitioning youth receiving special education services. The 60 funded projects varied by the types of educational programs, student demographics, and geographic locations. Smaller school districts were allowed to group themselves as one MTP entity within their proposals. As a result, approximately 150 school districts and an untold number of partnering agencies were represented within these 60 funded MTPs. The University of Buffalo was under contract by the State VR agency to provide training and technical assistance to the MTP. The State VR agency contracted with Cornell University's Employment and Disability Institute (EDI) to conduct an evaluation of the individual MTPs and the project as a whole.

This evaluation includes collecting systems level-data on transition planning across all the 60 MTP sites. It includes tracking individual student progress via online information and communication technologies for over 16,000 students. The analysis identifies the practices for improving career development experiences for youth with disabilities and factors associated with sustainability.

New York Makes Work Pay will promote career and employment outcomes with youth by linking to the Cornell and Vocational Rehabilitation research which identified the critical and distinguishing variables to achieve improved employment outcomes.

The *New York Makes Work Pay* Goal to “Improve Knowledge, Capacity and Collaborations among High Schools, Post-Secondary Training and Education and Career Services to Increase Competitive Employment outcomes for Youth with Disabilities include work by our sub-contractor Career Opportunities for Students with disabilities (COSD). COSD is a national association focused on career employment of college graduates with disabilities represented by 600 higher education institutions & 400 employers and is a resource to better prepare students to be competitive in their career search. COSD also helps employers create strategies to

successfully recruit students COSD research and experience identified: 1) Disconnect between Disability Services and Career Services offices on campuses, 2) Career Services under utilized by students with disabilities, 3) Students with disabilities not seen by employers seeking to recruit a diverse slate of candidates, and 4) Employers are unsure of which office to go to on campus and often become frustrated and disillusioned. Research cited by COSD indicates that 70% of college students have non-apparent disabilities and psychiatric disability is the fastest growing category of disability. Goal #7 includes developing better collaborations between campus offices of student disability services, career development offices to improve coordination for school-work transition and sets the foundation in 2011 for expanding the coalition to include agencies serving youth with disabilities, including mental illnesses as part of the process. 2010 activities include strategies for accessing Office of Mental Health (OMH) as well as Office of Mental Retardation and Developmental Disabilities (OMRDD) data to better inform referral decisions in each of the 12 university, college and community college demonstration sites.

The results of these projects provide a meaningful platform for expanding the evidence based practices across the special education, vocational rehabilitation and local community provider systems. The focus on specific practices regarding individualized planning, collaborative service implementation and emphasis on working while in school through jobs for pay, work experience and other methods will be supported through *New York Makes Work Pay* technical assistance and continued research support.

New York Makes Work Pay (NY MWP) LOGIC MODEL (See Appendix P)