

2012 STATE PLAN UPDATE

DRAFT

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**Attachment 4.2(c)
Summary of Input and Recommendations of
the State Rehabilitation Council;
Response of the Designated State Unit; and
Explanations for Rejection of Input or Recommendations**

To be completed at a later date

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ATTACHMENT 4.7.b.3 **Waiver of Statewideness**

The Office of Vocational Rehabilitation Services (OVRs) requests a continuation of its waiver of statewideness for its Youth Transition Program (YTP), through which it serves transition-aged youth with disabilities with enhanced services that lead to employment or career-related post-secondary education or training. For a complete description of YTP, see Attachment 4.8.b.2.

Although transition services are available through OVRs on a statewide basis, OVRs provides enhanced services through third-party cooperative agreements¹ with 37 public educational school districts and school consortia, representing 105 of Oregon's 235 public high schools, resulting in these more intensive transition services being available in only some of the state's political subdivisions.

Each third-party cooperative agreement sets forth the specific, enhanced transition services that are provided by our YTP. The relevant boilerplate from the current YTP agreements describes the enhanced services as follows:

Exhibit A, Part 2, Program Description, III, Services and Activities Comprising Program

B. DHS through OVRs shall provide the following services, in addition to the vocational rehabilitation services OVRs generally provides to transition-aged youth:

1. OVRs Counselor(s), as assigned by OVRs will:
 - a. Be a member(s) and participate on District's YTP team;

¹Such third-party cooperative agreements are known as intergovernmental agreements in Oregon. The State of Oregon utilizes contractual terminology in a way that differs from RSA. As used throughout this Plan, the RSA term "cooperative agreement" can include a variety of terms that are used in Oregon Administrative Rules to describe arrangements that are substantively in conformance with RSA requirements, including the following arrangements. "Cooperative agreements", as defined by Oregon rules, are used to memorialize roles and responsibilities agreed upon between two or more parties in carrying out a project or plan where there is no payment for services or goods. "Interagency agreements" are used to memorialize agreements solely between state officers, boards, commissions, departments, institutions, branches or agencies of the state. "Intergovernmental agreements" are used for agreements between an agency and a unit of local government (such as a school district), a United States governmental agency or an American Indian tribe or agency. "Contracts" are used in Oregon when there will be payment for specific services or goods upon delivery of distinct units of work (such as a contractor's time, delivery of products and fee for services) or as reimbursement for expenditures tied to performance of work measured against benchmarks specified in the contract. Grants in Oregon provide funding to support or develop a program or activity. In Oregon, grants include expected outcomes or performance standards for the program, but disbursement of funds is not tied directly to delivery of distinct units of work.

- b. Participate in the screening and selection of students who will be served by District's Transition Specialist;
- c. Evaluate and determine eligibility of students for OVRS services;
- d. Assist District's Transition Specialist and students in identifying and providing informational and referral sources that will assist students in making informed career choices and successfully achieving their IPE goals.
- e. Develop or accept developed IPEs for non-waitlisted YTP students.
- f. Provide or arrange for funding of necessary vocational rehabilitation client services that are not the responsibility of YTP team members.
- g. After students are no longer eligible for transition services under IDEA, continue to provide IPE services as needed and as permitted under Order of Selection.
- h. Assist District in the selection and evaluation of District's Transition Specialist(s).

2. OVRS will also:

- a. Ensure that designated OVRS staff attend Oregon Department of Education (ODE)/University of Oregon (UofO)/OVRS YTP training.
- b. Make every reasonable effort to process all draws of Agreement funds within two weeks from receipt of the Fiscal (expenditure report).

C. District shall undertake the following actions and provide the following specific services, in addition to the transition services District generally provides to students with disabilities:

1. Establish the qualifications and classification for the Transition Specialist and create a year-round position, using the typical duties outlined in section III. D of this Exhibit A, Part 2.
2. Identify a direct contact within the school district to assist in managing District's YTP and supervising the Transition Specialist.
3. When hiring new Transition Specialists, make every reasonable effort to include an OVRS representative in the interview process.
4. Ensure coordination of activities between YTP students' IEPs and IPEs.

5. Ensure that the Transition Specialist has the support of the District's special education director and the principal of the school or building in which the specialist serves in order to ensure that each YTP student's transition goals are achieved, and that the District can meet its YTP performance benchmarks.
6. Participate in the OVRs data collection system.
7. Ensures that the Transition Specialist attends ODE/OVRs/UoO YTP training.
8. Provide required matching funds by the dates specified in Exhibit A, Part 3, section II of this Agreement.
9. Include District administrative staff, e.g., District's business manager or other manager with comparable responsibilities, in administering the Agreement.
10. Ensure that the Transition Specialist is fully informed of the services and limitations of services under this Agreement.

D. District shall designate a Transition Specialist who is responsible for performing the following duties to carry out the objectives of this Agreement:

1. Identify and refer students to OVRs;
2. Secure school documentation of students' disabilities and relevant anecdotal information to assist District's YTP team in determining the eligibility of students for OVRs services;
3. Assist students in application status with OVRs in acquiring the transportation needed to attend appointments necessary to assess students' eligibility for OVRs' services;
4. For non-waitlisted YTP students, coordinate with the OVRs counselor and student to develop any needed additional disability assessment or career exploration activities required to develop the IPE.

5. For non-waitlisted YTP students, identify transition and career-skill readiness deficits that need to be in students' IPEs.
6. For non-waitlisted YTP participants, coordinate IEP and IPE transition activities.
7. For non-waitlisted YTP participants, in collaboration with the OVRs counselor, provide a variety of transition services, such as: development of work experiences, job shadows, and career exploration activities; provide job coaching; and develop paid employment consistent with the vocational goal of the student.
8. Advocate for students to ensure that they have access to District training opportunities and resources that are needed in order for the student to achieve a successful school-to-career transition. For waitlisted students, ensure that referrals are to non-YTP or non-OVRs funded resources.
9. For non-waitlisted YTP students, provide referral and access to individualized and group activities that are beyond the training or resources that are available to the general student body. Examples include job clubs, community-based work experiences, work skill development, job coaching, community mobility training, selection or enrollment in post-secondary training, arranging for long-term employment supports, etc. For waitlisted YTP students, ensure that individualized information and referral is provided to non-YTP and non-OVRs funded resources.
10. For non-waitlisted YTP students, provide individualized job development for both work experience and career related employment.
11. For non-waitlisted YTP students, take lead responsibility assisting the student to ensure that the activities of the IPE are carried out.
12. For non-waitlisted YTP students, may take a lead with the student to develop the content of the IPE (including assisting the student in the identification of vocational goals).
13. Provide intense and follow-along services for 12 months following the student's completion or termination of campus based secondary schooling activities, to ensure success in post-secondary training or employment;

14. Collect and report data to OVRs and the YTP technical assistance provider (University of Oregon) to document student progress toward completion of activities related to IEPs and IPEs;

15. Meet with OVRs counselor as requested to provide updated information on student progress and status for completion of secondary school, employment, or post secondary education activities;

16. Report to OVRs counselor any changes in status of student that may affect the successful completion of the student's IEP or IPE; and

17. Attend training and meetings provided by the OVRs-designated technical assistance provider for District YTPs statewide, which is the University of Oregon.

The services to be provided under OVRs' YTP cooperative agreements are limited to those listed above and any proposed services will be subject to OVRs approval prior to implementation. In addition, all services provided under this waiver of statewideness will be subject to all State Plan requirements.

Each agreement additionally provides that the participating school district is to provide a one-third (1/3) match for federal funds. The relevant boilerplate of the agreement states:

The matching funds required from the District must be cash derived, from non-federal sources and sources other than OVRs, and cannot include in-kind donations or contributions of property or services.

The agreement also states that schools are not to use funds received under these agreements to serve non-YTP eligible youth (youth on the OOS waitlist who are in application status for OVRs services or are eligible for OVRs services).

Finally, each YTP cooperative agreement ensures the services provided under the agreement comport with the Order of Selection under which OVRs is operating. Additional relevant boilerplate sections from the YTP cooperative agreements follow.

**Boilerplate Provisions from
2011-13 YTP Cooperative Agreements**

Exhibit A, Part 3, Payment and Financial Reporting

- I. Agreement.** In accordance with the terms and conditions of this Agreement, DHS shall provide District with a maximum of \$___ (the "Agreement") to support and assist the operation of the YTP described in Exhibit A, Part 2 of this Agreement. The Agreement will be funded from the following sources:
- A. \$___ from the DHS/OVRS consisting of a combination of Federal grant funds received by DHS under the Rehabilitation Act of 1973 as Amended (78.7%) and non-Federal funds (21.3%) included in OVRS legislatively approved budget.
 - 1. The CFDA number for the Federal funds is 84.126A.
 - 2. For the purposes of District's accounting to the ODE, the non-federal share of funds received from OVRS (21.3%) should be allocated as "Other" funds.
 - B. \$ ___ District Matching Funds, subject to the requirements in section II of this Exhibit A, Part 3, below.

II. Matching Funds

A. Matching funds required, and payment due dates and procedures.

- 1. District shall provide to OVRS the required matching funds of:
 - a. \$___ for the 2009-10 Fiscal Year by September 1, 2009; and
 - b. \$___ for the 2010-11 Fiscal Year by September 1, 2010, except that the amount may be adjusted as specified in section II.B, below.

For purposes of this Agreement, "Fiscal Year" means the 12-month period beginning July 1, and ending June 30 of the following year.

- 2. Matching funds required from District must be cash derived, from non-federal sources and sources other than OVRS, and cannot include in-kind donations or contributions of property or services.

Part 2, Exhibit A, Program Description

II. Targeted Student Population

B. Student eligibility for YTP services

2. In accordance with OVRS' Order of Selection waitlist, which became effective on January 15, 2009, services under this Agreement will be provided as follows:
 - a) District will refer students with disabilities to OVRS and students may apply for OVRS services. OVRS will determine a student's eligibility based on the criteria set forth in 1.b above and will assign the student a priority level based on the severity of the student's work related impairment, as set forth in OAR 582-100-0040, and place the student on the Order wait list in accordance with his/her priority level and when he/she applied for services.
 - d) Students released from the Order of Selection waitlist will receive services under this Agreement. Students on the Order waitlist will be released from the waitlist when OVRS has sufficient resources to serve them in the order of their priority level and when they applied for services.

ATTACHMENT 4.8.b.1
Cooperation with Agencies that are not in the
Statewide Workforce Investment System and with Other Entities

In addition to its partnerships with other members of Oregon's workforce investment system, OVRs works in partnership and cooperation with other Department of Human Services (DHS) divisions and offices, other state and local governmental agencies and programs, and numerous non-governmental organizations. Key among these are those outlined below.

Developmental Disabilities Partners and Programs

Oregon's developmental disability system includes:

- The Office of Developmental Disability Services (ODDS) of the Seniors and Persons with Disabilities Division (SPD) of DHS. The Employed Persons with Disabilities Program, Oregon's Medicaid "buy-in" program, is also a part of SPD.
- County operated and funded developmental disability and case management programs.
- Non-governmental developmental disability service brokerages and service providers.
- The Oregon Council on Developmental Disabilities, which advises the governor and policymakers about serving persons with developmental disabilities.

OVRs continues to regularly interact with this system on case-by-case basis and administratively.

OVRs field staff work closely with case managers, support brokerages and others in assisting clients with developmental disabilities in obtaining the developmental disability services and supports clients need to obtain, maintain and advance in employment.

OVRs is involved with Oregon's developmental disabilities service system on a state-level:

- OVRs is represented on the Oregon Council on Developmental Disabilities (OCDD).
- SPD is a partner in OVRs' Oregon Competitive Employment Project (OCEP) and is represented on OCEP's Leadership Council. OCEP is an OVRs-administered, Medicaid Infrastructure Grant initiative that since 2005 has addressed a number of systemic barriers to competitive employment of persons with disabilities. (For more on OCEP, see below and Attachment 4.11.e.2.)

- OVRS/OCEP is a member of the SPD work group responsible for developing implementing SPD's Supported Employment Leadership Network (SELN) strategic plan. OVRS/OCEP underwrote SPD's initial participation in SELN.
- OCEP works with the Developmental Disabilities Task Force, an ad hoc group of advocates and service providers that promote supported employment for individuals with developmental disabilities on a systems level.

Over the past three years, OVRS and OCEP have worked closely and extensively with ODDS to develop and now implement ODDS' Employment First policy for individuals with developmental disabilities. In addition, ODDS and OVRS are refining their Memorandum of Understanding and developing a charter to more effectively coordinate and deliver employment services and supports to individuals with developmental disabilities, and are working to develop a similar set of agreements with the Oregon Department of Education. For more, see Attachments 4.11.c.1, 4.11.d and 6.3.

Mental Health Partners and Programs

OVRS works closely with Oregon's mental health system in serving and supporting persons with psychiatric disabilities, making and accepting referrals for services, and addressing systemic concerns and issues related to employment of persons with psychiatric disabilities. The system includes the Addictions and Mental Health Division (AMH) and public and private community based mental health programs. (In Oregon, counties are primarily responsible for delivering publicly-funded mental health services.)

In addition to interacting with the mental health system on behalf of individual clients, OVRS is working with the system on a number of supported employment-related initiatives. Since 2000, OVRS has collaborated with AMH and over a dozen county mental health programs in seeking to develop and sustain supported employment services for persons with psychiatric disabilities. OVRS/OCEP efforts in this area have included:

- Pooling funding resources with AMH to provide interim funding for existing evidence-based supported employment programs.
- Contracting with community mental health programs to provide evidence-based supported employment services to OVRS clients.
- Providing mini-grants and contracts with Medicaid Infrastructure Grant funds to county mental health systems for the infrastructure, technical assistance and training needed to implement evidence-based supported employment.

These efforts led to the development and continued operation of the Oregon Supported Employment Center for Excellence, a statewide resource center on SE training and technical assistance. OVRs continues to work closely with AMH, OSECE and community mental health programs. As of 2011, community mental health programs in 17 counties were providing evidence-based supported employment services. (For more, see Attachment 4.11(e)(2).)

AMH and public and private community-based mental health programs are represented on OCEP's Leadership Council.

Secondary and Higher Education Organizations and Programs

OVRs partners, collaborates and interacts with secondary and higher education agencies, organizations and programs. (For more, see Attachment 4.8.b.2.)

State Independent Living Council, Independent Living Centers and Public and Private Advocacy Programs

OVRs interacts with Oregon's State Independent Living Council and seven Centers for Independent Living in a number of capacities and on both a systems and direct services level. For instance:

- The OVRs Administrator is an ex-officio member of the SILC, while SILC's Director is a member of the Leadership Council of the OVRs/OCEP, and a member of the SILC sits on the State Rehabilitation Council.
- The State Independent Living Council (SILC) coordinates development of the State Plan for Independent Living (SPIL) with OVRs and Oregon Commission for the Blind. This entails conducting a needs assessment, developing goals/objectives for SPIL, approving the final plan, and completing the annual federal report on SPIL progress. OVRs participates in annual statewide Independent Living program evaluation meetings and provides routine reports to the SILC on SPIL activities conducted by OVRs. In addition, OVRs and the SILC frequently collaborate and share information on relevant IL program issues.
- OVRs field offices and CILs routinely interact with one another in making and accepting referrals of individuals needing employment or independent living services and supports and collaborate on other activities, including organizing job fairs, work incentives/benefits planning events and other employment-related events for individuals with disabilities and their families.

In FFY 2010, OVRS established a half time position to manage the grants to CILs and conduct annual reviews of CIL compliance with RSA performance requirements. Staff traveled to VR offices to promote independent living services, promoted revision of policies guiding payment for IL employment related services, allocated funds for services and training, and enhanced reporting.

OVRS has a continuing and productive working relationship with Disability Rights Oregon (DRO), Oregon's rights protection and advocacy system for persons with disabilities. (DRO was previously known as the Oregon Advocacy Center or OAC.) DRO administers Oregon's Client Assistance Program and the Work Incentives Planning and Assistance (WIPA) Program (formerly the Benefits Planning Assistance and Outreach Program). OVRS field and administrative staff interact regularly with CAP and other DRO staff in order to address and resolve client issues and concerns, and to respond to formal client disputes. OVRS staff routinely refer individuals in need of advocacy assistance to DRO, and OVRS' administration and CAP staff meet quarterly to address systemic concerns.

DRO is an active member of OCEP and is represented on OCEP's Leadership Council. DRO's WIPA Program partnered with OCEP in developing a plan for a comprehensive and sustainable benefits planning and work incentives system for Oregon, and the two programs are collaborating in implementing of OCEP's Work Incentives Network (WIN). The two systems complement one another; WIN addresses many of the gaps and limitations on work incentives and benefits planning in Oregon.

OVRS has working relationships with numerous other public and voluntary advocacy organizations and groups, including the Oregon Parent Training and Information Center, the Arc of Oregon, Easter Seals of Oregon, United Cerebral Palsy of Oregon, the People with Disabilities Advisory Committee and the Adult Services Advisory Committee.

Social Security Administration – Ticket to Work

Over the past several years, OVRS has refined its capacity to identify and process Ticket to Work (Ticket) claims under this Social Security Administration (SSA) program. OVRS has significantly increased its Ticket revenue. In FFY 2007, OVRS created and filled a Ticket coordinator position to coordinate the office's Ticket-related functions and activities.

The Department of Human Services (DHS), DHS' divisions and OVRS continue to explore the possibility of DHS functioning as an "employment network" or "EN" under

the Social Security Administration's Ticket to Work program.² As conceptualized, such a "Partnership Plus" arrangement would consist of:

- An *administrative unit* responsible for submitting and tracking Ticket claims, collecting and disbursing Ticket reimbursements, providing needed training and technical assistance, and promoting and monitoring Ticket utilization. In exchange for these and other Ticket administrative services, OVRS would serve as the administrative unit and assess and collect a small fee from participating EN satellites.
- An *employment network council*. This council would be comprised of representatives from DHS divisions, offices and programs and be responsible for identifying needed program changes; facilitating strategic and long-term planning; and identifying and developing needed policy and recommended legislation, including policy on use of Ticket revenue by participating organizations and programs.
- *Satellite Employment Networks*. EN satellites would be community-based organizations and programs eligible to serve as ENs and likely include community-based mental health, developmental disability service providers and other human service providers. Satellite ENs would be responsible for initiating and maintaining contact with Ticket holders, ensuring Tickets are assigned to DHS, submitting Ticket reimbursement claims, and promoting employment of persons with disabilities.
- *EN contract compliance and quality assurance/quality enhancement*. These functions would be the responsibility of DHS divisions and offices and include executing the necessary contracts with the community-based organizations that serve as satellite ENs.

²Ticket to Work (TTW) is a Social Security Administration (SSA) work incentive program created through the Ticket to Work and Work Incentives Improvement Act of 1999. TTW allows recipients of Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) to use their "tickets" to access employment services through a registered Employment Network (EN). Once the recipient obtains employment and has worked for a period of time at specific hourly wage levels, SSA will pay "milestone" payments to the EN for up to \$21,905.

Until SSA adopted new regulations in July 2008, TTW was a cumbersome and restrictive program. As a result, few SSA/SSDI recipients and few programs that could serve as ENs used it. The new regulations have made TTW easier to use and there are virtually no restrictions on use of TTW income. As a result, it is a useful source of additional funding for state VR systems and other human service programs that can serve as ENs.

In FFY 2010, OVRS and AMH implemented a Ticket-related pilot with ten community mental health programs. The agreements for the pilots have since been extended through June 30, 2011. Thereafter, OVRS anticipates using purchase of service agreements for the same purpose. (On a related bases, we are exploring similar arrangements with developmental disability “brokerages” in an effort to foster and support supported employment with the individuals assisted by the brokerages.)

Workers Compensation Division

The Workers’ Compensation Division (WCD) of the Department of Consumer and Business Services is the Oregon agency responsible for regulating the state’s workers’ compensation system and administering its Preferred Worker Program (PWP). Through PWP, WCD provides benefits and incentives to employers and injured workers in order to facilitate re-employment of workers.

OVRS has collaborated with WCD for some time. In July 2008, OVRS renewed a cooperative agreement it had with WCD to assist PWP cardholders in Clackamas, Columbia, Multnomah and Washington counties. Under OVRS’ PWP initiative, OVRS contacts WCD/PWP-eligible individuals and offers to fast-track them for vocational rehabilitation services and streamline their access to WCD/PWP benefits; while WCD provides funding to support the staffing and services associated with workers’/clients’ work-related injuries. More recently, the agreement between WCD and OVRS was expanded to encompass workers in Lane, Jackson and Josephine Counties; and discussion is underway about further expanding the program to Marion, Douglas and Deschutes Counties.

Rural Development Programs

OVRS does not currently collaborate with Oregon programs carried out by the Undersecretary for Rural Development.

Technical Assistance, Training and Continuing Education Programs

OVRS collaborates with and utilizes the services of Technical Assistance and Continuing Education Center at the University of Washington, the designated Disability Business Technological Center (DBTAC) for Region 10. OVRS also collaborates with the Oregon DBTAC representative housed at the Lane Independent Living Center in Eugene.

Oregon Competitive Employment Project

In 2005, OVRS was awarded a four-year Medicaid Infrastructure Grant by the U.S. Centers for Medicare and Medicaid to develop a more comprehensive, inclusive and integrated system of employment-related services and supports for Oregonians with disabilities. The resulting effort, known as the Oregon Competitive Employment Project

(OCEP), involves a multitude of partners on a number of initiatives. In FFY 2008, OVRS/OCEP allies and supporters included:

- Addictions and Mental Health Division/Oregon Department of Human Services
- Brain Injury Association of Oregon, Inc.
- Department of Community Colleges and Workforce Development
- Department of Transportation
- Employment Department
- Mid-Valley Behavioral Care Network
- Oregon Advocacy Center
- Oregon Business Leadership Council, Inc.
- Oregon Commission for the Blind
- Oregon Council on Developmental Disabilities
- Oregon State Independent Living Council
- Oregon Parent Training and Information Center
- People with Disabilities Advisory Council
- Seniors and People with Disabilities Division/Oregon Department of Human Services
- Social Security Administration
- Veterans Administration
- Worksystems, Inc.

(For more on OCEP, see Attachment 4.11.e.2.)

Cooperative Relationships with Other Organizations and Groups

OVRS has working relationships with many other organizations, programs and groups, including those with which OVRS contracts, utilizing innovation, expansion and other funds to provide services to OVRS clients.

ATTACHMENT 4.8.b.2

Coordination with Education Officials to Facilitate the Transition of Students with Disabilities from School to Receipt of VR Services

The Office of Vocational Rehabilitation Services (OVRs) recognizes youth as a priority service group and through a number of programs and processes actively works in coordination with state and local education officials to facilitate transition of students with disabilities.

Youth Transition Program

OVRs has operated the Youth Transition Program (YTP) since 1990. Through YTP, high school youth are provided with a comprehensive array of services to prepare them for employment or career-related post-secondary education or training.

YTP is a partnership between OVRs, public educational school districts and school consortia (hereafter referred to as school districts), the Department of Education and the University of Oregon. OVRs is responsible for:

- Overseeing and coordinating YTP.
- Entering into YTP cooperative agreements (referred to as intergovernmental agreements in Oregon) with school districts that wish to participate in YTP and which are selected through a competitive process.
- Working with school district staff at the field and school level to provide YTP services and providing training and technical assistance.

Participating school districts provide specified YTP services, meet specified outcomes and provide OVRs with a one-third match in exchange for the funds they are provided through the cooperative agreements. The agreements are solicited through a “request for grant proposals” (RFGP) that is issued every two years, usually in the spring preceding the end of the current state budget cycle. Subsequently, OVRs and its YTP partners evaluate the proposals that are submitted and determine which meet the RFGP qualifications and merit funding. In turn, OVRs’ negotiates cooperative agreements with districts that submitted qualified and meritorious proposals. The cooperative agreements usually run for a two year period that begins at the onset of the state’s budget cycle and ends at the cycle’s conclusion.

The Department of Education (DoE) and the University of Oregon provide training and technical assistance to the school districts and OVRs.

Students participating in YTP:

- Are enrolled in a school district's high school or alternative program, although eligible youth who have left school prior to graduation may be included;
- Are or have been entitled to services under the federal Individuals with Disabilities Education Act (IDEA), or are receiving disability-related accommodations under Section 504 of the federal Rehabilitation Act; and
- Are applicants or determined eligible for vocational rehabilitation services

YTP services begin while students are in high school, generally when a student is in the 11th or 12th grade, and continue for at least one year after the student's completion of secondary school requirements or departure from school for other reasons. In the 2011-13 cooperative agreement cycle, OVRs will continue to encourage school districts to engage youth earlier in their high school years. In order to facilitate this, a limited number of supplementary cooperative agreements may be negotiated with districts willing to engage a targeted number of youth in the 9th and 10th grades. In addition, OVRs will work to enhance its transition services to students with more significant developmental disabilities through targeted efforts with a group of OVRs field offices and school districts.

The YTP cooperative agreements have provided funding for transition specialists - school district employees who work year round with OVRs counselors to provide:

- Individualized career and transition planning, focused on post-school goals and self-determination, and help to coordinate plans with relevant adult agencies;
- Paid job training while in the program and assistance to secure employment or enter post-secondary education upon leaving the program; and
- Follow-up services after program completion to track progress and provide additional supports as needed.

In previous years, when a student was selected to participate in YTP, it was expected that he or she would work with an OVRs counselor to develop an Individualized Plan for Employment (IPE) that reflected the interest, strengths, and abilities of the student, and addressed barriers to training or employment outcomes. However, OVRs is in an Order of Selection (effective January 15, 2009) and the scope of services and expected outcomes have been modified in order to comply with the requirements of the Order. More on this may be found below under "YTP and Order of Selection".

Over the course of FFY 2010, YTP services and supports were provided to 1,454 students with disabilities. Of these students:

- 1,072 were in vocational rehabilitation application status and 615 had Individualized Plans for Employment (IPE).
- 74 percent of those who exited YTP were either employed in a post-secondary educational or training program or a combination of the two.
- 242, or 60 percent, of the 405 who exited the program were employed upon exit and were working an average of 29 hours per week at an average wage of \$8.92 an hour.
- 278 youth continued to be employed twelve months later and were working an average of 28.8 hours a week at an average wage of \$9.58 an hour.
- At 12 months, 121 youth were in post-secondary training or education at an average of 22 hours per week.

OVRs has a full-time YTP Coordinator. This position has existed since September 2002 and is responsible for leading and coordinating YTP and serving as OVRs' liaison to the Department of Education (DoE), the Oregon university system and the state's secondary education system and schools on transition issues. OVRs is represented on the State Advisory Council on Special Education and its Transition Advisory Committee. The coordinator and other OVRs staff work closely with Oregon's community colleges and foster care, youth and workforce programs on transition and related service coordination issues. On a related basis, the DoE has a secondary transition specialist and this position is a member of the State Rehabilitation Council, OVRs' policy-making partner.

The YTP Coordinator, DoE's Secondary Transition Specialist and the University of Oregon's Technical Assistance Advisors jointly provide training to secondary schools and OVRs staff on transition issues and how to collaborate with each other.

In addition, OVRs and its YTP partners:

- Maintain a YTP website. The site (www.ytporegon.org) provides information on transition, YTP, special education and related services, research, training and links. The intended audience is school and VR personnel, youth and adults with disabilities, parents and other supporters of such individuals, and the public at large. The website is also used to transmit and report on YTP performance data.
- Provide transition training on a regional basis throughout Oregon about IDEA, modified diploma standards, and the VR process.
- Serve as liaison to the Oregon Association of Vocational and Special Needs Personnel's Board of Directors; and UoO and DoE representatives serve on the State Rehabilitation Council, OVRs' policy making partner.

- Survey staff participants on YTP. School district sites and OVRs field offices responsible for carrying out YTP are periodically surveyed about their experiences and whether the program is meeting their expectations. The results are reviewed by the YTP Coordinator, YTP Technical Assistance Team and OVRs management and are useful in determining how YTP might be refined or adjusted. Past results have shown that YTP is considered a value added service

YTP and Order of Selection

As a result of the Order of Selection that OVRs instituted on January 15, 2009, a number of changes were made to YTP. Under the 2011-13 cooperative agreements and in accordance with Attachment 4.7.b.3, YTP will be comprised of the following activities:

All YTP students who have or develop authorized Individualized Plans for Employment may and should continue to be served in accordance with their plans. This group of students includes those determined eligible under a prior YTP grant and who have authorized plans; and those who have plans and have exited YTP. Those exiting plans are eligible for post-YTP engagement monitoring services.

If it becomes necessary for OVRs to utilize an Order of Selection prioritized waitlist all other students will be served in accordance with the Order of Selection waitlist as follows:

Students may apply for OVRs services. Students determined eligible for OVRs services will be assigned a priority level based on severity of disability, according to the priority levels set forth in OAR 582-100-0040. Students participating in YTP are to be provided with services consistent with their position on the waitlist.

While on the waitlist, students are to be provided with Information & Referral services, including information about other state, federal, and local vocational and related programs. District Transition Specialists are responsible for providing these I&R services, although I&R activities may be carried out with the assistance of an OVRs' Vocational Rehabilitation Counselor.

Students who are released from the Order of Selection waitlist will be eligible to receive Individualized Plan for Employment development services and will subsequently enter into an Individualized Plan for Employment. OVRs Vocational Rehabilitation Counselors and District

Transition Specialists will coordinate plan development, implementation and monitoring of YTP students.

University of Oregon

The University of Oregon, under a cooperative agreement (interagency agreement) with OVRs, provides training, technical assistance and evaluation activities to schools participating in YTP. This agreement is usually negotiated and runs for the same two year period as the other YTP cooperative agreements.

Other Transition Coordination Activities with Education Officials

OVRs and the Oregon Commission for the Blind (OCB) established a formal statewide cooperative agreement with all 17 of Oregon's community colleges in 2005. The original agreement ran from July 1, 2005 through June 30, 2009, but it was subsequently extended to continue through June 30, 2014. The agreement promotes collaboration and linkages through regional teams comprised of community college, OCB and OVRs representatives. This framework provides an ongoing forum for the exchange of information about issues of common concern, policy issues and process improvements to further the goals of the agreement.

The goals of the cooperative agreement include a commitment to:

- Work together to assure that qualified and eligible students with disabilities have full access to educational opportunities.
- Understand, acknowledge, and respect the differing requirements and definitions among the partners for such terms as eligibility, documentation of disability, confidentiality (including protected documents within each of our systems), provision of services, and accommodations based on the differing missions of the partners.

In 2005, OVRs and OCB negotiated a cooperative agreement with the Oregon University System (OUS), similar in purpose and scope to the OVRs agreement with the 17 community colleges. That agreement ran from July 1, 2005 runs through June 30, 2009, but it also was subsequently extended to run through June 30, 2014. Under the terms of the agreement:

There is a standing systems cooperative workgroup. The workgroup facilitates implementation of the agreement, evaluates its effectiveness, recommends needed policy change and facilitates provision of related training.

Each university disability services office and OCB and OVRs field office has a designated liaison responsible for participating in regional meetings with the

community college(s) in their area and exchanging information, fostering collaboration and addressing unique needs and issues.

OVRs, OCB and OUS are jointly responsible for:

- Ensuring access to reasonable accommodations for OCB and OVRs clients enrolled in OUS institutions.
- Providing opportunities for counselors and institutional disability services representatives to interact and be informed about administrative and accommodative functions and issues.

In order to carry out its responsibilities under these cooperative agreements, OVRs has designated the YTP Coordinator as its liaison to the community college and university systems. In addition, the coordinator organizes regional team membership and meetings; documents regional and local needs and concerns, including those related to training; and presents this information to the Core Group/Interagency Cooperative Work Group for review and follow-up.

ATTACHMENT 4.10

Procedures and Activities Regarding the Establishment and Maintenance of a Comprehensive System of Personnel Development

OVRs is a program office within the Children, Adults and Families Division of the Department of Human Services (DHS). OVRs is the designated state unit within DHS. Human resources or personnel functions are a part of DHS' consolidated Administrative Services Unit.

During this annual update period, DHS and OVRs, like other units of state government with significant number of retirements, continue to face changes and challenges that impact OVRs' Comprehensive System of Personnel Development (CSPD). The status of the system and future plans follow.

Data System on Personnel and Personnel Development

The Oregon legislature has the sole authority to establish the type and number of state government positions, including OVRs positions. The chart below indicates the type and number of positions allocated by the legislature for FFY 2009, and type and number of positions that were occupied.

Type of Position	Number of Allocated Positions	Number of Occupied Positions
Vocational Rehabilitation Counselors (VRCs)	124	117
Human Service Assistants (HSAs) and Office Specialists (OSs)	75	51
Field Services Managers	14	12

In the pool of 124 vocational rehabilitation counselors (VRCs), OVRs has 11 VRC specialist positions. The counselors in these positions provide training, technical assistance and caseload support to other field staff, in addition to carrying a general caseload.

All OVRs field staff are provided with the supervision necessary to ensure that the position is providing the level of direct services or support services deemed necessary. A minimum of 20 hours of in-service training per OVRs employee per year has been established as a staff development performance benchmark. The in-service training grant provides OVRs with the resources to assist staff in achieving that benchmark. Managers meet annually with staff to address professional development needs for the upcoming year. Strategies for building the skills of managers in this area are included in the in-service training plan.

In FFY 2010, OVRS served 15,245 Oregonians with disabilities; in FFY 2009, OVRS served 16,447 Oregonians with disabilities. In FFY 2010, the ratio of VRCs to clients served was 1 to 130; in FFY 2009, the ratio was 1 to 141.

The present and projected staffing level and configuration meet currently identified needs.

Data about Education

Oregon has two institutions of higher education with graduate programs in Rehabilitation Counseling, Western Oregon University (WOU) and Portland State University (PSU).

Western Oregon University (WOU) has two Rehabilitation Counseling degree options:

- The Rehabilitation Counselor for the Deaf (RCD), which was established in 1974 and is one of three deafness specialty programs in the United States. Students in this program plan to seek employment as counselors or consultants for culturally deaf people, recently deafened individuals and persons who are hard-of-hearing. The RCD option is available to up to ten new students a year.
- The Rehabilitation Counselor (RC), which was authorized by the Oregon University system in 1991. Graduates of this option provide counseling and consultative services to the general population of persons who have disabilities. Entering students must be able to document two to three years of work experience and/or volunteer experiences with persons who have disabilities. The RC option is available up to ten new students a year.

Portland State University (PSU) offers a Master of Science/Arts Specialty in Rehabilitation Counseling. PSU's Department of Counselor Education provides students with a balanced program of academic coursework and supervised clinical field experience in rehabilitation settings. Students specializing in rehabilitation counseling are provided with both the theoretical background and the practical skills that will enable them to function as rehabilitation counselors in a variety of settings. The course work can be completed on either a full- or part-time basis. PSU accepts up to ten new students a year.

Washington has one institution of higher education that offers graduate education in rehabilitation counseling, Western Washington University (WWU), which provides two options:

- A Seattle-based option for Master's degree in Rehabilitation Counseling. This option is designed for those within driving distance of WWU.
- A Certificate in Rehabilitation Services.

Idaho also has a related graduate program. The University of Idaho, Counseling & School Psychology program offers a program of study leading to either a Master of Education or a Master of Science in Counseling and Human Services, with an emphasis in Rehabilitation Counseling. The Rehabilitation Counseling emphasis is a blend of academic and field-based course work with an emphasis on supervised practicum and internship experiences in a variety of human service agencies.

In FFY 2010:

- Two OVRS VRCs earned Master's degrees in Rehabilitation Counseling, one from Liberty University, and one from Western Oregon University.
- Six VRCs with Master's degrees in Rehabilitation Counseling were hired. Two of these individuals are graduates of WOU's rehabilitation counseling program, one is a graduate of PSU's rehabilitation counseling program, and three are graduates of other rehabilitation counseling programs.
- Three VRCs were hired with related Masters, two MSWs and one Masters in Education
- One VRC was hired with a Bachelor's degree in a related field; and another VRC position was filled with an individual who is completing a Bachelor's degree in a related field.

OVRS currently has 119 VRCs, of whom:

- 83 have Master's Degree in Rehabilitation Counseling or a Master's Degree in a related field,
- 32 have Bachelor's degrees in Rehabilitation Counseling or a related field, and,
- Four are working to complete Bachelor's degrees in a related field.

In addition, 45 VRCs have current CRC status.

In FFY 2011, OVRS will continue to:

- Work with Portland State University, Western Oregon University, Western Washington University and other education programs that provide opportunities for staff to meet our CSPD requirements.

- Assist staff in obtaining CRC certification by paying for the registration fees for taking CRC exam preparation workshops.
- Utilize distance learning Rehabilitation Counseling Programs, such as University of West Virginia's to assist VRCs without Masters Degrees in obtaining Masters Degrees in rehabilitation counseling.
- Encourage and assist VRCs who lack their undergraduate degrees to obtain those degrees and further advance.

For related information, see "Personnel Standards" below.

Recruitment and Retention

OVRs continues its commitment to increase the diversity of its workforce in conjunction with DHS' long-term plan to ensure that diversity goals are identified, supported, and achieved. OVRs continued to actively participate and is continuing to participate in DHS' Diversity Development Coordinating Council.

OVRs continues to work closely with the graduate rehabilitation counseling programs at WOU, PSU and elsewhere in order to increase recruitment of minority applicants.

OVRs continues to actively partner with PSU and WOU's Rehabilitation Counseling Programs to create additional opportunities for graduate student internships. For the 2008-09 school year, OVRs hosted six graduate interns, four of which also completed their graduate practicum in its field offices across the state. OVRs continued its internship stipend program, which is aimed at encouraging a diverse pool of potential applicants for vocational rehabilitation counselor positions across the state. Stipends are offered, dependent on OVRs recruitment needs and available funding. Cooperative agreements (referred to as interagency agreements in Oregon) between OVRs and universities offering graduate degrees in Rehabilitation Counseling are developed and implemented prior to disbursement of funds.

OVRs continued its involvement with the Regional Rehabilitation Continuing Education Program's "Recruitment Project", which examined staffing needs of vocational rehabilitation systems in Oregon, Washington, Idaho, and Alaska. This collaborative effort developed regional recruitment information for state agencies, including information to disseminate via websites, and regional marketing strategies for different populations, including youth, members of Generation X and Y, and second career workers.

OVRs worked within DHS' web content guidelines to keep internet information about OVRs and for job applicants, job interns, consumers and the public current. OVRs

continues to participate in CSAVR VR-NET and the RSA State Coordinators for the Deaf/Hard of Hearing/Deaf-Blind listserv.

In order to replace staff expected to retire or resign over the next three to five years, OVRs is projecting that it will need to hire approximately 49 additional VRCs, 30 additional Human Services Assistants/Office Specialists, and 3 additional Field Managers, as illustrated in the chart below.

Type of Staff	Additional staff needed to address increase in number of individuals served	Additional staff needed because of projected staff retirements	Total
Vocational Rehabilitation Counselors	0	49	49
Human Service Assistants and Office Specialists	0	30	30
Field Managers	0	3	3

OVRs projects that it will be serving approximately 15,000 individuals annually at the end of five years and that approximately 12,450 or 83 percent will be individuals with significant disabilities. The projected retirements are based on the number of staff who will either reach age sixty-five or will have thirty years of service with the State of Oregon within the next five years.

Personnel Standards

OVRs continues to utilize an established set of standards to evaluate and select vocational rehabilitation counselors. These standards are based on a modified version of standards utilized by the Workers' Compensation Division (WCD). The State of Oregon's VRC classification is shared by WCD, the Oregon Commission for the Blind and OVRs. It requires that VRCs possess:

1. A Master's degree in Rehabilitation Counseling; or be certified by either the Commission on Rehabilitation Counselor Certification as a Certified Rehabilitation Counselor (CRC), the Certified Insurance Rehabilitation Specialist (CIRS), or the Certification of Disability Management Specialists Commission as a Certified Disability Management Specialist D (CDMS), and six months full-time work experience providing vocational rehabilitation-related services; OR

2. A Master's degree in psychology, counseling, or a field related to Vocational Rehabilitation (such as one that promotes the physical, psychosocial, or vocational well-being of individuals with disabilities) and 12 months full-time work experience providing vocational rehabilitation-related services, OR
3. A Bachelor's degree in a related field, such as one that promotes the physical, psychosocial, or vocational well-being of individuals with disabilities, and three years of full-time work experience providing vocational rehabilitation-related services to individuals with disabilities. There is no direct experience substitute for a Bachelor's degree.

OVRs has had as a goal that all employees classified as VRCs will hold a Master's degree in Rehabilitation Counseling or a closely related field by the end of FFY 2010. OVRs will continue to seek counseling staff with Master's degrees, but VRC candidates with an appropriate Bachelor's degrees and related work experience may be hired as an exception to OVRs' policy of hiring counselors with Master's degrees, with approval of OVRs' Administrator.

A number of factors have made it difficult for OVRs to achieve its VRC standards and goal. These include:

- An insufficient number of graduates from the nation's university rehabilitation programs, compounded by the loss of federal funding of two of the four programs in the Northwest.
- Financial disincentives for graduates interested in employment with OVRs , which are escalating. Over the past two years, staff have been required to take furloughs and salaries have been frozen. The coming state biennium will see a continuation of furlough and like reductions in medical benefits and retirement contributions.
- Continuing difficulty in recruiting qualified staff in the rural areas of the state, where it is often challenging to find candidates with Bachelor's degrees.

In addition, OVRs has had a number of counselors without Bachelor's degrees; they were promoted into their positions prior to the current standard and goal. OVRs has strongly encouraged and assisted a number of these individuals in obtaining their degrees, while others have retired. However, four VRCs lack a Bachelor's degree and so it is unlikely OVRs will meet its VRC goal by the end of 2011.

On a related basis, OVRs has been advised by the Service Employees International Union (SEIU), which represents OVRs' VRCs, of SEIU's intent to litigate any personnel standards that would discharge, demote or displace any VRC with acceptable performance solely on the basis of a degree requirement.

These challenges notwithstanding, OVRs will continue to support degree attainment by its counseling staff in order meet its VRC standards and goals, through flexible work scheduling that facilitates attending and completing a graduate degree in rehabilitation counseling with WOU or WWU or through a distance learning program at the University of West Virginia.

During FFY 2009, OVRs continued to expect that all staff participate in appropriate professional development activities. The established benchmark is a minimum of 20 hours of training per employee per year.

A key staff development activity for OVRs in FFY 2010 was the office's annual statewide in-service training conference. Utilizing in-service training grant funds, OVRs utilizes this comprehensive staff training event to increase staff technical skills, as well as to showcase best practices.

Staff Development

In 2010, OVRs received a new five-year in-service training grant from the U.S. Department of Education. OVRs' in-service training plan, developed as part of the proposal for the grant, is designed to:

- Address the recruitment and retention of qualified rehabilitation professionals;
- Provide succession planning;
- Develop leadership and build capacity; and
- Provide training on the Workforce Investment Act; the Rehabilitation Act of 1973, as reauthorized in 1998, including its regulations; and related policy.

OVRs In-Service Training Program assists it in fulfilling its mission to increase employment outcomes for individuals with disabilities through informed choice and career development. OVRs uses a series of processes to identify staff training needs. These include two formal needs assessment processes and an informal, continuing process:

- A periodic *training* needs assessment. The most recent training needs assessment was completed in 2010.
- A three-year *comprehensive* statewide needs assessment of the rehabilitation needs of Oregonians with disabilities. In partnership with the State Rehabilitation Council (SRC), a new comprehensive needs assessment was completed in 2010 (for more, see Attachment 4.11(a)).
- Continuing assessment of training needs through informal processes, including feedback from OVRs managers and staff, SRC, and clients, and information

obtained through case file reviews.

During FFY 2010, OVRS continued to expect that all staff participate in appropriate professional development activities. The established benchmark is a minimum of 20 hours of training per employee per year.

A key staff development activity for OVRS in FFY 2010 was the office's annual statewide in-service training conference. Utilizing in-service training grant funds, OVRS utilizes this comprehensive staff training event to increase staff technical skills, as well as to showcase best practices. The FFY 2010 In-Service Training Conference was conducted on September 1 - 2 in Salem. The theme was "Partnering for Success." 322 persons attended either one or both days. In addition to OVRS staff, representatives of many of OVRS' partners and stakeholders attended, including:

- Oregon State Rehabilitation Council
- 121 Vocational Rehabilitation programs from the Confederated Tribes of Grand Ronde, Confederated Tribes of Warm Springs & Klamath Tribes
- Advocacy organizations and groups, including Disability Rights Oregon, the Arc of Oregon, the Brain Injury Association of Oregon, RISE (formerly known as the Oregon Parent Training & Information Center (OrPTI), the Oregon chapter of the Autism Society of America, the Oregon Commission on Autism Spectrum Disorders
- Service brokerages for individuals with developmental disabilities, including the Mid-Valley Brokerage
- Chemeketa Community College Occupational Skills Training Program
- Community rehabilitation providers, including Goodwill Industries and Alternative Work Concepts
- Job developers and job coaching services, including Rehabilitation Consultants, LLC and Dirkse Counseling & Consulting, Inc.
- Mental health providers, including numerous county and nonprofit community mental health programs
- Oregon Centers for Independent Living
- Oregon Commission for the Blind
- Oregon Workers Compensation Division
- Oregon Department of Education, Office of Student Learning & Partnerships
- Oregon Department of Human Services/Oregon Health Authority service delivery area representatives
- Oregon State Hospital, Supported Employment Program
- Portland State University, Graduate School of Education
- Oregon Supported Employment Center for Excellence

- University of Oregon, Family & Human Services
- University of Washington, Center for Continuing Education in Rehabilitation
- Western Oregon University, Regional Resource Center on Deafness
- Western Oregon University, Rehabilitation Counselor Education Program (including counselor interns and students)
- Youth Transition Program & special education specialists from Oregon educational school districts, universities & colleges around the state
- 40 local vendors providing information, assistive technology and resources for rehabilitation professionals & individuals with disabilities

In addition to providing educational and training opportunities, the In-Service Training Conference serves as an opportunity to recruit future vocational rehabilitation personnel from the pool of students attending the conference.

During FFY 2010, OVRS provided training or enhanced staff development on numerous issues, topics, processes and programs, including:

- Addressing Employment Barriers for People with High Functioning Autism
- Appreciating Differences through "True Colors"
- Hidden Barriers & Attitudes related to Hearing Loss & Employment
- Autism and Transition
- Brain Injury: A Practical Training for VR Counselors
- Client Assistance Program - Perspectives in Client Advocacy
- Community Based Work Experience/Trial Work Experience
- Counselor Case Management 2010 Trainings
- Counselor Ethics (including the new CRC/CCRC Code for 2010)
- New Counselor Training (4 five-day sessions) and Follow-up VCON Sessions
- Cultural Competency & Diversity at DHS
- Eligibility & Case Management Training
- Employment Outcomes Professionals II Workshop for OVRS Staff and Employment Outcomes Professionals II 2010 Workshops
- Encouraging Positive Outcomes When Working with PTSD & TBI
- How CILs Can Help
- Individuals with Cochlear Implants in Educational & Employment Settings: PEPNet NetLink
- Medical, Functional & Environmental Aspects of Disability
- Motivational Enhancement Training: "Contemplating Change" facilitators training, Mentor Counselor Practice Sessions, Train-the-Trainer 1:1, Motivational Enhancement Training for Support Staff & Others
- ORCA 5.7, Preview of ORCA 5.8
- Partnering with Your Job Developer

Serving the 50+ Workforce
Strategies for Supporting Clients with ADHD
Substance Use Disorders, Recovery & VR
Supported Employment & Clients with Developmental Disabilities
Supported Employment for Clients with Mental Illness
The Rehabilitation Act Illuminated
The Roles of Peers in the Delivery of Services
Ticket to Work
Using Work Incentives to Achieve Positive Employment Outcomes
Work Readiness Workshop
Working with Clients with Personality Disorders
Working with Latinos with VR Needs
Working with VR Clients Who Have Criminal Histories
Working with Workers Compensation & Injured Workers
YTP 2010 Statewide Training, Summer Academy and Regional Trainings

OVRs new five-year basic in-service training grant will help support OVRs In-Service Training program and associated CSPD, including OVRs annual In-service Conference. In addition, it provides a plan for OVRs' CSPD activities. Looking ahead, these will likely include training on:

- OVRs new Policy Manual
- Counselor Training, with modules and content on: intake, application and eligibility; order of selection; plan development; employment; supported employment; closure; counseling and case management; and, disability discrimination complaints
- Basic and advanced EEO job development and motivation training and support
- Ethics for Vocational Rehabilitation Professionals
- Medical and functional aspects of disability in the VR process

Other anticipated in-service training and personnel development, recruitment and retention activities include:

- Completion of a new training needs assessment
- Review and as needed updating of the in-service training plan so that it aligns with needs assessment findings and any changes made to the state plan
- A two-day annual in-service training conference for all staff and OVRs partners
- Participation in DHS leadership initiatives and events, including DHS' Transformational/Lean Leaders initiative, DHS Leadership Academy, Portland Metro Leadership Cohort, and regional leadership academies

- Participation in the University of Washington CCER Emerging Leaders Series
- Utilization of DHS and Department of Administrative Services' training opportunities on leadership
- Provision to staff of out-of-class work opportunities (when appropriate and feasible)
- Staff recruitment, including:
 - Continued partnership with DHS, Office of Human Resources in recruiting new staff
 - Recruitment of staff at conferences and events
 - Support for career advancement within OVRS

Communication with Diverse Populations

OVRS employs a variety of approaches in communicating with persons who do not speak English or who have a limited proficiency in English.

OVRS continued to hire and retain staff capable of communicating with diverse populations.

OVRS continued to develop and utilize training materials in alternate formats, including new counselor training materials, to meet the accommodation needs of VRCs who are blind. Staff and consumers who need accommodations for training events are also assisted with assistive listening devices and qualified interpreters.

In specific geographic areas and for specific caseloads, OVRS engaged in targeted recruiting for job applicants with specific language skills.

OVRS staff who are not fluent in the native language of an applicant or a client have access to and training in the use of AT&T's language service, and access to qualified interpreters. In addition, the office has developed and utilizes outreach and application materials in alternate language formats, including Spanish and Russian.

OVRS collaborated with a number of its community partners on a project that provided specialized job placement services to native Spanish-speaking clients.

OVRS is currently developing a pilot on the use of videophones within the Department of Human Services (DHS) as a method for providing accessible communication via Video Relay Services (VRS) and Video Remote Interpreting (VRI). OVRS' State Coordinator for Deaf and Hard of Hearing Services (SCD) has been an active member of the national group of VR SCDs for several years and is working closely with other VR SCDs who have already guided their programs through the videophone installation

project. OVRs' SCD also represents consumers and stakeholders on a DHS VRI/VRS workgroup and will assist in the development of a request for proposals for this project.

OVRs maintains Sorensen video-phones for staff who require ASL interpretation and has one video-phone placed in a field office in Portland, to allow an OVRs counselor with a predominantly deaf caseload to communicate directly with OVRs consumers in their native language. This video-phone also allows the staff member to answer questions from deaf student interns more expediently than previously was possible.

Coordination with Personnel Development under IDEA

OVRs continues to work in partnership with the Department of Education and local school districts in support of Individuals with Disabilities Education Act (IDEA) and together have accomplished the following:

- Implemented an intergovernmental agreement that addresses staff development activities.
- Collaborated with the Oregon Department of Education for in-service training, NetCasts and workshops.
- Provided training for new and ongoing Youth Transition Project sites through OVRs collaborative programs with the school districts.
- Provided training to VR staff, school personnel, parents and community partners on transition services available through the relationship between OVRs and the Department of Education.

ATTACHMENT 4.11.a
**Results of Comprehensive Statewide Assessment of the
Rehabilitation Needs of Individuals with Disabilities and
Need to Establish, Develop, or Improve Community Rehabilitation Programs**

In Federal Fiscal Year 2010, the Office of Vocational Rehabilitation Services, the State Rehabilitation Council and the Interwork Institute of San Diego State University collaborated to develop a comprehensive assessment of the vocational rehabilitation needs of persons with disabilities residing in the state of Oregon. Interwork subsequently administered the assessment, gathered and analyzed the results and provided OVRs and SRC with written and in-person reports on its findings. The needs assessment process, results and findings are summarized below. The findings were considered and addressed by OVRs and SRC in reviewing, updating and refining OVRs' goals, priorities (objectives), strategies and activities if this plan.

The process that was developed for conducting the needs assessment involved:

- Electronic and telephone surveys conducted with four stakeholder groups (individuals with disabilities, representatives of organizations that provide services to persons with disabilities, employers and OVRs staff),
- Focus groups conducted with three stakeholder groups (individuals with disabilities, representatives of organizations that provide services to persons with disabilities, and OVRs staff)
- Key informant interviews conducted with employers and with individuals identified as knowledgeable about the needs of individuals with disabilities in the state, and
- Analysis of a variety of existing demographic and case service data relevant to individuals with disabilities.

The approach was designed to capture input from a variety of perspectives in order to acquire a sense of the multi-faceted needs of persons with disabilities in the state. Responses to the individual survey reflect the opinions of current and former clients of OVRs as well as individuals on the agency's waiting list for services. Efforts were made to gather information pertinent to un-served and under-served populations through inquiries with individuals who serve a broad range of persons with disabilities in the state. Likewise, the OVRs staff that was surveyed serves clients representing a broad range of backgrounds and experiences. Efforts were made to solicit responses from businesses reflecting the opinions of employers representing a variety of industries.

Four hundred and eight survey responses were received from individuals with disabilities, 46 partner surveys were completed, 101 OVRs staff surveys were completed, and 129 business surveys were completed. A total of 90 persons participated in 12 focus groups conducted in Ontario, Bend, Medford, and Salem, while 18 individuals participated in the key informant interviews.

The following summary highlights the most commonly cited needs associated with achieving employment goals and accessing OVRs services derived from the surveys, focus groups, and key informant interviews.

Barriers to achieving employment goals

Individuals with disabilities, representatives of partner organizations, and OVRs staff all identified the lack of available jobs as a frequently-cited barrier to achieving employment goals. Similarly, employers' perceptions about employing persons with disabilities were also among the most frequently-identified barriers for all three respondent groups. Both partners and OVRs staff frequently identified housing issues as a barrier to achieving employment goals. Key informants identified attitudinal barriers; accommodations, especially assistive technology; and lack of available jobs as the top three barriers.

Barriers to achieving employment goals for individuals with most significant disabilities

Partners and OVRs staff identified employers' perceptions about employing persons with disabilities most frequently as a barrier to achieving employment goals for persons with the most significant disabilities. Both groups also identified not having job skills and the lack of available jobs as barriers to achieving employment goals for individuals with the most significant disabilities. In addition, most key informants agreed that the barriers to employment are greater for people whom OVRs classifies as having the most significant disabilities. In general, the sentiment was that employment barriers increased proportionately to an individual's functional limitations.

Barriers achieving employment goals for youth in transition

There was noteworthy consistency between partners and OVRs staff with respect to the most frequently cited barriers to achieving employment goals for youth in transition. Both identified not having job skills, a lack of education or training, a lack of job search skills, and a lack of available jobs as among the top barriers for achieving employment goals for youth in transition. The general consensus among key informants was that the barriers to employment for youth with disabilities are unique. Many cited shortfalls in youth in transition programs. Others described youths' resistance to a diagnosis and their struggle with the stigma of disability.

Barriers to achieving employment goals for consumers who are racial or ethnic minorities

There was remarkable consistency between partners and OVRs staff with respect to the top barriers to achieving employment goals for consumers who are racial or ethnic minorities, however the number of respondents to this question was low. Both identified the same four barriers – language barriers, not having education or training, not having job skills, and not enough jobs available – as among the top barriers to achieving employment goals for this group.

Most informants agreed that minority status is an additional complicating factor when attempting to secure employment. Informants stated that the service systems are inadequately equipped to address the needs of diverse individuals. Furthermore, cultures have different perceptions of disabilities and may not seek services, especially from state or federal agencies. Thus, there is a need to direct outreach campaigns to minority groups.

Barriers to accessing OVRs services

Individuals with disabilities identified difficulties scheduling meetings with counselors as the top barrier to accessing OVRs services. Individuals with disabilities, partners, and OVRs staff identified two other items – limited accessibility of OVRs via public transportation and difficulties completing the individualized plan for employment (IPE) – as among the top barriers to accessing OVRs services. Both partner and OVRs staff respondents identified difficulties accessing training or education programs as among the top barriers to accessing services.

Business needs, disability in the workplace

With respect to disability in the workplace, the top needs indicated by respondents to the business survey were associated with financial incentives and training for workers with disabilities:

- Obtaining information on other incentives for employing workers with disabilities
- Obtaining information on other training programs available for workers with disabilities
- Obtaining information on tax credits for employing workers with disabilities

Responses to needs associated with the applicants with disabilities section of the survey generally reflected a lower percentage of respondents indicating a need. The top responses pertained to needs for assistance recruiting and assessing worker characteristics:

- Assessing applicants' skills

- Recruiting applicants with good social/interpersonal skills
- Recruiting applicants with good work habits

Focus groups

Most unmet needs were captured in three categories: service systems, other (needs), and mobility. A service system is defined as all agencies or organizations (in addition to OVRs) that provide vocational or independent living services to individuals with disabilities. The predominant unmet needs in this category included:

- Cooperation and information sharing amongst agencies/organizations,
- Health care services, and
- Employer outreach and education.

Next, a large proportion of unmet needs for people with disabilities were relegated to the "other" category. The needs expressed in this category do not succinctly fit into any one category yet are clearly related to unmet employment and independent living needs. The three unmet needs described most frequently included:

- Job placement (including more job developers and better coordination of services),
- Assistance navigating the various state and federal systems, and
- More housing in general and affordable housing in particular.

Finally, several unmet needs related to mobility were expressed. This category encompasses a wide array of needs including everything from public transportation to accessible housing. The unmet mobility needs included:

- Expanded public transportation routes,
- Expanded hours of operation for the regional public transportation systems, and
- Physically accessible buildings.

All of the needs described represent areas of high consensus within a region and across the state.

ATTACHMENT 4.11.b
Annual Estimates of Individuals to be Served and Costs of Services

Annual Estimates

The 2008 Oregon Population Survey estimate for the state of Oregon is 3,784,821. The number of individuals who reported a disability that limits the kind of work they can do is 500,484 (13.2% of the total population). The 2008 American Community Survey (ACS) estimate of the total civilian non-institutionalized population of Oregon is 3,746,320. The ACS estimate of the percentage of the total population with any disability is 13.3%, while the estimate of the percentage of the civilian non-institutionalized population between the ages of 18 and 64 with a disability is 10.9%.³

During FFY 2010, OVRS served a total of 15,245 individuals with disabilities with Title I and Title VI, Part B funding. Of these individuals, OVRS provided 672 clients with supported employment services, of which 264 were closed. Of the 672 clients who received supported employment services, 213 were assisted with Title B funds.⁴

Annual Estimates of Individuals to be served with funds provided under Part B of Title I and Part B of Title VI of the Act

OVRS projects that it will serve 15,000 persons in FFY 2012, a 1.6 percent decrease from the 15,253 persons served in FFY 2010, including persons expected to apply for services, be determined eligible for services and/or receive services through Individualized Plans for Employment (IPEs). In addition, OVRS estimates that it will provide supported employment services to 672 persons in this same time period.

OVRS anticipates that it will cost and OVRS will expend approximately \$45.2 million in federal and state funds to provide services at current service levels and with its existing program capacity. These service and expenditure projections are based on caseload projections, forecasted cost per case and anticipated revenue. The program has developed a five year fiscal plan to ensure to ensure that Match and Maintenance of Effort requirements are met and all federal dollars are expended in the required time frames

OVRS is currently able to serve all individuals in all Order of Selection wait list priority levels. Two issues argue for the continuation of the Order. The first is the continuing

³ All data is that reported in OVRS 2010 Comprehensive Needs Assessment and was the most current available information at the time the assessment was written.

⁴ The number of supported employment clients increased over last year because it represents the total number of supported service clients with open cases in the given FFY rather than only those who were closed in the given FFY. The latter parameter was used in reporting these numbers previously.

uncertainty about the availability of state general fund through the 2011-13 state budget cycle. The second are the draconian funding cuts being made to the State's Office of Developmental Disabilities Services at a time that they have implemented an Employment First policy and to the State's TANF program which will now have the nation's shortest entitlement to benefits time frame. It is anticipated this will result in cost shifts to OVRS and increased referrals.

OVRS will remain in Order of Selection given the ongoing uncertainty of the Oregon economy and funding for services. Although OVRS served 6,238 individuals through IPEs in FFY 2010, OVRS projects this number will increase to 7,000 in FFY 2012 because it is now serving all individuals found eligible for services. OVRS estimates that in FFY 2012 the number of eligible individuals receiving IPE services by priority level will be:

<u>Priority Level</u>	<u>Number of Persons</u>
Priority One (3 or more limitations)	4,181
Priority Two (2 limitations)	1,993
Priority Three (1 limitation)	627
Priority Four (all other eligibles)	199
Total	7,000

OVRS estimates that the number of individuals to be served in supported employment in FFY 2012 under Part B of Title VI of the Rehabilitation Act will be 672.

Cost of the services for the number of individuals estimated to be eligible for vocational rehabilitation services

<u>Priority Level</u>	<u>Estimated Cost</u>
Priority One (3 or more limitations)	\$7,006,792.69
Priority Two (2 limitations)	\$3,124,431.23
Priority Three (1 limitation)	\$940,026.02
Priority Four (all other eligible individuals)	\$328,447.71
Total	\$11,400,697.66

ATTACHMENT 4.11.c.1
Goals and Priorities of the State in Carrying Out the Vocational Rehabilitation and Supported Employment Programs

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ATTACHMENT 4.11.d

Strategies, including Innovation and Expansion Activities to:

- **Address Identified Needs and Achieve Goals and Priorities**
- **Identify and Serve Individuals with the Most Significant Disabilities and Individuals with the Most Significant Disabilities who are Minorities**
- **Overcome Identified Barriers Relating to Equitable Access to and Participation of Individuals with Disabilities in State Vocational Rehabilitation Services and State Supported Employment Services**

GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRs clients.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>A. Increase number of employment outcomes</p>	<ol style="list-style-type: none"> 1. Continue to implement, evaluate and refine the Enhancing Employment Outcomes initiative 2. Educate and engage employers in hiring persons with disabilities utilizing Goal III strategies 3. Continue to work with the Employment Department and University of Oregon Career Information System to provide labor market information to OVRs counseling staff 4. Work with Department of Human Services and City of Portland to become model employers of people with disabilities 5. Maintain the Preferred Workers Program with Workers Compensation Program and explore feasibility of expanding 	<ul style="list-style-type: none"> ▪ NUMBER OF EMPLOYMENT OUTCOMES (INDICATOR 1.1) 2012 Target 1650 ▪ INCREASE PERCENT OF CLIENTS IN PLAN WHO OBTAIN AN EMPLOYMENT OUTCOME (INDICATOR 1.2) 2012 Target 55%

<p>B. Increase the quality of employment outcomes as measured by wages, availability of employer paid benefits, and number of hours worked</p>	<ol style="list-style-type: none"> 1. Continue to implement, evaluate and refine the Enhancing Employment Outcomes initiative 2. Pilot a job development vendor report card with a focus on quality outcomes (including living wage, health benefits and advancement) 3. Maintain the Preferred Workers Program with Workers Compensation Program and explore feasibility of expanding 4. Educate about and engage employers in hiring persons with disabilities utilizing Goal III strategies 5. Complete and implement a memorandum of understanding and charter with the Office of Developmental Disability Services (ODDS) and OVRs to improve employment outcomes for individuals with developmental disabilities 6. Develop and implement a project plan for implementing SPD's Employment First policy. This will likely include: <ul style="list-style-type: none"> • Identifying policy gaps and develop revised policy • Identifying programmatic/systems barriers and solutions • Recommending needed legislative changes • Developing a template for local implementation of supported employment • Engaging the Department of Education (DoE) 7. Complete and implement a memorandum of understanding and charter with the DoE, ODDS and OVRs to jointly address the needs of transition age youth through increased planning, coordination and collaboration, leveraging of resources and system redesign. Strategies and activities will likely include: <ul style="list-style-type: none"> • Developing and implementing a governance structure and project plan for the MOU and charter • Defining relevant data points and sources and initiate tracking • Identifying programmatic/systems barriers and solutions • Recommending needed policy and legislative changes 	<ul style="list-style-type: none"> ▪ INCREASE # OF CLIENTS OBTAINING EMPLOYMENT WHO RECEIVED EMPLOYER PAID MEDICAL BENEFITS 2012 Target 26% ▪ INCREASE AVERAGE NUMBER OF HOURS WORKED 2012 Target 28 ▪ INCREASE AVERAGE WAGE (INDICATORS 1.1 AND 1.5) 2012 Target \$12.00 ▪ PERCENT OF CLIENTS OBTAINING POST-SECONDARY DEGREE OR CERTIFICATE WHO ALSO OBTAIN EMPLOYMENT 2012 Target 55% ▪ REVISED ODDS-OVRs MOU AND AUTHORIZED ODDS-OVRs CHARTER ▪ AUTHORIZED ODE-ODDS-OVRs MOU AND CHARTER ▪ RECOMMENDED POLICY AND LEGISLATIVE CHANGES
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GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRs clients.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>C. Implement new self-employment policy</p>	<ol style="list-style-type: none"> 1. Review and revise new Self-Employment policy as needed 2. Continue to train to staff on Self-Employment policy 3. Develop and implement a Business Plan Committee charged with reviewing and approving proposed self-employment business plans (based on feasibility and viability) 	<ul style="list-style-type: none"> ▪ INCREASED SELF-EMPLOYMENT OUTCOMES Establish baseline
<p>D. Increase the number of adults with significant disabilities who are employed</p>	<ol style="list-style-type: none"> 1. Increase the number of supported employment clients obtaining employment outcomes 2. Pilot Ticket to Work/Partnership Plus with the Office of Developmental Disabilities Services and continue to work with DHS to establish it as a TTW “employment network” in order to fund services individuals with developmental disabilities, psychiatric disabilities and traumatic brain injuries 3. Continue to collaborate with Addictions and Mental Health Division in implementing and expanding evidence-based supported employment 4. Continue to utilize training from the Oregon Center for Excellence on Supported Employment for individuals with psychiatric disabilities 5. Complete and implement a memorandum of understanding and charter with the Office of Developmental Disability Services (ODDS) and OVRs to improve employment outcomes for individuals with developmental disabilities 6. Develop and implement a project plan for implementing SPD’s Employment First policy. This will likely include: <ul style="list-style-type: none"> • Identifying policy gaps and develop revised policy • Identifying programmatic/systems barriers and solutions • Recommending needed legislative changes • Developing a template for local implementation of supported employment 	<ul style="list-style-type: none"> ▪ INCREASE NUMBER OF SSI /SSDI RECIPIENTS WITH EMPLOYMENT OUTCOMES (INDICATOR 1.4) 2012 Target 400 ▪ INCREASE NUMBER OF EMPLOYMENT OUTCOMES FOR SUPPORTED EMPLOYMENT CLIENTS (INDICATOR 1.4) 2012 Target 150 • INCREASE PERCENT OF SUPPORTED EMPLOYMENT OUTCOMES (INDICATOR 1.4) 2012 Target 61% • REVISED ODDS-OVRs MOU AND AUTHORIZED ODDS-OVRs CHARTER • AUTHORIZED ODE-ODDS-OVRs MOU AND CHARTER • RECOMMENDED POLCY AND

	<ul style="list-style-type: none"> • Engaging the Oregon Department of Education <p>7. Complete and implement a memorandum of understanding and charter with the Department of Education, ODDS and OVRs to jointly address the needs of transition age youth through increased planning, coordination and collaboration, leveraging of resources and system redesign. Strategies and activities will likely include:</p> <ul style="list-style-type: none"> • Developing and implementing a governance structure and project plan for the MOU and charter • Defining relevant data points and sources and initiate tracking • Identifying programmatic/systems barriers and solutions • Recommending needed policy and legislative changes 	<p>LEGISLATIVE CHANGES</p> <ul style="list-style-type: none"> • INCREASED EMPLOYMENT OUTCOMES FOR WORKING AGE ADULTS WITH DEVELOPMENTAL DISABILITIES <p>Establish baseline</p>
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GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRS clients.		
OBJECTIVE	STRATEGIES	OUTCOMES
E. Increase the participation of and outcomes for individuals from cultural, ethnic and/or linguistic minorities	<ol style="list-style-type: none"> 1. Continue Latino Project in Portland and Salem and explore feasibility of expanding where possible 2. Continue to support, collaborate with and provide technical assistance (TA) to the 121 programs of the Confederated tribes of Grande Ronde and Warm Springs; initiate support, collaboration and provision of TA to new 121 programs of the Klamath, Umatilla and Siletz tribes 3. Continue to recruit bicultural and bilingual staff 4. Identify additional opportunities to outreach to cultural, ethnic and/or linguistic minorities who are potential clients 5. Ensure linguistic access to services through the use of interpreters, translators and bilingual materials 6. Work with Department of Human Services' Office of Equity to identify and address barriers to employment faced by individuals with disabilities who are cultural, ethnic or linguistic minorities 7. Provide culturally competent services 	<ul style="list-style-type: none"> ▪ INCREASE NUMBER OF MINORITY CLIENTS SERVED (INDICATOR 2.1) 2012 Target 1,100 ▪ INCREASE PERCENT OF MINORITY CLIENTS OBTAINING EMPLOYMENT (INDICATOR 1.2) 2012 Target 53%

GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRs clients.		
OBJECTIVE	STRATEGIES	OUTCOMES
F. Maintain and develop connections to programs and services that assist clients obtain and maintain employment outcomes	<ol style="list-style-type: none"> 1. Continue targeted Work Readiness Alternatives Workshop programs as funding permits 2. Continue to work with Independent Living Centers to identify services that support and improve employment outcomes 3. Collaborate and coordinate with Veterans' programs across state to address rehabilitation needs of returning veterans, in accordance with HB 2403 (2011) 	<ul style="list-style-type: none"> ▪ CONTRACTS IN PLACE FOR WORK READINESS ALTERNATIVES WORKSHOP/S ▪ MAINTAIN NUMBER OF CONTRACTS OVRs BRANCHES HAVE WITH INDEPENDENT LIVING CENTERS TO PROVIDE SERVICES <p>2012 Target 7</p>

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GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRS clients.		
OBJECTIVE	STRATEGIES	OUTCOMES
G. Refine, administer and sustain a statewide work incentives planning system (WIN)	<ol style="list-style-type: none"> 1. Continue to provide work incentives/benefits planning services through 11 certified coordinators housed in 7 Centers for Independent Living throughout the state 2. Continue to pursue policy option package and other options for funding WIN over the short and long-term 3. Utilize a departmental work group to support implementation of WIN 4. Continue to pursue funding to support the expansion of work incentives/benefits planning coordinators in high schools to targeted transition age youth 5. Continue to provide training to staff on WIN 6. Provide training to 121 tribal programs on WIN and new Social Security Ticket to Work regulations 7. Provide training and outreach on work incentives to parents, caregivers of persons with significant disabilities 8. Continue to evaluate effectiveness of WIN in increasing employment outcomes and reducing dependency on public benefits, and utilize results in making case for WIN 9. Continue to partner with Disability Rights Oregon's Work Incentives and Planning Assistance (WIPA) program in providing work incentives/benefits planning services 	<ul style="list-style-type: none"> ▪ SUBMIT POLICY OPTION PACKAGE
		<ul style="list-style-type: none"> ▪ PERCENT OF SSI/SSDI EMPLOYMENTS THAT MEET SUBSTANTIAL GAINFUL SGA AT CLOSURE (INDICATOR 1.6) <p>2012 Target 25%</p>
		<ul style="list-style-type: none"> ▪ NUMBER OF WORK INCENTIVES SYSTEM REFERRALS WHO BECAME OVRS APPLICANTS <p>2012 Target 200</p>

GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRs clients.		
OBJECTIVE	STRATEGIES	OUTCOMES
<p>J. Enhance coordination with workforce partners and vocational rehabilitation programs so that people with disabilities have better access and are better prepared for employment</p>	<ol style="list-style-type: none"> 1. Continue to participate in the Workforce Policy Cabinet 2. Continue to collaborate with workforce partners to provide training and technical assistance to Oregon's workforce regions in developing, implementing and updating Resource Sharing Agreements and Memoranda of Understanding 3. Continue to assess the training needs of workforce partners located in Employment Department offices and one-stops at the local level and provide training as appropriate 4. Increase the number of cases co-staffed with workforce partners 5. Ensure staff are aware of workforce system resources including training resources 6. Engage the Employment Department's Veteran's representative 	<ul style="list-style-type: none"> • Updated Resource Sharing Agreements and MOU
<p>K. Increase the availability and quality of job development services</p>	<ol style="list-style-type: none"> 1. Monitor and evaluate performance of staff and contract job development services 2. Continue job development training and coaching 3. Implement and refine outcome based payment system for job development services 4. Refine job development vendor report system 5. Explore development and utilization of a job development vendor report card with a focus on quality outcomes (including living wage, health benefits and advancement) 6. Review rollout of job development services to special populations, identify any needed adjustments or refinements, and implement 	<ul style="list-style-type: none"> • Job development report card • Increased quality job development outcomes (establish baseline with report card, set targets thereafter)

GOAL II. Increase the number of youth who seek OVRs services and the number and quality of employment outcomes for this population.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>A. Increase the number of transition age youth (14-24) who obtain employment outcomes</p>	<ol style="list-style-type: none"> 1. Continue transition job fairs in partnership with Oregon Commission for the Blind, governmental units, business groups and others 2. Continue Youth Transition Program through development and implementation of YTP biennial agreements with local school districts. Address Order of Selection as needed 3. Develop and implement strategy to engage select local YTP programs and OVRs branches in providing transition services to students earlier in the academic process 4. Continue implementation of Project Access, a grant opportunity to demonstrate a new youth transition service model, which engages students at an earlier age and earlier in the academic process 6. Continue collaboration with the Early Assessment Screening and Treatment (EAST) Project to provide needed services and supports to transition age youth with psychiatric disabilities 7. Continue contract with Arc of Oregon for Project Employ, which assists youth with developmental disabilities and their families in learning about and utilizing services and resources in order to increase employment outcomes for these youth 8. Continue to provide funding for Oregon RISE’s annual statewide Building Futures Conference on transition 9. Complete and implement a memorandum of understanding and charter with the Office of Developmental Disability Services (ODDS) and OVRs to improve employment outcomes for individuals with developmental disabilities 10. Develop and implement a project plan for implementing SPD’s Employment First policy. This will likely include: <ul style="list-style-type: none"> • Identifying policy gaps and develop revised policy • Identifying programmatic/systems barriers and solutions 	<ul style="list-style-type: none"> ▪ INCREASE NUMBER OF TRANSITION AGE YOUTH SERVED 2012 Target _____ ▪ INCREASE PERCENT OF TRANSITION AGE YOUTH OBTAINING AN EMPLOYMENT OUTCOME (INDICATOR 1.1) 2012 Target 58% ▪ INCREASE PERCENT OF TRANSITION AGE YOUTH WHO OBTAIN A POST-SECONDARY DEGREE OR CERTIFICATE AND OBTAIN A SUCCESSFUL CLOSURE (INDICATOR 1.2) 2012 Target 50% • REVISED ODDS-OVRs MOU AND AUTHORIZED ODDS-OVRs CHARTER • AUTHORIZED ODE-ODDS-OVRs MOU AND CHARTER • RECOMMENDED POLICY AND LEGISLATIVE CHANGES

	<ul style="list-style-type: none">• Recommending needed legislative changes• Developing a template for local implementation of supported employment• Engaging the Oregon Department of Education <p>11. Complete and implement a memorandum of understanding and charter with the Department of Education, ODDS and OVRS to jointly address the needs of transition age youth through increased planning, coordination and collaboration, leveraging of resources and system redesign. Strategies and activities will likely include:</p> <ul style="list-style-type: none">• Developing and implementing a governance structure and project plan for the MOU and charter• Defining relevant data points and sources and initiate tracking• Identifying programmatic/systems barriers and solutions• Recommending needed legislative changes	
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GOAL II. Increase the number of youth who seek OVRS services and the number and quality of employment outcomes for this population.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>B. Increase the quality of employment outcomes as measured by wages, availability of employer paid benefits, and hours worked</p>	<ol style="list-style-type: none"> 1. Continue to implement, evaluate and refine the Enhancing Employment Outcomes initiative 2. Pilot a job development report card with a focus on quality Incomes (including living wage, health benefits and advancement) 3. Educate about and engage employers in hiring persons with disabilities utilizing Goal III strategies 4. Complete and implement a memorandum of understanding and charter with the Office of Developmental Disability Services (ODDS) and OVRS to improve employment outcomes for individuals with developmental disabilities 5. Develop and implement a project plan for implementing SPD's Employment First policy. This will likely include: <ul style="list-style-type: none"> • Identifying policy gaps and develop revised policy • Identifying programmatic/systems barriers and solutions • Recommending needed legislative changes • Developing a template for local implementation of supported employment • Engaging the Oregon Department of Education 6. Complete and implement a memorandum of understanding and charter with the Department of Education, ODDS and OVRS to jointly address the needs of transition age youth through increased planning, coordination and collaboration, leveraging of resources and system redesign. Strategies and activities will likely include: <ul style="list-style-type: none"> • Developing and implementing a governance structure and project plan for the MOU and charter • Defining relevant data points and sources and initiate tracking • Identifying programmatic/systems barriers and solutions • Recommending needed policy and legislative changes 	<ul style="list-style-type: none"> ▪ INCREASE AVERAGE WAGE (INDICATORS 1.3 AND 1.5) 2012 Target \$9.50 • INCREASE PERCENT WITH EMPLOYER PAID BENEFITS 2012 Target 18% ▪ INCREASE NUMBER OF HOURS WORKED 2012 Target 25 ▪ REVISED ODDS-OVRS MOU AND AUTHORIZED ODDS-OVRS CHARTER ▪ AUTHORIZED ODE-ODDS-OVRS MOU AND CHARTER ▪ RECOMMENDED POLICY AND LEGISLATIVE CHANGES

GOAL II. Increase the number of youth who seek OVRS services and the number and quality of employment outcomes for this population.		
OBJECTIVE	STRATEGIES	OUTCOMES
C. Increase the number of youth with more significant disabilities who receive services	1. Continue to partner with the Office of Developmental Disabilities Services to provide training and technical assistance to community-based developmental disability programs	<ul style="list-style-type: none"> ▪ INCREASE NUMBER OF STUDENTS WHO ARE SSI/SDDI RECIPIENTS WHO OBTAIN AN EMPLOYMENT OUTCOME (INDICATOR 1.4) <p>2012 Target</p> <p>INCREASE THE NUMBER OF STUDENTS IN SUPPORTED EMPLOYMENT OUTCOMES (INDICATOR 1.4)</p> <p>2012 Target</p> <ul style="list-style-type: none"> ▪ REVISED ODDS-OVRS MOU AND AUTHORIZED ODDS-OVRS CHARTER ▪ AUTHORIZED ODE-ODDS-OVRS MOU AND CHARTER ▪ RECOMMENDED POLICY AND LEGISLATIVE CHANGES
	2. Arrange for training through the internal resources and the Technical Assistance and Continuing Education center to address training needs specific to this population	
	3. Establish the Department of Human Services as a Social Security Administration Ticket to Work “employment network” in order to fund ongoing support services for youth with developmental disabilities	
	4. Continue collaboration with the Early Assessment Screening and Treatment (EAST) Project to provide needed services and supports to transition age youth with psychiatric disabilities	
	5. Continue contract with Arc of Oregon for Project Employ, which assists youth with developmental disabilities and their families in learning about and utilizing services and resources in order to increase employment outcomes for these youth	
	6. Continue to provide funding for Oregon RISE Center’s annual statewide Building Futures Conference on transition	
	7. Initiate planning and preparation for anticipated increased federal funding for expanded transition services and submission of a related grant proposal	
	8. Complete and implement a memorandum of understanding and charter with the Office of Developmental Disability Services (ODDS) and OVRS to improve employment outcomes for individuals with developmental disabilities	

	<p>9. Develop and implement a project plan for implementing SPD's Employment First policy. This will likely include:</p> <ul style="list-style-type: none">• Identifying policy gaps and develop revised policy• Identifying programmatic/systems barriers and solutions• Recommending needed legislative changes• Developing a template for local implementation of supported employment• Engaging the Oregon Department of Education <p>10. Complete and implement a memorandum of Understanding and charter with the Department of Education, ODDS and OVRS to jointly address the needs of transition age youth through increased planning, coordination and collaboration, leveraging of resources and system redesign. Strategies and activities will likely include:</p> <ul style="list-style-type: none">• Developing and implementing a governance structure and project plan for the MOU and charter• Defining relevant data points and sources and initiate tracking• Identifying programmatic/systems barriers and solutions• Recommending needed policy and legislative changes	
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GOAL II. Increase the number of youth who seek OVRS services and the number and quality of employment outcomes for this population.		
OBJECTIVE	STRATEGIES	OUTCOMES
D. Improve partnerships with education agencies at the state and local level	1. Continue to partner with Department of Education, University of Oregon, and Oregon school districts to carry out the Youth Transition Program, restructured to address limitations imposed by Order of Selection	MAINTAIN NUMBER OF YOUTH TRANSITION PROGRAM SITES 2012 Target 38
	2. Continue to participate in the Core Work Group with the Commission for the Blind and Oregon Community Colleges in order to exchange information and address concerns	• REVISED ODDS-OVRS MOU AND AUTHORIZED ODDS-OVRS CHARTER
	3. Continue to participate on State Advisory Council for Special Education and other transition related committees	• AUTHORIZED ODE-ODDS-OVRS MOU AND CHARTER
	4. Complete and implement a memorandum of understanding and charter with the Office of Developmental Disability Services (ODDS) and OVRS to improve employment outcomes for individuals with developmental disabilities	• RECOMMENDED POLICY AND LEGISLATIVE CHANGES
5. Develop and implement a project plan for implementing SPD's Employment First policy. This will likely include: <ul style="list-style-type: none"> • Identifying policy gaps and develop revised policy • Identifying programmatic/systems barriers and solutions • Recommending needed legislative changes • Developing a template for local implementation of supported employment • Engaging the Oregon Department of Education 		
6. Complete and implement a memorandum of Understanding and charter with the Department of Education, ODDS and OVRS to jointly address the needs of transition age youth through increased planning, coordination and collaboration, leveraging of resources and system redesign. Strategies and		

	<p>activities will likely include:</p> <ul style="list-style-type: none">• Developing and implementing a governance structure and project plan for the MOU and charter• Defining relevant data points and sources and initiate tracking• Identifying programmatic/systems barriers and solutions• Recommending needed policy and legislative changes	
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GOAL II. Increase the number of youth who seek OVRs services and the number and quality of employment outcomes for this population.		
OBJECTIVE	STRATEGIES	OUTCOMES
E. Increase the awareness and understanding of transition among youth and their parents, teachers, and disability advocates and professionals	<ol style="list-style-type: none"> 1. Work with the local and state level advisory boards to Project Access to identify opportunities to increase awareness and understanding of transition issues 2. Co-sponsor and participate in annual transition conference 3. Educate OVRs staff, DHS partners, education staff and parents of youth in transition about services available to transition youth, including supported employment 	<ul style="list-style-type: none"> ▪ INCREASE NUMBER OF TRANSITION AGE YOUTH SERVED <p>2012 Target 1,350</p>
F. Increase the participation of and outcomes for youth from cultural, ethnic and/or linguistic minorities and Deaf and hard of hearing youth	<ol style="list-style-type: none"> 1. Ensure linguistic access through the use of bilingual staff, interpreters and translated materials 2. Identify opportunities to outreach to potential cultural, ethnic and/or linguistic minority clients with disabilities 3. Provide culturally competent services 4. Develop a strategy for increasing participation and positive outcomes for Deaf and hard of hearing youth 	<ul style="list-style-type: none"> ▪ INTERPRETERS AVAILABLE 100% OF THE TIME WHEN REQUESTED <p>2012 Target 100%</p>

GOAL III. Engage employers in order to increase the number and quality of employment outcomes for persons with disabilities, including those with the most significant disabilities.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>A. Increase understanding awareness, and interest of Oregon’s businesses in employing people with disabilities</p>	<ol style="list-style-type: none"> 1. Continue to promote employment of persons with disabilities on a business to business basis through dedicated business partnerships 2. Continue to partner with the Oregon Commission for the Blind, CSAVR and others in implementing and coordinating employer engagement strategies 3. Continue to work with the Employment Department and University of Oregon Career Information System to provide labor market information to OVRS counseling staff 4. Continue implementation of Enhancing Employment Outcomes Project 5. Inform and educate employers about benefits of for employing persons with disabilities 6. Provide disability awareness education and training to businesses and employer as “value added services” 	<p>▪ INCREASE NUMBERS OF JOB REFERRALS FROM BUSINESS AND EMPLOYER RELATED SOURCES</p> <p>2012 Target 60</p>
<p>B. Improve employment outcomes for individuals with disabilities</p>	<ol style="list-style-type: none"> 1. Continue to participate in Council of State Administrators of Vocational Rehabilitation’s National Employment Network (VR-NET) 2. Expand partnerships with businesses and employers to gain and increase access of OVRS clients to business and employer application pools; and maintain partnerships with Lowes, U.S. Department of Forestry, Northwest Natural Gas and Portland General Electric 3. Explore with the Department of Human Services the possibility of DHS and City of Portland serving as a model employers for people with disabilities 	<p>▪ INCREASE NUMBERS OF JOB REFERRALS FROM BUSINESS AND EMPLOYER RELATED SOURCES</p> <p>2012 Target 60</p> <p>▪ INCREASE NUMBER OF EMPLOYMENT OUTCOMES FROM VR-NET</p> <p>2012 Target 80</p>

GOAL III. Engage employers in order to increase the number and quality of employment outcomes for persons with disabilities, including those with the most significant disabilities.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>C. Participate in the development of a state and national marketing campaign for employment of persons with disabilities</p>	<ol style="list-style-type: none"> 1. Continue to pursue funding and support for carrying out the Think Beyond the Label campaign 2. Continue to collaborate with other state Medicaid Infrastructure Grant projects to refine the Think Beyond the Label campaign 3. Seek to implement Think Beyond the Level in Oregon with the Chamber of Commerce and other partners 	<ul style="list-style-type: none"> • BROADCAST OF <i>LOOK AT MY ABILITY</i> IN MAJOR OREGON MEDIA MARKETS

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GOAL IV. Continually improve the management of the program while insuring compliance with appropriate laws, rules and policy.		
OBJECTIVE	STRATEGIES	OUTCOMES
A. Build upon current data analysis to conduct ongoing program evaluation	<ol style="list-style-type: none"> 1. Use Caseload Indicator Status (CSI) reports and file reviews to identify and target training and technical assistance provided to the field 2. Use CSI reports, file review and performance data to target management focus for field staff supervision 3. Continue to-learn and implement Lean Daily Management tools, including but not limited to huddles, visual boards, CI and project management 	<ul style="list-style-type: none"> ▪ DECREASE THE NUMBER OF ERRORS CITED BY RSA IN YEARLY 911 REPORTS <p>2012 Target: 40</p>
B. Maximize the use of technological tools to increase the contact time that counseling staff spend with clients	<ol style="list-style-type: none"> 1. Bring new iterations of ORCA online 2. Continue to refine and utilize Ticket to Work “tracker” 3. Convert paper based purchase order and invoice system to electronic benefit card-based system 	<p>REDUCE STAFF TIME SPENT PRODUCING AUTHORIZATIONS FOR PURCHASES</p> <p>Establish baseline</p>
C. Develop and implement those systems and processes necessary to maximize utilization of Social Security’s Ticket to Work Program	<ol style="list-style-type: none"> 1. Update Ticket to Work manual as needed 2. Train OVRS field staff on Ticket to Work processes and procedures as needed 3. Pilot Partnership Plus with Office of Developmental Disability Services’ Employment First sites 	<ul style="list-style-type: none"> • INCREASE THE AMOUNT OF TICKET REIMBURSEMENTS <p>Target: \$1,000,000</p>

GOAL IV. Continually improve the management of the program while insuring compliance with appropriate laws, rules and policy.		
OBJECTIVE	STRATEGIES	OUTCOMES
D. Minimize risks and liabilities in the administration of the program	<ol style="list-style-type: none"> 1. Implement feedback loop for client file reviews that strengthens accountability and supports corrective action 2. Continue to review and revise rules, policies, procedures as needed 3. Pursue technical assistance from Rehabilitation Services Administration on fiscal management, contracting and performance based contracting for program and department staff 4. Build revenue plan for 2013-15 biennium 5. Revise Business Review protocol to align with DHS protocol 	<ul style="list-style-type: none"> ▪ NO AUDIT FINDINGS 2012 Target: 0 ▪ ACCURATE FISCAL REPORTS
E. Address key findings of the 2010 Comprehensive Needs Assessment (CNA)	<ol style="list-style-type: none"> 1. In partnership with the SRC, further explore CNA findings about access to services, including barriers to OVRs services, and where necessary and appropriate develop and implement strategies to address problems, issues or barriers. 	<ul style="list-style-type: none"> • RESOLUTION OF IDENTIFIED PROBLEMS, ISSUES OR BARRIERS

GOAL V. Ensure a highly trained workforce at every level of the organization.		
OBJECTIVE	STRATEGIES	OUTCOMES
<p>A. Ensure staff have the skills, knowledge and ability to perform their jobs at a high level of proficiency</p>	<ol style="list-style-type: none"> 1. Train all staff on new iterations of ORCA 5.0 as they are developed and installed online 2. Require all new counseling staff to complete Counselor Training within three months of hire 3. Require all staff to complete Values and Ethics Training 4. Require all new staff to complete Employment Enhancement Opportunity initiative job development and motivational Intervention training 5. Train all staff on cultural competency and diversity 6. Develop and implement agency and branch diversity plans 7. Provide continuing training to new and existing staff on new policy manual, and new and revised rules, policies and technical assistance guides, as developed and implemented 8. Implement DHS Leadership and Performance Feedback model 	<ul style="list-style-type: none"> ▪ REDUCTION IN NUMBER OF NEGATIVE RSA REVIEW FINDINGS 2012 Target: 0
<p>B. Increase staff knowledge in targeted areas</p>	<ol style="list-style-type: none"> 1. Completion of Training Needs Assessment 2. Refinement of training plan based on findings of Training Needs Assessment and Comprehensive Needs Assessment 3. Staff participation in training relevant to brain injury; autism; Deafness and hearing loss; working with individuals with developmental disabilities and psychiatric disabilities; and person-centered planning 4. OVRS In-Service Conference 5. Collaborate with relevant stakeholders to maximize training opportunities and resources 	<ul style="list-style-type: none"> ▪ COMPLETED TRAINING NEEDS ASSESSMENT AND TRAINING PLAN • INTERNAL AND EXTERNAL TRAINING OPPORTUNITIES TO ADDRESS IDENTIFIED TRAINING NEEDS

<p>C. Continue to recruit to meet the Rehabilitation Act's requirements for a Comprehensive System of Personnel Development and OVRs specific skill needs</p>	<ol style="list-style-type: none"> 1. Continue to work with Department of Human Services, Office of Human Resources in recruiting staff 2. Recruit, as possible, at conferences and events 3. Support career advancement within the program 4. Continue participation in Center for Continuing Education Leadership Academy 5. Continue participation with TACE advisory meetings 6. Continue to utilize Department of Human Services' and Department of Administrative Services' leadership trainings 7. Provide, as appropriate, out-of-class work opportunities for staff at every level of the organization 8. Continue succession planning and retention activities 9. Increased use of distance learning and development of internal capacity to provide distance learning 5. Increased development and acquisition of model materials and practices 6. Mentoring of managers and staff 	<ul style="list-style-type: none"> • APPLICANT POOLS WHOSE SKILLS, EDUCATION AND EXPERIENCE ALIGN WITH CSPD GOALS AND SPECIFIC SKILL NEEDS • Training Grant Outcomes
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ATTACHMENT 4.11.c.3 **Order of Selection**

It is the intent of the Office of Vocational Rehabilitation Services (OVRs) to serve any and all persons in Oregon who are eligible for vocational rehabilitation services. Though it is likely that OVRs will be able to serve all eligible persons in Federal Fiscal Year (FFY) 2012, it will continue to operate under the Order of Selection invoked on January 15, 2009. OVRs' decision to invoke the Order was based on caseload and cost per case projections. OVRs is remaining in the Order because of uncertainty about the availability of state and federal funding, and likely cost shifts and increased referrals from other state programs that are likely to experience significant budgetary reductions over the coming year.

Status of the Order of Selection

From January 15, 2009 through June 30, 2009, OVRs' services were limited to individuals who had authorized individual plans for employment (IPEs). While OVRs was able to begin to take individuals off the Order wait list in July 2009, services remained limited to individuals in Order of Selection priority level one through the end of FFY 2009. OVRs was able to take all priority two individuals off of the wait list by February 2010; all priority three individuals by August 2010; and all priority four individuals by September 2010.

This progress was achieved through use of a mix of ARRA funds, re-allocation dollars matched by state general fund over and above the amount required to match the state's grant and Social Security reimbursement dollars. ARRA funds allowed OVRs to remove 2,654 individuals from the waitlist and 471 individuals to move directly into services. ARRA funds and re-allotment dollars will not be available moving forward.

Justification for Continuation of the Order of Selection

OVRs intends to remain in the Order of Selection. While OVRs is currently able to serve all individuals in all Order of Selection wait list priority levels, two issues argue for the continuation of the Order. The first is the continuing uncertainty about the availability of state general fund through the 2011-13 state budget cycle. The second are the draconian funding cuts being made to the State's Office of Developmental Disabilities Services (ODDS) at a time that they have implemented an Employment First policy and to the State's TANF program which will now have the nation's shortest entitlement to benefits time frame. It is anticipated this will result in cost shifts to OVRs and increased referrals.

Parameters of the Order of Selection

The Order of Selection was established to ensure that individuals with the most significant disabilities are selected first for the provision of vocational rehabilitation services, those with significant disabilities second, and then all other eligible individuals. The determination to invoke the Order was based on use of funds in the preceding year, projected funding, projected number and types of referrals, number of eligible individuals and counselor caseloads.

The Order of Selection is statewide and does not select one disabling condition over any other disabling condition. The Order is not based on age, sex, marital status, religion, race, color, national origin, political affiliation, or the vocational goal of the individual with a disability. Elements that relate to the significance of disability are the only elements used in the Order.

Outcome and Service Goals, Time Frames, and Service Costs

The table on the following page displays the number of individuals eligible to receive vocational rehabilitation services, the associated cost of services and length of time from “Development of an Individualized Plan for Employment” to “Closed, Successfully Rehabilitated,” based on the Order of Selection.

PROJECTED PERFORMANCE FOR FFY 2012

Order of Selection Priority Level	Number of Clients with Authorized IPEs	Average Cost per Client per Year 5	Total Cost	Projected Number of "Closed, Successfully Rehab'd"	Average Period of Time to Reach "Closed, Successfully Rehab'd"
Priority 1 - Most Sign. Disabled/ three or more limitations	4,181	\$1,676.79	\$7,006,792.69	1,435	10.87
Priority 2 - Most Sign. Disabled/ two limitations	1,993	\$1,568.06	\$3,124,431.23	265	7.82
Priority 3 - Sign. Disabled/ one limitation	627	\$1,499.95	\$940,026.02	24	13.56
Priority 4 – Disabled/ all other eligibles	199	\$1,651.24	\$328,447.71	2	9.71
TOTAL	7,000	\$1,628.27	\$11,400,697.66	1,726	12.58

5 The average cost per case does not follow the expected pattern with clients with the most significant disabilities having the highest average cost because:

- 1) Proportionately, more "Priority Three" clients receive rehabilitation technology devices;
- 2) The average costs of interpreter services, medical/psychological services and training are much higher than for Priority Three clients, and;
- 3) OVRS has partnered with community mental health programs in ways that have reduced the costs of services to OVRS clients with psychiatric disabilities. Most of these clients are "Priority One" clients.

Order of Selection

OVRs is required by federal law to implement an Order of Selection establishing priority levels for services to ensure the agency's resources are devoted to serving individuals with the most significant disabilities first when the agency's resources are insufficient to serve all eligible individuals.

Under Oregon's Order of Selection, all individuals interested in obtaining vocational rehabilitation services are assessed for eligibility and assigned a priority level based on the number of functional capacity limitations present, the number of vocational rehabilitation services required, and the duration of service needs. Priority levels may be reassessed if an individual's condition changes. Individuals are placed on a statewide waitlist according to their priority level and, when resources allow, will be removed from the waitlist and served in the order their applications were received.

Individuals receiving services under an IPE authorized prior to January 15, 2009 are not affected by the Order of Selection and will continue to receive the services agreed to in their IPEs. Former clients returning to OVRs for post-employment services are also not affected by the Order of Selection and may be provided appropriate post-employment services without being subject to the wait list.

In accordance with the applicable federal regulations⁶, the Oregon Administrative Rule⁷ setting forth the priority levels and related definitions were amended effective December 19, 2008, and provide as outlined below.

Priority One

(A) Eligible persons who meet all three of the following criteria shall be served first, in the order of each individual's date of application: (A) The individual is classified with a Most Significant Disability consistent with OAR 582-001-0010(22)⁸;

(B) The individual has a severe mental or physical impairment that seriously limits three or more functional capacities (mobility, communication, self-care, self-direction, interpersonal skills, work tolerance, or work skills) in terms of an employment outcome; and

(C) The individual is expected to require two or more vocational rehabilitation services over an extended period of time to achieve or maintain a successful employment outcome.

⁶34 CFR 361.36

⁷OAR 582-100-0040

⁸OAR 582-001-0010(22) provides as follows: "Individual with a most significant disability" refers to an eligible individual who: (a) Has a severe mental or physical impairment that seriously limits two or more functional capacities (mobility, communication, self-care, self-direction, interpersonal skills, work tolerance, or work skills) in terms of an employment outcome; and (b) Is expected to require two or more vocational rehabilitation services over an extended period of time to achieve or maintain a successful employment outcome.

Priority Two

Eligible persons not qualifying as Priority One who meet all three of the following criteria shall be served second, in the order of each individual's date of application:

(A) The individual is classified with a Most Significant Disability consistent with OAR 582-001-0010(22);

(B) The individual has a severe mental or physical impairment that seriously limits two functional capacities (mobility, communication, self-care, self-direction, interpersonal skills, work tolerance, or work skills) in terms of an employment outcome; and

(C) The individual is expected to require two or more vocational rehabilitation services over an extended period of time to achieve or maintain a successful employment outcome.

Priority Three

Eligible persons not qualifying as Priority One or Priority Two and classified with a significant disability consistent with OAR 582-001-0010(23)⁹ shall be served third, in the order of each individual's date of application.

Priority Four

All other eligible persons shall be served fourth in the order of each individual's date of application.

SRC and Public Input on Order of Selection

Prior to the Order of Selection invoked on January 15, 2009, OVRS:

- Met and consulted with the State Rehabilitation Council (SRC), the agency's policy partner;
- Met and consulted with Disability Rights Oregon, the state's protection and advocacy system and client assistance program; and
- Informed the public – including clients and prospective clients and over 100 allied public and private agencies and stakeholder organizations and groups – about its proposed Order of Selection and the opportunity to obtain additional information and comment on the proposed Order at public hearings. OVRS subsequently held public hearings in three locations around the state – Portland, Roseburg and The Dalles.

OVRS continues to provide the SRC, DRO/CAP and other consumer, advocacy and allied organizations and groups with information and updates the status of its Order of

⁹OAR 582-001-0010(23) provides as follows: "Individual with a significant disability" refers to an eligible individual who does not qualify as an individual with a most significant disability as defined at OAR 582-001-0010(22); and (a) The individual is currently receiving Social Security Income or Social Security Disability Insurance payments; or (b) The individual: (A) Has a severe mental or physical impairment that seriously limits one's functional capacity (mobility, communication, self-care, self-direction, interpersonal skills, work tolerance, or work skills) in terms of an employment outcome; and (B) Is expected to require two or more vocational rehabilitation services over an extended period of time to achieve or maintain a successful employment outcome.

Selection and related developments. In addition, should a waitlist be reinstated, OVRs will provide quarterly updates to individuals on the wait list about their status on the list.

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ATTACHMENT 4.11.c.4
Goals and Plans for Distribution of Title VI, Part B Funds

In FFY 2010, the Office of Vocational Rehabilitation Services (OVRs):

- Served 672 individuals in supported employment of which 213 individuals were served utilizing Title VI, Part B funds.
- Was allocated \$305,792 in Title VI, Part B funds, of which it expended \$305,792.
- Closed 213 Title VI, Part B funded cases, of which:
 - 100 entered competitive employment in supported employment; and,
 - 113 cases were closed without entering employment.

OVRs anticipates expending in FFY 2012 approximately \$304,290 in Title VI, Part B funds to provide plan services to these individuals.

Goal

In FFY 2012, OVRs will seek to provide supported employment services to 672 individuals, and assist 100 individuals in obtaining competitive employment.

Plans

OVRs' supported employment program is potentially available to any individual with a most significant disability who needs such services to be successfully and competitively employed. Title VI, Part B funds are utilized for the time-limited services necessary for an individual to stabilize in competitive employment in an integrated setting. The counselor and the individual agree on the services to be provided to the client on an individualized basis. Services that may be part of a supported employment individual plan for employment (IPE) include:

- Person-centered planning
- Community-based assessment
- Job development and job placement
- On-site training for worker and/or co-workers
- Long-term support development
- Other services and goods
- Post-employment services

ATTACHMENT 4.11.e.2
Evaluation and Report of Progress in
Achieving Identified Goals and Priorities and use of
Title I Funds for Innovation and Expansion Activities

STANDARDS AND INDICATORS

OVRs exceeded five of seven federal minimum standards for each indicator on the most current federal standards and indicators available (FFY 2010):

Federal Indicator	Federal Standard	OVRs Performance
1.1 Change in employment outcomes	1,927 ¹⁰	1,177
1.2 Percent of employment outcomes	55.8%	47.4%
1.3 Competitive employment	72.6%	95.2%
1.4 Significant disability	62.4%	98.1%
1.5 Earnings ratio	.52	.57
1.6 Self support	53%	76%
2.1 Access to services for minorities	.80	.992

OVRs failure to meet or exceed Indicators 1.1 (change in employment outcomes) and 1.2 (percent of employment outcomes) is the apparent result of two primary factors:

OVRs failure to meet or exceed Indicators 1.1 (change in employment outcomes) and 1.2 (percent of employment outcomes) is the apparent result of two primary factors:

- **Order of Selection.** Due to insufficient budgetary resources, OVRs invoked an Order of Selection on January 15, 2009. For the ensuing six months, most OVRs services were limited to individuals with authorized IPEs. While OVRs began taking individuals off the Order wait list in July 2009, services remained limited to individuals

¹⁰ These are tentative numbers. RSA has not yet provided the official 2010 numbers.

in Order of Selection priority level one through the end of FFY 2009. The Order wait list continued to be in effect through FFY 2010, although OVRS was able to take all priority two individuals off of the wait list by February 2010; all priority three individuals by August 2010; and all priority four individuals by September 2010. In addition to the Order of Selection directly contributing to the decline in 1.1 and 1.2 indicators, a lower number of individuals than expected pursued services when removed from the wait list. For more on OOS, see Attachment 4.11.c.3

- Economic recession and continuing high unemployment.** In December 2007, the Oregon’s economy entered a recession. Over the ensuing 24 months, the state lost over 90,500 jobs. The statewide unemployment rate climbed from 5.2% in early 2008, to a peak of 11.6% in June 2009. While the statewide rate subsequently eased, it remained a very high throughout 2010 (10.8%) and was significantly higher than the national unemployment rate for the same period (9.6%). As of January 2011, the rate in most of Oregon’s metropolitan areas was still exceptionally high, including Bend (14.4%), Eugene (11.1%), Medford (12.6%), Portland (10.6%) and Salem (10.8%).

EVALUATION AND REPORT ON PROGRESS IN ACHIEVING GOALS AND OBJECTIVES

The following is OVRS’ evaluation and report on its progress in FFY 2009 in addressing its goals and priorities (“objectives”) through implementation of new and continuing strategies, and what it achieved (“outcomes” and outcome “targets”).

GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRS clients.		
OBJECTIVE	STRATEGIES	OUTCOMES
A. Increase number of employment outcomes	<ol style="list-style-type: none"> Continue development and implementation of Enhancing Employment Outcomes (EEO) initiative Educate and engage employers in hiring persons with disabilities utilizing Goal 	<ul style="list-style-type: none"> NUMBER OF EMPLOYMENT OUTCOMES (Indicator 1.1) Target: 1,199 Outcome: 1,177 INCREASE PERCENT OF CLIENTS IN PLAN WHO OBTAIN AN EMPLOYMENT OUTCOME (Indicator 1.2) Target: 66%

	<p>III strategies</p> <p>3. Analyze current performance to identify strategies and practices that correlate with increased performance and plan for replication in 2010</p> <p>4. Ensure availability of labor market information to counselors</p>	<p>Outcome: 47.4</p> <p>Comments re. above outcomes: Decrease is apparent result of Order of Selection, economic recession and continued high unemployment. For more, see comments Indicators re. 1.1 and 1.2</p> <p>Other Comments</p> <ul style="list-style-type: none"> • Continued implementation of Enhancing Employment Outcomes initiative (EEO) statewide, with focus on: <ul style="list-style-type: none"> ○ Expanding initiative to all OVRS counseling staff, and sustaining staff understanding and practice of EEO motivational intervention and job development/marketing approach and methods; ○ Increasing participation of OVRS contract job developers and partners in the initiative by providing them with training and support in utilizing EEO approach and methods ○ Developing and implementing infrastructure changes to support the new service delivery model ○ Utilizing a group based motivation enhancement team to promote and support use of motivation enhancement ○ Utilizing and supporting a Job Developer Coordinator position and a centralized employment team to lead and manage continuing job development efforts. For more, see other comments re EEO throughout this attachment. • Continue efforts to educate and engage employers. For more, see outcomes for Goals I.k and III.a. • Previously completed analysis (FFY 2009) suggests that the following strategies enhance employment outcomes: training and utilization of EEO motivational intervention and job marketing/development methodology; moving to outcome based contracting for job development services; and, provision of work incentives/benefits planning through Work Incentives Network. Continued to implement and refine these strategies
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GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRS clients.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>B. Increase the quality of employment outcomes as measured by wages, availability of employer paid benefits, and number of hours worked</p>	<p>1. Conduct a feasibility study to determine the need for, structure of and funding requirements and sources for a Job Developer Academy to increase the quality and number of employment outcomes</p> <p>2. Maintain the Preferred Workers Program (PWP) with Workers Compensation Program (WCD) and explore feasibility of expanding as requested</p>	<ul style="list-style-type: none"> <p>● INCREASE NUMBER OF CLIENTS OBTAINING EMPLOYMENT WHO RECEIVED EMPLOYER PAID MEDICAL BENEFITS</p> <p>Target: 33%</p> <p>Outcome: 23%</p> <p>▪ INCREASE AVERAGE NUMBER OF HOURS WORKED</p> <p>Target: 31</p> <p>Outcome: 27</p> <p>▪ INCREASE AVERAGE WAGE (Indicators 1.1 and 1.5)</p> <p>Target: \$10.99</p> <p>Outcome: \$11.38</p> <p>▪ PERCENT OF CLIENTS OBTAINING POST-SECONDARY DEGREE OR CERTIFICATE WHO ALSO OBTAIN EMPLOYMENT</p> <p>Target: 77%</p> <p>Outcome: 63%</p> <p>Comment re. above outcomes (except “average wage”): Decrease is apparent result of Order of Selection, economic recession and continued high unemployment. For more, see comments re. Indicators 1.1 and 1.2</p> <ul style="list-style-type: none"> <p>▪ FEASIBILITY STUDY RECOMMENDATIONS</p> <p>Outcome: Feasibility study completed (FFY 2009)</p> <p>Comment re above outcome: Determined job developer academy unnecessary (FFY 2009). Though EEO initiative, continued to refine and expand job development capacity, addressing issues/concerns that would have been addressed through a job developer academy. For more, see other comments on EEO.</p>

		<p>Other Comments: Continued to partner with Workers' Compensation Division\ (WCD) to carry out Preferred Worker Program (PWP). Expanded program to serve Lane, Jackson and Josephine Counties. Expansion to Marion, Douglas and Deschutes Counties under consideration</p>
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GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRS clients.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>C. Revise self employment policy and associated technical assistance guide</p>	<ol style="list-style-type: none"> 1. Obtain technical assistance (T/A) from the Rehabilitation Services Administration and other resources on self employment 2. Provide training to staff on policy and best practices 3. Develop a self-employment tool kit 	<p>▪ REVISED SELF-EMPLOYMENT POLICY AND TAG Outcome: Development of policy, TAG resumed. Work still underway. Comments:</p> <ul style="list-style-type: none"> • RSA provided requested T/A • Policy and Technical Assistance Guide (including tool kit) are being developed as part of new policy manual. Development of manual began on 4/09; completion expected in Spring 2011 • Training to be provided upon in Spring 2011
<p>D. Increase the number of adults with significant disabilities who are employed</p>	<ol style="list-style-type: none"> 1. Increase the number of supported employment clients obtaining employment outcomes 2. Continue to explore establishing the Department of Human Services as a Ticket to Work “employment network” (EN) revenue stream for ongoing support services for individuals with psychiatric disabilities, developmental disabilities and/or traumatic brain injuries 3. Continue to revise and update supported employment training and resource 	<p>▪ INCREASE NUMBER OF SSI /SSDI RECIPIENTS WITH EMPLOYMENT OUTCOMES (Indicator 1.4) Target: 750 Outcome: 283</p> <p>▪ INCREASE NUMBER OF EMPLOYMENT OUTCOMES FOR SUPPORTED EMPLOYMENT CLIENTS (Indicator 1.4) Target: 235 Outcome: 131</p> <p>▪ INCREASE PERCENT OF SUPPORTED EMPLOYMENT OUTCOMES (Indicator 1.4) Target: 67% Outcome: 47%</p> <p>Comment re. above outcomes: Decrease is apparent result of Order of Selection, economic recession and continued high unemployment. For more,</p>

	<p>materials, including a toolkit</p> <ol style="list-style-type: none"> 4. Continue to collaborate with Addictions and Mental Health Division in implementing and expanding evidence-based supported employment 5. Utilize training from the Oregon Center for Excellence on Supported Employment (OCESE) for individuals with psychiatric disabilities 6. Continue to collaborate with Office of Developmental Disability Services (ODDS) and brokerages in providing supported employment to individuals with developmental disabilities 7. Collaborate with ODDS in developing and implementing a new employment first policy 	<p>see comments re. Indicators 1.1 and 1.2</p> <p>Other Comments:</p> <ul style="list-style-type: none"> • Efforts to establish DHS as an EN involved implementing a Ticket-related pilot with ten community mental health programs that in partnership with OVRs provide evidence-based supported employment services. Agreements were negotiated and commenced on January 1, 2010 and will be reviewed in one year for continuation. • A primary focus of OVRs continues to be expansion of evidence-based supported employment services by increasing the number of county mental health organizations providing such services and meeting fidelity standards. OVRs and its Competitive Employment Project (CEP) continued to support, partner with and utilize OCESE in developing and refining evidence-based supported employment services. By September 2010, community mental health programs in 18 counties were providing such services. OVRs continued to provide EEO training to mental health providers. • In partnership with community mental health programs, OVRs counseling staff continued to provide supported employment services to individuals with psychiatric disabilities. • The consumer guide of the supported employment toolkit was updated. • OVRs CEP provided funding to the Office of Developmental Disability Services (ODDS) for planning and implementing ODDS Employment First policy. In turn, OVRs management and staff and OVRs CEP leadership and Work Incentives Network leadership participated in planning the initiation of Employment First and the subsequent Employment First Statewide Summit. • In partnership with ODDS and developmental disabilities “brokerage”, OVRs counseling staff continued to provide supported employment services to persons with developmental disabilities
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GOAL 1. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRs clients.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>E. Increase the participation of and outcomes for individuals from cultural, ethnic and/or linguistic minorities</p>	<ol style="list-style-type: none"> 1. Continue Latino Project in Portland and Salem and explore feasibility of expanding to Bend 2. Continue to support, collaborate with and provide technical assistance to the 121 programs of the Confederated tribes of Grande Ronde and Warm Springs 3. Continue to recruit bicultural and bilingual staff 4. Identify additional opportunities to outreach to cultural, ethnic and/or linguistic minorities who are potential clients 5. Ensure linguistic access to services through the use of interpreters, translators and bilingual materials 6. Identify and address barriers to employment faced by individuals with disabilities who are cultural, ethnic or linguistic minorities 7. Provide culturally competent services 	<ul style="list-style-type: none"> ▪ INCREASE NUMBER OF MINORITY CLIENTS SERVED (Indicator 2.1) Target: 1,350 Outcome: 1,060 ▪ INCREASE PERCENT OF MINORITY CLIENTS OBTAINING EMPLOYMENT (Indicator 1.2) Target: 60% Outcome: 37% <p>Comment re. above outcomes: Decrease is apparent result of Order of Selection, economic recession and continued high unemployment. For more, see comments re. Indicators 1.1 and 1.2</p> <p>Other Comments:</p> <ul style="list-style-type: none"> • Continued to contract with Latino Project but at reduced level and service area for first nine months of year because of budget limitations necessitated by Order. Services limited to Portland and Salem metropolitan areas. With the receipt of federal stimulus funds, revised contract for provision of increased and more extensive services, and provision of services to Woodburn area. • Continued to support, partner and provide to technical assistance to 121 tribal programs, in accord with cooperative agreements. Presently have five year agreements with the Confederated Tribes of Grand Ronde and the Confederated Tribes of Warm Springs; and are negotiating cooperative agreements with the Confederated Klamath Tribes, the Confederate Tribes of Siletz Indians and the Confederated Tribes of the Umatilla Reservation, which were recently awarded 121 status. • Continued to recruit bilingual, bicultural staff • Continue to partner with the Immigrants and Refugee Community Organization (IRCO), which provides assistance to 30 ethnic refugee

		<p>and immigrant groups in the Portland metropolitan area. OVRs' field offices provided trainings to IRCO and worked with an IRCO job developer network.</p> <ul style="list-style-type: none">• Continued to sponsor and participate in annual two-day Options for Success Conference in Southern Oregon for VR professionals, disability providers and persons with disabilities and their families. OVRs Employer Services Unit staff were well received presenters at this year's conference• Continued to coordinate with Western Oregon University Deafness Rehabilitation programs; development of videophone pilot with Department of Human Services; implementing FM and induction loop technology in all offices to facilitate linguistic access; continued collaboration with Oregon Deaf and Hard of Hearing Services for provision of ASL interpreters, text based service providers and coordination of services. In addition, developed training materials specific to identification of functional limitations experienced by Deaf and Hard of Hearing consumers and distributed them statewide. Three OVRs VRCs serve statewide and local boards for the Hearing Loss Association of Oregon• Continued use of bilingual/bicultural interns in targeted OVRs branches; continue publication of OVRs informational materials in multiple languages; installation of videophones in targeted branches; and, upgrading of existing, outdate videophone was begun
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GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRs clients.		
OBJECTIVE	STRATEGIES	OUTCOMES
<p>F. Maintain and develop connections to programs and services that assist clients obtain and maintain employment outcomes</p>	<ol style="list-style-type: none"> 1. Continue Work Readiness Alternatives Workshop programs on a statewide basis 2. Continue to partner with Department of Community Colleges and Workforce Development in supporting and implementing the Disability Navigator Program 3. Maintain the Career Workforce Skills Training Programs at community colleges 4. Continue to work with Independent Living Centers to identify services that support and improve employment outcomes 	<ul style="list-style-type: none"> ▪ CONTRACTS IN PLACE FOR WORK READINESS ALTERNATIVES WORKSHOPS Outcome: Reinstated Lane County WRAW program with federal stimulus funds. Contract runs from 3/1/10 – 9/30/11. Comment; WRAW contracts statewide were discontinued after 6/30/09 because of Order of Selection and lack of funds. Additional WRAW programs may be started or resumed if funding is available; conversely, Lane County program dependent on continuing availability of funding ▪ QUARTERLY MEETING ATTENDANCE WITH DEPARTMENT OF COMMUNITY COLLEGES AND WORKFORCE DEVELOPMENT Outcome: Workforce Services Coordinator continued to consult with CCWD about DPN program (until federal funding for DPN program ended and program discontinued (FFY 2009). ▪ MAINTAIN NUMBER OF CAREER WORKFORCE SKILLS TRAINING PROGRAMS Target: 2 Outcome: 3 – through 6/30/09; discontinued thereafter Comment: As result of Order of Selection, participation in CWSTP limited to clients with authorized IPEs after Order of Selection was imposed on 1/15/09. Due to continuing limitations resulting from Order, contracts for CWSTP were not continued after June 2009 • MAINTAIN NUMBER OF CONTRACTS OVRs BRANCHES HAVE WITH INDEPENDENT LIVING CENTERS TO PROVIDE SERVICES Target: 7 Outcome: 7 Comments: <ul style="list-style-type: none"> • Clarified policy in support of payment for IL services

		<p>promoting successful employment outcomes.</p> <ul style="list-style-type: none">• Provided funds for CIL staff to attend NCIL conference, OVRS job placement training, OVRS In Service, Standards and Assurances Peer Consultation, and purchase of videoconferencing equipment to develop and promote IL services.• Continued to collaborate with Oregon Commission for the Blind and the State Independent Living Council to provide IL services that overcome barriers to employment.• Independent Living (IL) staff provided information about the scope of services provided by Centers for Independent Living (CIL) services that support successful employment at the August 2010 OVRS In-Service.
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GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRs clients.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>G. Develop, administer and sustain a state wide work incentives planning system</p>	<ol style="list-style-type: none"> 1. Develop policy option package (POP) to support continuation of the work incentives planning system 2. Develop and utilize a departmental work group to support implementation of the work incentives planning system 3. Pursue grant funding to support the expansion of work incentives counselors in high schools to target transition age youth 4. Provide training to staff on the work incentives planning system (WIN) 5. Provide training to 121 tribal programs on the work incentives planning system (WIN) and New Social Security Ticket to Work (TTW) regulations 6. Provide training and outreach on work incentives to parents and caregivers of persons with significant disabilities 	<ul style="list-style-type: none"> ▪ SUBMISSION OF POLICY OPTION PACKAGE Outcome: No Policy Option Package (POP) submitted Comment re above outcome: No new POPs submitted because legislature indicated none would be considered in special off-year session that it held. However, legislature did hold an informational hearing on work incentives/benefits planning and WIN ▪ PERCENT OF SSI/SSDI EMPLOYMENTS THAT MEET SUBSTANTIAL GAINFUL ACTIVITY AT CLOSURE (Indicator 1.6) Target: 36% Outcome: 21% Comment: Decrease is apparent result of Order of Selection, economic recession and continued high unemployment. For more, see comments re Indicators 1.1 and 1.2 ▪ NUMBER OF WORK INCENTIVES SYSTEM REFERRALS WHO BECAME OVRs APPLICANTS Target: 200 Outcome: 217 ▪ SUBMISSION OF GRANT PROPOSAL Outcome: Abandoned pursuit of grants for transition – not a viable strategy at this time. In substitute, are seeking grants for all WIN services <p>Additional Comments:</p> <ul style="list-style-type: none"> • Work group organized. Met and addressed to various issues related to sustaining WIN, including research about benefits of WIN. • WIN coordinators continued to conduct monthly education and outreach to OVRs field offices statewide • WIN provided training to parents and caregivers through statewide conference participation and local presentations to high school transition staffs and parents

		<ul style="list-style-type: none">• Efforts to establish DHS as an EN involved implementing a Ticket-related pilot with ten community mental health programs that in partnership with OVRs provide evidence-based supported employment services.
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GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRS clients.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>H. Provide assistive technology (AT) services and devices needed statewide by OVRS clients at each stage of the VR process</p>	<p>1. Continue to contract with Access Technologies, Inc (ATI) to provide the assistive technology (AT) services and AT devices needed by OVRS clients at each stage of the VR</p>	<p>• FULFILLMENT OF CONTRACT DELIVERABLES Outcome: Fulfilled contract</p> <p>Comments:</p> <ul style="list-style-type: none"> • Through ATI, OVRS purchased 173 AT devices and services to assist OVRS clients in need of such devices and services. Some examples of the AT devices and services purchased include: <ul style="list-style-type: none"> ○ An Interprettype two-way text communicator for persons with hearing loss ○ An adaptive keyboard designed for individuals with hand tremors ○ Dragon NaturallySpeaking, speech-to-text communication software ○ GUIDE, an assistive technology software for persons with autism ○ Equipping the headrest of a wheelchair of an individual with quadriplegia with a cell phone adapted for use by the individual ○ Providing an individual with fibromyalgia with a wheelchair designed for her stature and which provided adequate body support. To further reduce muscle fatigue, an articulating keyboard platform and document holder were added to the individual's existing workstation, and taught her the value of taking short stretching breaks. • ATI staff participated in OVRS In-service training conference as a vendor, thus providing OVRS staff from around the state an opportunity to meet with them, have hands-on experience with various ATs and discuss client specific AT needs • OVRS Internship Coordinator incorporated info on ATI into presentations made for Western Oregon University RCE program's Case Management course

<p>I. Improve access and quality of services for Deaf and hard of hearing persons</p>	<ol style="list-style-type: none"> 1. Identify current technology needs; available technology; conduct cost benefit analysis; and develop corresponding recommendations 2. Increase the number of staff with American Sign Language skills 3. Continue statewide coordination of services to Deaf and hard of hearing persons 4. Provide outreach to the Deaf and hard of hearing communities 	<ul style="list-style-type: none"> • INCREASE THE NUMBER OF DEAF AND HARD OF HEARING IMPAIRED PERSONS WITH EMPLOYMENT OUTCOMES (Indicator 1.4) Target: 345 Outcome: 135 ▪ INCREASE NUMBER OF TRANSITION AGE DEAF YOUTH (18-24) AND YOUTH WHO ARE HARD OF HEARING WITH EMPLOYMENT OUTCOMES (Indicator 1.4) Target: 30 Outcome: 15 <p>Comment re. above outcomes: Decrease is apparent result of Order of Selection, economic recession and continued high unemployment. For more, see comments Indicators re 1.1 and 1.2</p> <p>TECHNOLOGY RECOMMENDATION Outcome: Recommendation developed Comment: Recommendation is for use of video remote interpreting (VRI) and videophones (VP) (200). Implementation of recommendation slowed because of cost and logistical issues but it is still anticipated.</p> <p>Additional Comments:</p> <ul style="list-style-type: none"> • Continued to increase number of staff with ASL skills • Deaf/hard of hearing (HoH) coordinator continued to coordinate Deaf/HoH services • Deaf/hard of hearing counselor specialists continued to provide outreach, support and services
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GOAL I. Increase the number and quality (as measured by wages, availability of benefits, number of hours worked, and client satisfaction) of employment outcomes for all OVRs clients.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>J. Enhance coordination with workforce partners and vocational rehabilitation programs so that people with disabilities have better access and are better prepared for employment</p>	<ol style="list-style-type: none"> 1. Continue participation in the Workforce Policy Cabinet 2. Continue to collaborate with workforce partners to provide training and technical assistance to Oregon's workforce regions in developing, implementing and updating Resource Sharing Agreements (RSAs) and Memoranda of Understanding (MOU) 3. Continue to assess the training needs of workforce partners located in Employment Department offices and one-stops at the local level and provide training as appropriate 4. Increase the number of cases co-staffed with workforce partners 5. Ensure staff are aware of workforce system resources including training resources 	<p>▪ NUMBER OF SHARED CLIENTS WITH WORKFORCE PARTNERS Establish Baseline: Not established - unable to collect data. Will identify another outcome for measuring objective. Comments:</p> <ul style="list-style-type: none"> • Continued participation on Workforce Policy Cabinet and collaboration with workforce partners • Continued collaboration with Oregon's 15 Workforce regions through development, implementation and updating of RSAs and MOUs. Extended Resource Sharing Agreements through 6/30/2011 while awaiting WIA reauthorization • Continued annual assessment of training needs with each of the 15 Workforce regions. As appropriate and needed, provided disability training and orientation to OVRs • Workforce Services Coordinator continued to interface with workforce partners through above and other processes and provide information and technical assistance to staff on workforce system related issues

<p>K. Increase the availability and quality of job development services</p>	<ol style="list-style-type: none"> 1. Explore the feasibility of creating staff job developers 2. Develop standardized job developer reports 3. Explore the feasibility of certifying job developers 4. Explore the feasibility of outcome based payment for job development services 5. See strategies for Goal I, Objective B 	<ul style="list-style-type: none"> • ANALYSIS AND REPORT ON FEASIBILITY OF STAFF JOB DEVELOPERS Outcome: Analysis completed (FFY 2009) Comment: In FFY 2009, based on completed analysis, OVRS decided to refine the capacity of its counseling staff to provide job development services, continue to train all counselors on EEO job development/marketing approach and methods, and develop and fill a Job Development Coordinator position. In FFY 2010, the Coordinator continued to fulfill her responsibilities as part of a centralized employment team that is responsible for leading and managing OVRS job development efforts with staff and private job developers. For more about EEO and job development, see below. • STANDARDIZED JOB DEVELOPER REPORTS Outcome: Standardized report developed and implemented (FFY 2009) • ANALYSIS AND REPORT ON FEASIBILITY OF CERTIFYING JOB DEVELOPERS Outcome: Analysis completed Comment: Based on analysis (2009), decided not to certify job developers but train them in utilization of EEO job development/marketing approach and methods. On related basis, continued to move to performance based contract job development services. For more, see below. • ANALYSIS AND REPORT ON OUTCOME BASED PAYMENT FOR JOB DEVELOPMENT SERVICES Outcome: Analysis completed Comment: Continued to develop and operate outcome based payment system for job development services. 130 contract job development vendors participated in outcome based system for job development, placement and retention services. Continued standardized job preparation and job coaching rates. Maintained statewide job ready pool of applicants.
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GOAL II. Increase the number of youth who seek OVRS services and the number and quality of employment outcomes for this population.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>A. Increase the number of transition age youth (14-24) who obtain employment outcomes</p>	<ol style="list-style-type: none"> 1. Continue transition job fairs in partnership with Oregon Business Leadership Network and others 2. Continue Youth Transition Program (YTP) 3. Continue Career Workforce Skills Training Program (CWSTP) 4. Continue implementation of Project Access, a grant opportunity to demonstrate a new youth transition service model 5. Analyze current performance to identify strategies and practices that correlate with increased performance and replicate statewide 6. Continue collaboration with the Early Assessment Screening and Treatment (EAST) Project, which focuses on transition age youth with psychiatric disabilities 7. Work with Office of Developmental 	<p>▪ INCREASE NUMBER OF TRANSITION AGE YOUTH SERVED Target: 1,693 Outcome: 1,305</p> <p>▪ INCREASE PERCENT OF TRANSITION AGE YOUTH OBTAINING AN EMPLOYMENT OUTCOME (Indicator 1.1) Target: 68% Outcome: 47%</p> <p>▪ INCREASE PERCENT OF TRANSITION AGE YOUTH WHO OBTAIN A POST-SECONDARY DEGREE OR CERTIFICATE AND OBTAIN A SUCCESSFUL CLOSURE (Indicator 1.2) Target: 85% Outcome: 77%</p> <p>Comment re. above outcomes: Decrease is apparent result of Order of Selection, economic recession and continued high unemployment. For more, see comments re. Indicators 1.1 and 1.2</p> <p>Additional Comments:</p> <ul style="list-style-type: none"> • Continued to hold job fairs with the Oregon Business Leadership Network (OBLN) and subsequently with RISE (formerly Oregon Parent Training and & Information Center. (Contracted with RISE to carry out these and other activities after OBLN dissolved in Spring 2010). • Continued YTP through cooperative agreements with 37 school consortia and school districts, representing 105 high schools, for State Fiscal Year FY 2009-11. For more on YTP, see Attachments 4.8.b.1 and 4.7.b.3 • As result of Order of Selection, Career Workforce Skills Training program CWST was discontinued on 6/30/09. • Continued to implement Project Access. Participating educational and vocational rehabilitation professionals completed curricula and

	<p>Disabilities Services (ODDS) establish collaborative relationships with the three new developmental disability supports and services brokerages scheduled to go on line over the next year</p>	<p>implementation plans and taught 433 students in 18 different classrooms in five participating high schools through three one-hour classes per week. In addition, a three-day summer academy for special ed teachers and VR counselors was planned and held. Project Access results continue to be collected (but results will not be known for several years, until student participants graduate and get jobs or continue onto higher education).</p> <ul style="list-style-type: none"> • YTP specialists continued participating in EEO job development workshops • OVRS continued to collaborate with Early Assessment Screening and Treatment (EAST) Project to minimize unemployment of young people with early psychosis • OVRS field offices in Portland continued to collaborate with Community Pathways (formerly Arc Brokerage Services) and Independence Northwest, and field offices in Eugene did the same with Mentor Oregon Brokerage in assisting individuals with developmental disabilities pursue their employment outcomes. OVRS/CEP' Work Incentives Network also collaborated with these new brokerages and all participated in the Employment First Statewide Summit.
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GOAL II. Increase the number of youth who seek OVRS services and the number and quality of employment outcomes for this population.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>B. Increase the quality of employment outcomes as measured by wages, availability of employer paid benefits, and hours worked</p>	<p>1. Support the Office of Developmental Disabilities Services' (ODDS) job development training pilot</p> <p>2. Continue Career Workforce Skills Training Program</p>	<ul style="list-style-type: none"> • INCREASE AVERAGE WAGE (Indicators 1.3 and 1.5) Target: \$8.60 Outcome: \$9.22 ▪ INCREASE PERCENT WITH EMPLOYER PAID BENEFITS Target: 21% Outcome: 14% ▪ INCREASE NUMBER OF HOURS WORKED Target: 28.5 Outcome: 26 <p>Comment re. above outcomes: Decrease is apparent result of Order of Selection, economic recession and continued high unemployment. For more, see comments re Indicators 1.1 and 1.2</p> <p>Additional Comments:</p> <ul style="list-style-type: none"> • In regards the job development pilot, the strategy has been modified. As part of its EEO initiative, OVRS is moving to a marketing based approach to job development (in order to better engage employers), and performance based contracts with vendor job developers (in order to get better results). For more, see I.B and III.A comments • As result of Order of Selection, Career Workforce Skills Training Program was discontinued after 6/30/09 • OVRS field offices and the Work Incentives Network continued work with continuing and new developmental disability brokerages in providing supported employment services to individuals with developmental disabilities. See prior objective for more

GOAL II. Increase the number of youth who seek OVRs services and the number and quality of employment outcomes for this population.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>C. Increase the number of youth with more significant disabilities who receive services</p>	<ol style="list-style-type: none"> 1. Continue to partner with the Office of Developmental Disabilities Services (ODDS) to provide training and technical assistance to community-based developmental disability programs 2. Continue to revise, update and disseminate supported employment training and resource materials, including a toolkit 3. Arrange for training through external and internal resources to address training needs specific to this population 4. Determine the feasibility of Project Search to increase employment outcomes 5. Pursue grant funding to support the expansion of work incentive counselors and Disability Navigators Program in high school to target transition age youth 	<ul style="list-style-type: none"> • INCREASE NUMBER OF STUDENTS WHO ARE SSI/SDDI RECIPIENTS WHO OBTAIN AN EMPLOYMENT OUTCOME (Indicator 1.4) Target: 145 Outcome: 56 ▪ INCREASE THE NUMBER OF STUDENTS IN SUPPORTED EMPLOYMENT OUTCOMES (Indicator 1.4) Target: 78 Outcome: 38 <p>Comment re. above outcomes: Decrease is apparent result of Order of Selection, economic recession and continued high unemployment. For more, see comments Indicators 1.1 and 1.2</p> <ul style="list-style-type: none"> ▪ SUBMISSION OF GRANT PROPOSAL Outcome: Unsuccessful in obtaining a grant. Pursuing WIN funding, including that necessary to provide WIN services to youth with disabilities, through other strategies, including obtaining state general funds, and funding from targeted federal agencies. No success yet but strategies remain in play. As noted above, Disability Navigator Program was discontinued after Congress eliminated its funding <p>Other Comments:</p> <ul style="list-style-type: none"> • OVRs worked closely with ODDS counterparts in planning and implementing ODDS' Employment First policy. OVRs Competitive Employment Project/Medicaid Infrastructure Grant provided funding for Employment First consultants and training. For more, see I.D and II.A and Attachment 4.10 • OVRs CEP helped fund Employment First materials, including informational pieces for the Employment First Statewide Summit and subsequent regional forums, a website and a toolkit

	<p>6. Continue to explore the feasibility of establishing the Department of Human Services as a Ticket to Work “employment network” as a strategy to create a revenue stream to fund ongoing support services for persons with developmental disabilities</p>	<ul style="list-style-type: none"> • OVRS VRCs and CEP Work Incentive Coordinators participated in Employment First one–day orientation and training forums held throughout Oregon. OVRS’ in-Service featured a number of presentations on providing supported employment to persons with intellectual and developmental disabilities. For more, see Attachment 4.10 • Oregon Health Sciences University and St. Vincent DePaul are collaborating on a Project Search initiative. A separate Project Search initiative with Legacy Emanuel Hospital proved financially infeasible (2009). (OVRS is not directly involved with the OHSU/St. Vincent initiative) • Continued to explore establishing DHS as an Employment Network. Organizational processes and initial agreements were developed; and planning for an EN pilot (comprised of OVRS and a number of community mental health programs) was begun • Efforts to establish DHS as an EN. For more, see I.D. comments
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GOAL II. Increase the number of youth who seek OVRs services and the number and quality of employment outcomes for this population.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>D. Improve partnerships with education agencies at the state and local level</p>	<ol style="list-style-type: none"> 1. Continue to partner with Department of Education (DoEd), University of Oregon (UofO), and Oregon school districts to carry out the Youth Transition Program 2. Continue to partner with three community colleges in carrying out the Career Workforce Skills Training Program 3. Explore opportunities with the Oregon School for the Deaf to develop integrated services 4. Continue to participate in the Core Work Group with the Commission for the Blind and Oregon Community Colleges in order to exchange information and address concerns 5. Continue to participate on State Advisory Council for Special Education (SACSE), and its Transition Committee; and, Modified Diploma Taskforce 	<ul style="list-style-type: none"> ▪ MAINTAIN NUMBER OF YOUTH TRANSITION PROGRAM SITES (number of cooperative agreements) Target: 38 Outcome: 38 Comment: One site withdrew for budgetary reasons and one added ▪ DETERMINE THE NUMBER OF EMPLOYMENT OUTCOMES ATTRIBUTED TO PARTNERSHIPS Comment: Not established - unable to collect data. <p>Additional Comments:</p> <ul style="list-style-type: none"> • Continued to partner with DoEd, UoO and Oregon education school districts, consortia and schools to carry out YTP. For more, see Attachment 4.8.b.2 • As result of Order of Selection, CWSTP discontinued after 6/30/09 • Had conversation with DoEd and School for the Deaf administration about entering into a cooperative agreement to provide transition services to youth who Deaf and hard hearing. Results pending • Transition Coordinator continued to participated on Core Work Group Transition Coordinator continued to represent OVRs and participate on State Advisory Council for Special Education (SACSE), the council's Transition Committee, the Modified Diploma Task Force and other transition related committees

GOAL II. Increase the number of youth who seek OVRs services and the number and quality of employment outcomes for this population.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>E. Increase the awareness and understanding of transition among youth and their parents, teachers, and disability advocates and professionals</p>	<ol style="list-style-type: none"> 1. Work with the local and state level advisory boards to Project Access to identify opportunities to increase awareness and understanding of transition issues 2. Co-sponsor and participate in annual transition conference 3. Educate OVRs staff, DHS partners, education staff and parents of youth in transition about services available to transition youth, including supported employment 	<p>▪ INCREASE NUMBER OF TRANSITION AGE YOUTH SERVED Target: 1,693 Outcome: 1,304 Comment: Decrease is apparent result of Order of Selection, economic recession and continued high unemployment. For more, see comments Indicators 1.1 and 1.2</p> <p>Additional Comments:</p> <ul style="list-style-type: none"> • Sponsored, supported and participated in 2010 annual transition conference • YTP coordinator and counselor specialists continued to educate staff, partners and other stakeholders about transition services, including supported employment, through OVRs' annual in-service conference, transition and other conferences and provision of case specific technical assistance
<p>F. Increase the participation of and outcomes for youth from cultural, ethnic and/or linguistic minorities and Deaf and hard of hearing youth</p>	<ol style="list-style-type: none"> 1. Explore the feasibility of partnering with counselors of the 121 tribal programs to provide vocational awareness activities to transition age youth with disabilities 2. Ensure linguistic access through the use of bilingual staff, interpreters and translated materials Clayton/Joe 3. Identify opportunities to outreach to potential cultural, ethnic and/or linguistic minority clients 	<p>▪ INTERPRETERS AVAILABLE 100% OF THE TIME WHEN REQUESTED Target: 100% Outcome: 96% Comment: Lack of interpreters in rural areas remains a challenge, although contract interpreters were added in those areas. Utilize other interpreter sources problems arise</p> <p>Additional Comments</p> <ul style="list-style-type: none"> • Continued to support, partner and provide to technical assistance to 121 tribal programs, in accord with cooperative agreements. Presently have five year agreements with the Confederated Tribes of Grand Ronde and the Confederated Tribes of Warm Springs. Negotiating cooperative agreements with the Confederated Klamath Tribes, the Confederate Tribes of Siletz Indians and the Confederated Tribes of the Umatilla Reservation, which were recently awarded 121 status.

	<p>with disabilities</p> <ol style="list-style-type: none">4. Provide culturally competent services5. Develop a strategy for increasing participation and positive outcomes for Deaf and hard of hearing youth	<ul style="list-style-type: none">• For more, see I.E. above. Most activities undertaken with ethnic and cultural minority adults with disabilities also benefit youth
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GOAL III. Engage employers in order to increase the number and quality of employment outcomes for persons with disabilities, including those with the most significant disabilities.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>A. Increase understanding awareness, and interest of Oregon's businesses in employing people with disabilities</p>	<ol style="list-style-type: none"> 1. Continue to contract with the Oregon Business Leadership Network to promote employment of persons with disabilities on a business to business basis 2. Continue to partner with the Oregon Commission for the Blind in developing and coordinating employer engagement strategies 3. Continue to partner with Employment Department's business and account representatives to access the labor market information 4. Continue implementation of Enhancing Employment Outcomes Project 5. Support and participate in U.S. Business Leadership Network 2008 annual conference done 6. Inform and educate employers about incentives for employing persons with disabilities 	<p>▪ NUMBER OF EMPLOYERS WHO REQUEST SUBSEQUENT REFERRALS FOR NEW JOB OPENINGS</p> <p>Establish baseline: Not established - unable to collect data.</p> <p>Comments:</p> <ul style="list-style-type: none"> • Continued contract with OBLN for informational, networking and outreach activities, including publishing an electronic magazine, conducting live resume events and job fairs. In the Spring 2010, OBLN dissolved when its board of directors determined it was unsustainable. (OVRs support of OBLN had been contingent on it becoming a self-sustaining enterprise) • Subsequent to OBLN's dissolution, OVRs continued to have live resume, job fair and career day events and the summer internship program carried out by or through RISE Center (formerly known as Oregon Parent Training and Information Center). • OVRs CEP continued to partner with OCB and OBLN and subsequently RISE in implementing employer engagement activities, and educating employers about incentives for employing persons with disabilities • Continued to partner with Employment Department and University of Oregon" Career Information System to obtain labor market info • Continued implementation of EEO initiative statewide. Expanded training and utilization of EEO job development/marketing and motivational intervention methodology to all OVRs counseling staff and private job developers. Using baseline employment criteria of motivation to work, reliability and dependability. EEO job development approach targets "hidden job market" where persons with disabilities fill jobs based on employers' needs. Emphasizes time spent on employment engagement by job developers rather than client preparation. For more, see other comments re. EEO • Sponsored and participated in USBLN 2008 annual conference (October 2008)

GOAL III. Engage employers in order to increase the number and quality of employment outcomes for persons with disabilities, including those with the most significant disabilities.

OBJECTIVE	STRATEGIES	OUTCOMES																		
<p>B. Improve employment outcomes for individuals with disabilities</p>	<ol style="list-style-type: none"> 1. Continue to participate in Council of State Administrators of Vocational Rehabilitation's National Employment Network (VR-NET) 2. Continue to identify apprenticeship opportunities for clients in the building trades 3. Participate in DHS work group to re-establish HIRE program 	<p>▪ INCREASE NUMBERS OF JOB REFERRALS FROM BUSINESS AND EMPLOYER RELATED SOURCES</p> <table border="0"> <tr> <td>Target</td> <td style="text-align: right;">25</td> </tr> <tr> <td>Outcome</td> <td style="text-align: right;">40</td> </tr> </table> <p>Comment: This number is primarily the result of OVRs outreach strategies and activities as executed by OVRs' Employer Services Coordinator and others. See III. A. above for more</p> <p>▪ INCREASE NUMBER OF EMPLOYMENT OUTCOMES FROM VR-NET</p> <table border="0"> <tr> <td>Target</td> <td style="text-align: right;">5</td> </tr> <tr> <td>Outcome</td> <td style="text-align: right;">69</td> </tr> </table> <p>Comment: Results of groundwork to expand focus of VR-NET has begun to produce desired outcome</p> <p>▪ INCREASE NUMBER OF APPRENTICESHIP REFERRALS</p> <table border="0"> <tr> <td>Establish baseline (2009)</td> <td style="text-align: right;">4</td> </tr> <tr> <td>2010 Target</td> <td style="text-align: right;">10</td> </tr> <tr> <td>2010 Outcome</td> <td style="text-align: right;">—</td> </tr> </table> <p>▪ INCREASE NUMBER OF APPRENTICESHIPS OBTAINED</p> <table border="0"> <tr> <td>2010 Target</td> <td style="text-align: right;">5</td> </tr> <tr> <td>2010 Outcome</td> <td style="text-align: right;">—</td> </tr> </table> <p>Comment on above two outcomes: Despite efforts, work with Building Trades' apprenticeship programs has not produced desired results. Strategy will not be continued</p> <p>Additional Comments: State administrative agency discontinued HIRE program in FFY 2009</p>	Target	25	Outcome	40	Target	5	Outcome	69	Establish baseline (2009)	4	2010 Target	10	2010 Outcome	—	2010 Target	5	2010 Outcome	—
Target	25																			
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2010 Target	10																			
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<p>C. Participate in the development of a state and national marketing campaign for employment of persons with disabilities</p>	<ol style="list-style-type: none"> 1. Pursue grant funding and support to air <i>Look at My Ability</i> public service announcements (PSA) 2. Collaborate with other state Medicaid Infrastructure Grant (MIG) projects to develop the state and national marketing campaign and implement in Oregon 	<ul style="list-style-type: none"> • BROADCAST OF LOOK AT MY ABILITY IN MAJOR OREGON MEDIA MARKETS <p>Outcome:</p> <ul style="list-style-type: none"> • First phase of the <i>Think Beyond the Label (TBTL)</i> advertising campaign produced and implemented. Focus on making employers aware of the possibility and benefit of hiring individuals with disabilities, particularly employers who have not previously done so. First phase of broadcast and print ads run three months on CNN and NPR and in Wall Street Journal and New York Times and national media outlets that are a presence in Oregon and other states. • Oregon <i>TBTL</i> webpage created and implemented • <i>TBTL</i> toolkit developed <p>Comment: Strategy evolved in 2009. Collaboration with other state Medicaid Infrastructure Grantees (MIGs) led to development of <i>Think Beyond the Label</i>, a cross media campaign, multi-phase campaign intended to raise awareness of and prompt action by employers.</p> <ul style="list-style-type: none"> • SECURE ONE OR MORE MAJOR CAMPAIGN SPONSORS FROM BOTH PRIVATE AND PUBIC SECTORS <p>Outcome: Continued participation with other state MIGs to secure funding for continued production of and media buys for <i>TBTL</i>. Approximately \$4.5 million raised nationally by September 2010.</p>
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GOAL IV. Continually improve the management of the program while insuring compliance with appropriate laws, rules and policy.		
OBJECTIVE	STRATEGIES	OUTCOMES
<p>A. Build upon current data analysis to conduct ongoing program evaluation</p>	<ol style="list-style-type: none"> 1. Pursue technical assistance from Rehabilitation Services Administration 2. Use available data to determine the best use of training and technical assistance provided to the field 3. Use available data to determine management focus for field staff supervision 	<ul style="list-style-type: none"> ▪ DECREASE THE NUMBER OF ERRORS CITED BY RSA IN YEARLY 911 REPORTS 2010 Target: 50 2010 Outcome: 50 ▪ TARGET STRATEGIES DETERMINED MOST EFFECTIVE BASED ON DATA TO IMPROVE SUCCESSFUL OUTCOMES Outcome: Utilized data to target, refine and expand most effective strategies (2009) ▪ IDENTIFICATION OF AND IMPLEMENTATION OF OPERATIONAL INDICATORS Outcome: Program metrics identified and provided to OVRS Administration and Field Managers through number of ongoing reports. Data utilized by management in managing field services <p>Comments:</p> <ul style="list-style-type: none"> • T/A provided by RSA (2009) • Data analysis continued to inform implementation, refinement and/or expansion of various strategies, including Work Incentives Network, Enhancing Employment Outcomes initiative and outcome based job development
<p>B. Maximize the use of technological tools to enhance performance</p>	<ol style="list-style-type: none"> 1. Bring ORCA 5.0 online 	<ul style="list-style-type: none"> ▪ INCREASE TIME SPENT WITH CLIENTS BY REDUCING THE AMOUNT OF TIME SPENT ON CASE ADMINISTRATION ▪ IMPROVE ACCURACY OF DATA COLLECTION <p>Comment re above outcomes:</p> <ul style="list-style-type: none"> • Determined above outcomes are impractical to quantify ▪ ORCA 5.7 installed (Fall 2009) ▪ Above outcomes impractical to quantify. To be replaced with: "Reduce Staff Time Spent Producing Authorizations for Purchases". Baseline to be established in 2012

		<ul style="list-style-type: none">▪ ELIMINATION OF TEMPORARY TICKET TO WORK STAFFER <p>Comment: Outcome omitted. No longer applicable because quantity of TTW work increased.</p>
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GOAL IV. Continually improve the management of the program while insuring compliance with appropriate laws, rules and policy.		
OBJECTIVE	STRATEGIES	OUTCOMES
<p>C. Develop and implement those systems and processes necessary to maximize utilization of Social Security's Ticket to Work Program</p>	<ol style="list-style-type: none"> 1. Develop current Ticket to Work manual 2. Train OVRs field staff on Ticket to Work processes and procedures 	<ul style="list-style-type: none"> ▪ INCREASE THE NUMBER OF TICKETS ASSIGNED Comment: No longer a viable outcome as new SSA TTW regulations assign tickets to all clients (2009). ▪ INCREASE THE AMOUNT OF TICKET REIMBURSEMENTS 2010 Target \$1,500,000 2010 Outcome \$7,345,000 Comment: TTW/cost reimbursement payments increased substantially through most of FFY 2010 because of a SSA-approved state waiver for submitting claims. (But in July 2010, SSA rescinded the waiver and reimbursements declined. As a result, 2011 TTW reimbursements are likely to be considerably lower.) Utilization of the TTW Tracker (software) has been very useful in identifying and validating TTW claims. Additional Comment: Over 170 staff were provided with Ticket-related training through 27 trainings conducted by the TTW Coordinator.
<p>D. Minimize risks and liabilities in the administration of the program</p>	<ol style="list-style-type: none"> 1. Administrative staff perform ORCA file reviews prior to field file reviews to determine focus areas 2. Provide overview of branch review findings to policy and training staff 3. Update current OVRs policy manual, technical assistance guide and best practices 4. Continue to review OVRs' policies, procedures and practice to ensure 	<ul style="list-style-type: none"> ▪ NO AUDIT FINDINGS 2010 Target: 0 2010 Outcome: 2 Comment: ▪ ACCURATE FISCAL REPORTS Outcome: Fiscal reports were accurate ▪ STANDARDIZED CONTRACTING PROCEDURES INCLUDING REPORTING REQUIREMENTS AND COMPLIANCE WITH FEDERAL REQUIREMENTS Outcome: Contracts contain standard terms and conditions provided by the Office of Contracts and Procurement

	<p>compliance with federal and state law; appropriateness of policies, practices and procedures ; and, appropriate utilization of resources</p> <p>5. Pursue technical assistance from Rehabilitation Services Administration on fiscal management, contracting and performance based contracting for program and department staff</p> <p>6. Attend RSA Fiscal Conference</p>	<p>Comments:</p> <ul style="list-style-type: none"> ▪ All OVRS managers have been trained regarding contracts. All contracts are reviewed by OVRS Administration to assure compliance with reporting requirements (2009). ▪ OVRS Budget & Analysis unit performs file reviews on a regular basis. Results are provided to OVRS Field Services Managers, who review with Branch Managers and their staffs (2009). ▪ OVRS-SRC Policy Manual Workgroup continued work on policy manual. Transportation, vehicle modification, vehicle insurance and closure policies completed. Self-employment under development. ▪ Budget & Performance Manager and Research, Budget and Accounting Analysts attended RSA 09 Fiscal Conference (2009).
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GOAL V. Ensure a highly trained workforce at every level of the organization.		
OBJECTIVE	STRATEGIES	OUTCOMES
<p>A. Ensure staff have the skills, knowledge and ability to perform their jobs at a high level of proficiency</p>	<ol style="list-style-type: none"> 1. Train all staff on ORCA 5.0 2. Require all new staff to complete New Counselor Training 3. Require all staff to complete Values and Ethics Training 4. Require all new staff to complete training associated with Employment Enhancement Opportunity Program initiative 	<ul style="list-style-type: none"> ▪ REDUCTION IN NUMBER OF NEGATIVE RSA REVIEW FINDINGS 2010 Target: 0 2010 Outcome: 0 Comments: <ul style="list-style-type: none"> ▪ ORCA 5.7 implemented and staff trained on its use. ▪ Continued to provide Counselor Training provided to new counselors and other staff. Curriculum and format retooled to strengthen training and make it applicable to new and continuing counselors. Values and Ethics training provided to new managers and counselors. For more, see Attachment 4.10. ▪ Continued to provide EEO initiative training provided to all new and continuing staff. Over ___ staff, contract job developers and partners trained through ___ trainings on “motivational intervention” and ___ on “job marketing”. For more, see other comments on EEO
<p>B. Increase staff knowledge in targeted areas</p>	<ol style="list-style-type: none"> 1. Completion of Training Needs Assessment (TNA) 2. Development of training plan based on findings of TNA and 2007 Comprehensive Needs Assessment (CNA) 3. Staff participation in training relevant to brain injury; autism; Deafness and hearing loss; working with individuals with developmental disabilities and psychiatric disabilities; and person-centered planning 4. OVRS In-Service 	<ul style="list-style-type: none"> ▪ COMPLETED TRAINING NEEDS ASSESSMENT AND TRAINING PLAN Outcome: Completed annual TNA and plan ▪ INTERNAL AND EXTERNAL TRAINING OPPORTUNITIES TO ADDRESS IDENTIFIED TRAINING NEEDS Outcome: Significant training opportunities provided to address identified staff training needs Comments: <ul style="list-style-type: none"> ▪ Extensive training provided to staff. For details, see Attachment 4.10 ▪ The 2010 OVRS In-Service Conference, <i>Partnering for Success</i>, was held on September 1-2 and was attended by over 320 persons, including most OVRS managers and staff, and many OVRS partners and vendors. For more, see Attachment 4.10 ▪ Continued to collaborate with stakeholders across multitude of training and related events, including In-Service Conference,

	<p>Conference</p> <p>5. Collaborate with relevant stakeholders to maximize training opportunities and resources</p>	<p>transition conferences, EEO initiative trainings, Employment First summit and regional forums, evidence-based mental health supported employment trainings, work incentives/benefits planning trainings, etc. For more, see other comments and Attachment 4.10</p>
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GOAL V. Ensure a highly trained workforce at every level of the organization.

OBJECTIVE	STRATEGIES	OUTCOMES
<p>C. Continue to recruit to meet the Rehabilitation Act's requirements for a Comprehensive System of Personnel Development and OVRs specific skill needs</p>	<ol style="list-style-type: none"> 1. Continue work with Region X recruitment initiative 2. Continue to work with Department of Human Services, Office of Human Resources in recruiting staff 3. Recruit, as possible, at out-of-state conferences and events 4. Support career advancement within the program 5. Continue participation in Region X Leadership Academy 6. Continue to utilize Department of Human Services' and Department of Administrative Services' leadership trainings 7. Provide, as appropriate, out-of-class work opportunities for staff at every level of the organization 	<ul style="list-style-type: none"> • APPLICANT POOLS WHOSE SKILLS, EDUCATION AND EXPERIENCE ALIGN WITH CSPD GOALS AND SPECIFIC SKILL NEEDS <p>Outcome: The number of OVRs vocational rehabilitation counselors who possess "certified rehabilitation counselor" status increased by 17% (or 38 to 46 counselors) from the prior year. This appears to reflect an applicant pool that better aligns with OVRs' CSPD standards</p> <p>Comments:</p> <ul style="list-style-type: none"> ▪ Continued to participate in Region X recruitment initiative and TACE Leadership Academy ▪ Continued to recruit with DHS/OHR and utilize DHS, DAS leadership training. Management and field are active participants in DHS Transformation initiative ▪ Continued support career advancement and out of class work opportunities <p>(For more, see Attachment 4.10)</p>

ATTACHMENT 6.3

Quality, Scope and Extent of Supported Employment Services

Supported employment (SE) is a major OVRs initiative. OVRs' SE program provides opportunities for individuals with the most significant disabilities to achieve competitive employment in integrated settings with ongoing support provided by a variety of partners. These same individuals are those for whom competitive employment has not traditionally occurred. OVRs provides a continuum of SE services and, in partnership with other human services agencies and programs, the continuing supports that persons with the most significant disabilities need to develop, maintain and advance in competitive employment. OVRs continues to work closely with other divisions and offices within the Department of Human Services, local governmental units and community-based organizations and groups to develop, refine and expand the availability of SE services throughout Oregon.

Over the coming year, OVRs will endeavor to sustain the quality, scope and extent of its SE services. However, the budgetary circumstances that prompted OVRs to institute an Order of Selection, the budget crisis confronting the state of Oregon, and reductions in funding for OVRs' SE partners at the state and local levels, including the Addictions and Mental Health Division (AMH) and the Seniors and Persons with Disabilities Division (SPD), are expected to reduce the number of people to whom OVRs and these programs will deliver SE services. OVRs outcomes and targets reflect this. (See Attachments 4.11.c.1. and 4.11.d.)

QUALITY OF SUPPORTED EMPLOYMENT SERVICES

In general, the quality of an OVRs SE plan is evaluated to ensure that it complies with defining criteria of SE:

- Work is performed in an integrated setting that provides regular interactions with individuals who do not have disabilities, other than caregivers.
- The individual is receiving a wage commensurate with non-disabled workers doing the same work.
- The ongoing support needs and sources of support have been identified and secured.
- Supported employment services provided to clients are for the maximum number of hours possible, based on the unique strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice of individuals with the most significant disabilities.
- Clients and employer are satisfied with placements.

Historically, OVRS has aligned with AMH in promoting Individualized Placement and Support (IPS), an evidence-based SE model. Quality of these programs is assessed through compliance with a fidelity scale. The scale measures the “fidelity” or the degree to which a program is being implemented in accordance to the program design. Some of the measures used in the fidelity scales are the kinds of employment outcomes participants are obtaining; the degree of collaboration with vocational rehabilitation; availability of rapid job search and evidence of consumer choice. OVRS maintains quality SE outcomes through ongoing collaboration with mental health providers on the local level and AMH central office staff.

SCOPE OF SUPPORTED EMPLOYMENT SERVICES (AND EVIDENCE OF COLLABORATION)

In FFY 2008, OVRS provided SE services to 733 individuals with significant disabilities, including persons with psychiatric disabilities, mental illness, developmental disabilities or traumatic brain injuries. During this same period, 205 individuals who received SE services entered competitive employment, and 391 individuals continued to participate in their SE IPEs. Overall, the number of persons receiving SE services increased by 11 percent from FFY 2007.

Supported Employment for Persons with Psychiatric Disabilities

OVRS continues to work to make evidence-based mental health SE services available throughout Oregon.

Background

OVRS' efforts in this area were initiated nearly eleven years ago, when its field offices in the Portland metropolitan area and Grants Pass in southern Oregon began collaborating with AMH, local mental health programs and Portland State University to provide evidence-based SE services to individuals with psychiatric disabilities served by OVRS.

In 2002, OVRS and AMH sought to expand the availability of evidence-based mental health SE services and initiated a project in Jackson, Douglas and Polk counties with Options of Southern Oregon, a community-based mental health provider. This project was aided by a three year grant from Dartmouth College/Johnson & Johnson Community Mental Health Project.

Although the Johnson and Johnson grant funding ended in 2005, OVRS and AMH continued to support the efforts of Options and Life Works. This same year began the Oregon Competitive Employment Project (OCEP), funded by a Medicaid Infrastructure

Grant (MIG). OCEP subsequently identified expansion of SE services as one of its primary objectives (for more on OCEP, see Attachment 4.11.e.2).

Recent to Current Activities

In 2006, OVRS, OCEP and AMH continued their efforts to stimulate and perpetuate SE services through provision of MIG mini-grants to local mental health programs in seven counties. OCEP also funded Options of Southern Oregon and Lifeworks Northwest to provide training and technical assistance on SE to local mental health providers. At the same time, OVRS, OCEP and AMH continued to seek long-term funding for SE services.

In 2007 and 2008, OVRS and AMH continued to provide evidence-based SE services to persons with significant psychiatric disabilities through OVRS field offices and community-based mental health programs. In addition, OVRS, OCEP and AMH continued their initiatives to expand and sustain SE services:

- Options for Southern Oregon and Lifeworks Northwest of metro Portland were provided with innovation and expansion funding to provide job placement and support services to OVRS clients living in their catchments.
- Additional OCEP mini-grants were provided to local mental health programs.
- A leadership, technical assistance and training center on evidence-based SE mental supported employment – the Oregon Supported Employment Center for Excellence (OSECE), was established in December 2007. OSECE has since provided training and TA to 38 job developers with 17 county mental health programs, utilizing the Dartmouth College/Johnson & Johnson evidence-based model.

These efforts notwithstanding, the absence of sufficient continuing funding continues to limit the availability of supported employment services to persons with significant psychiatric disabilities.

Supported Employment for Persons with Developmental Disabilities

OVRS partners with the Seniors and Persons with Disabilities Division (SPD), its Office of Developmental Disabilities Services (ODDS) and others, including support services brokerages (DD brokerages), county case managers, rehabilitation service providers and advocates in providing SE services to persons with developmental disabilities.

In 2003, OVRS and SPD began serving and supporting persons with developmental disabilities affected by the Staley settlement. The agreement, prompted by a federal lawsuit, requires the state to provide qualified persons with developmental disabilities with access to community services, including SE.

From 2004 to 2006, OVRS and SPD funded and developed local SE teams, comprised of DD brokerage and OVRS field staff. These teams meet and exchange information, solve problems and coordinate local activities, with the intent of increasing provision of SE services to persons with developmental disabilities. In implementing this initiative, OVRS and SPD:

- Provided planning materials, training and ongoing technical assistance to the local teams.
- Developed, disseminated and utilized a “Supported Employment Toolkit with Guidelines for OVRS Field and Support Services Brokerage Staff” (Toolkit). The toolkit was updated in FFY 2007.
- Surveyed DD brokerages and OVRS branch offices in order to assist the teams in promoting quality services for DD brokerage/OVRS clients.

More recently, OVRS and SPD have sought to expand the availability of SE services to persons with developmental disabilities through staff participation with related groups, including:

- The Developmental Disabilities Supported Employment Task Force, which is comprised of advocates, community stakeholders and services providers and advises SPD, OCEP and OVRS on SE issues.
- The SPD Employment Group, which is working to restructure rates for SE services provided under Oregon’s home and community-based services Medicaid waiver.
- Oregon Rehabilitation Association’s (ORA) Customized Employment Network. ORA represents Oregon’s rehabilitation service providers.

The most significant and important development in this area in recent years has been SPD’s development, adoption and implementation of an “Employment First” policy. Under this policy, first consideration must be given to employment in developing services and supports for working age individuals with developmental disabilities.

The Employment First policy is a result of a multi-year effort involving:

- The leadership and commitment of ODDS
- The efforts of disability advocates, most notably Oregon’s Council on Development Disabilities, and
- The support and collaboration of OVRS and CEP, which were instrumental in bringing the issue to the table at the outset of OVRS’ receipt of the Medicaid

Infrastructure Grant in 2005; and which underwrote ODDS' initial participation in the Supported Employment Leadership Network (SELN), a state and national effort to renew and expand state SE services to persons with developmental disabilities, and participated in development of the policy.

Through FFY 2010 and into 2011, OVRs and CEP continued to support and collaborate with ODDS in implementing its Employment First policy. OVRs management participated in planning implementation of the policy and a subsequent two-day statewide summit and regional day-long forums to kick-off the policy. CEP helped underwrite these events, as well as ODDS' use of consultants from Washington Initiative for Supported Employment (WISE).

A related outgrowth to the Employment First policy is an effort underway by ODDS and OVRs to refine the Memorandum of Understanding the programs have with one another, and to develop and implement a charter to better plan, coordinate and deliver supported employment services to individuals with developmental disabilities. In addition, ODDS and OVRs are working with the Department of Education to develop a similar MOU and charter for serving youth with developmental disabilities as they transition from high school to employment or higher education.

Supported Employment for Persons with Traumatic Brain Injuries

OVRs continues to provide SE services to persons with traumatic brain injuries (TBI). Using the Center for Disease Control estimates, the Brain Injury Association of Oregon (BIAOR) calculates that there are over 72,000 individuals in Oregon living with a brain injury; that each year over 17,000 individuals in the state will sustain a brain injury; and that over 8,500 of these individuals will sustain a short-term disability or more.

OVRs/OCEP and BIAOR continue to work to establish a registry for accurately determining the number of individuals in Oregon who acquire or sustain a TBI, and develop a statewide SE service model for individuals with TBI and identify funding for these services. In addition, OVRs/OCEP supported BIAOR's 2008 Northwest Brain Injury Conference, attended by over 200 persons.

Other Supported Employment Developments and Activities

OVRs carried out a number of other significant activities related to supported employment in FFY 2008.

- OCEP continued to operate and refined its statewide Work Incentives Network (WIN). WIN provides information, referral and planning services to persons with disabilities on the use of federal and state benefits and work incentives in order to assist them in achieving their employment goals. Work incentives/benefits

planning is an important element for many individuals who are utilizing or intend to utilize supported employment. (For more, see Attachment 4.11.e.2.)

- OVRs continued to explore opportunities available to the Department of Human Services (DHS) and other DHS divisions under Social Security Administration's (SSA) Ticket to Work Program, after SSA revised its Ticket regulations to increase Ticket utilization. OVRs will be working with DHS over the coming year to take advantage of the new opportunities. In addition, OVRs has refined its capacity to identify and process Ticket claims through the creation and filling of a Ticket coordinator position, and has significantly increased its Ticket revenue. (For more on OVRs' Ticket activities, see Attachment 4.8.b.1.)

EXTENT OF SUPPORTED EMPLOYMENT SERVICES

Supported employment is integrated into the array of services and programs available to Oregonians with disabilities, including Oregon's mental health and developmental disability service systems. Success in SE requires a partnership among the responsible state and community programs, other service providers, consumers and families, advocacy organizations, employers and others. Long-term success continues to depend on the availability of funding for follow-along SE services.

OVRs utilizes Title VI, Part B and Title I funds for the time-limited services necessary for an individual to stabilize in a community-based job. Services that may be part of a SE IPE include:

- Person-centered planning
- Community-based assessment
- Job development
- Job placement
- On-site training for worker and/or co-workers
- Long-term support development
- Other services and goods
- Post-employment services

The specific type, level and location of ongoing supports provided to an individual are based upon his or her needs and those of the employer. Ongoing support may be provided by variety of public and/or private sector resources including:

- AMH and community mental health programs
- SPD/ODDS community supports
- County developmental disability case managers and developmental disability

- service brokerages
- Social Security work incentives
- Employer-provided reasonable accommodations
- Natural supports
- Family or community sponsorship

TIMING OF THE TRANSITION TO EXTENDED SERVICES

Generally, OVRS will not exceed its 18-month in-plan status with an SE case. This 18-month timeline can be extended for exceptional circumstances, if the counselor and client jointly agree to the extension. Job coaching and/or on the job training supports are usually structured into a much shorter timeframe, with long-term extended services being built into the plan as quickly as possible to ensure ongoing success when OVRS involvement ends.