

2016-2017

Nevada's Strategic Plan on Integrated Employment

Implementation Plan

Goal 1. Education, employment and other related systems within Nevada have and maintain sufficient resources and funding for competitive, integrated employment.

Strategy	Action		Timeline for Completion	Lead Resources	Partners in Action	NOTES
A. Collaborate to access and leverage all available resources for programs	1.A.1	Research other states that have maximized federal draw-down/matching funds associated with vocational rehabilitation (voc rehab) services.	Ongoing	Voc Rehab - Shelly Hendren & ADSD - Kate McCloskey	 Shelly has worked with Governor's office to increase available funds in Voc Rehab programs. Voc Rehab has increased the number of cooperative 	
and services for people with I/DD and ensure all funding is maximized and sufficient for long-term employment success. (Includes Plans for Achieving Self-Support	1.A.2	Train agencies and other key stakeholders on the criteria necessary for federal draw-down/match dollars associated with voc rehab services.	Ongoing			agreements (6 at this time). Staff is at or almost at capacity in terms of managing 3 rd party agreements. Without more internal resources, it will be difficult to add additional 3 rd party agreements.
	1.A.3	Identify a list of agencies/programs that could use existing funds/services to meet match criteria for federal funds.	These actions are pending restructuring			Voc Rehab is currently working on building out a program which would support Career Planning Services through the HCBS Waiver. This is a new services that we would draw down additional federal funds when implemented. To do this, an inter-agency transfer from
(PASS), Impairment Related Work Expenses (IRWE) benefits, and all	1.A.4	Reach out, educate and engage agencies/programs about the opportunity to match federal funds.	efforts of 3 rd party agreements.			Voc Rehab to ADSD will need to take place to support the drawdown of these funds by Voc Rehab and the implementation of services through ADSD.
Medicaid/WIOA and SSI/SSDI resources).	1.A.5	Establish MOU's with identified agencies/programs to support draw-down/match of federal funds associated with voc rehab services.	Once restructuring occurs, group will revisit these actions.			 The plan to increase allocation over time is to develop a base-line budget for submission to legislature. Any additional 3rd party match funds or outside funding would add to budget as opposed to replace state funds. Shelly is taking this approach in 2017. Actions 1.A.1 through 1.A.5 will be tracked and reported on as a component of the annual report to the governor. Information will be presented to the group for additional input prior to report completion and submission.

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Strategy	Action		Timeline for Completion	Lead Resources	Partners in Action	NOTES
	1.A.6	Track and respond to new funding opportunities associated with competitive, integrated employment.	Monthly	Entire Membership will participate in efforts.		This will become a standing agenda item for all future Integrated Employment Task Force Meetings
B. Engage the Governor and the Legislature to maintain the resources currently allocated to	1.B.1	Establish collateral materials that can be used to educate key stakeholders about the importance of competitive, integrated employment (story bank, fact sheet, talking points).	Every January prior to future legislative sessions.	Opportunity Village – Ed Guthrie &	- Voc Rehab - NDALC - NGCDD - CSPD	 Brian and Ed have yet to meet and discuss strategies associated with 1.B.1 and 1.B.2. Based on changing political landscape, the group will revisit this issue in January with the hopes of identifying how best to proceed in 2017.
achieve the outcomes of competitive, integrated employment.	1.B.2	Engage and equip consumers to advocate with the legislature on behalf of competitive, integrated employment.	Every February prior to future legislative sessions.	Easter Seals – Brian Patchett		We will likely need to track efforts throughout May (end of legislative session).
	1.B.3	Working with the NGCDD Self-advocacy coordinator, connect and coordinate with consumer advocates and other stakeholders on advocacy efforts (such as legislative day, etc.)	January 2017	NGCDD – Sherry Manning		Shelly has extended an offer to someone to fill this position. She is hopeful that she will be able to provide the group with the name of the individual at the December meeting, and have the person positioned to start in January 2017.
	1.B.4	Establish, track, support and advocate for BDR's which enhance revenue for competitive, integrated employment.	Monthly	Entire Membership will participate in efforts.		This will become a standing agenda item for all future Integrated Employment Task Force Meetings

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C. Develop new and strengthen existing partnerships and collaborations charged with supporting people with I/DD.	1.C.1	Map cooperative agreements and document existing efforts to support competitive, integrated employment between public and private agencies.	Ongoing	Voc Rehab - Shelly Hendren & ADSD - Kate McCloskey	 UNR Independent Living Centers School Districts 	 ADSD revised MOU with Voc Rehab with the intent to increase provider capacity and share providers across departments. Kate has some narrative which describes how the revised language will support integrated employment which she will send to Lisa. ADSD and Voc Rehab are: Sharing training resources Sharing providers for continuity of service Developing similar service definitions and provider standards Voc Rehab is working with TA Center to support a shared and standardized training curriculum which will be used within state agencies and beyond. WIOA is driving efforts to revisit relationships with School Districts, ILC's and UNR. Shelly will send Lisa information regarding transitional practices between VR and school districts. There is currently a pilot project occurring with UNLV and UNR to provide secondary Education to prepare folks for employment. Voc Rehab is currently working with the Children's Cabinet to identify how the referral process can be streamlined within the juvenile justice system.

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C. Develop new and strengthen existing partnerships and collaborations charged with supporting people with I/DD.	1.C.2	Identify additional partnerships needed and nurture those relationships. Develop MOU's if necessary.	Ongoing	Voc Rehab - Shelly Hendren & ADSD - Kate McCloskey		 ADSD and Voc Rehab identified needing to strengthen/develop relationships with school sites. The challenge is that each school site is different and unique with its own leadership that needs to be engaged and negotiated with. Voc Rehab is working on developing a pilot project with mental health to provide long-term support to individuals in an effort to keep them employed and in the workforce. Shelly will have Michele Merrill information to Lisa about these efforts. ADSD needs to develop a better partnership with DCFS to support kids who need long-term support services.
	1.C.3	Establish and support a mechanism to sustain partnerships and ensure ongoing communication between agencies.	Ongoing			Shelly is currently doing this – refer to Best Practices in action PowerPoint handout which describes business partnerships and systems change efforts in Nevada.

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D. Pursue alternative/ complementary funding through private foundations and grants and link grant writing staff across agencies to leverage information and increase grant success.	1.D.1	Establish an interagency grant writer's forum.	January 2017	CSPD – Jim Osti & Opportunity Village - Ed Guthrie	State of Nevada Grants Administrati on Department DETR Grant Writer	 Connie Lucido, the Chief of Grant Procurement, Coordination and Management (Clucido@admin.nv.gov) attended the November 2017 Integrated Employment Workgroup Meeting to share information on what her department is doing and how she can work with the group. She shared that she seeks to: Connect partners working on similar efforts Connect state grant writers across state divisions Connie also shared that her department has a list serve to let folks know of opportunities that have been identified (NV Stakeholder List serve). Connie indicated she also has a means to identify service specific opportunities for partners registered for the list serve. She invited everyone to email her to get registered if not already on the list serve. Connie shared that her team can help partners submitting grants by providing them with templates and project management support. She also indicated that they do help partners collaboratively submit applications (on a case by case basis). Connie indicated that NV Strong is putting together a strategic plan which is focused on removing silos.

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D. Pursue alternative/ complementary funding through private foundations and grants and link grant writing staff across agencies to leverage information and increase grant success.	1.D.2	Identify grant writers utilized amongst member agencies.	March 2017 List will be revised annually.	Entire Membership will participate in efforts.		This will be placed on the agenda for discussion in February. SEI will send out a request for the information in advance and will compile a list of grant writers by member organizations.
	1.D.3	Research and identify grant opportunities.	April 2017 and monthly /quarterly thereafter	TBD		 Group can consider using Connie's list serve for this purpose. Connie asked that the group also send her information about grant opportunities that are identified so that she can add those to her list serve. Brookings Institute West may be a good resource to support this action –contact Richard Lang
	1.D.4	Develop a process for working collaboratively to submit applications.	September 2017	TBD		
	1.D.5	Create a feedback loop to review the characteristics of successful grant applications and those that are not awarded to continually strengthen grant writing approach.	December 2017	TBD		

Nevada doesn't have sufficient resources to implement competitive, integrated employment, and many are concerned that state and federal funds are not being utilized to their fullest potential. A lack of sufficient resources and the need for sustainable funding strategies threatens the success of any plan or system developed by Nevada. Funding, coupled with the need to overhaul the rate setting process is essential to the success of competitive, integrated employment in Nevada. Ensuring sufficient resources for the services that promote competitive, integrated employment is critical.

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E. Develop third party cooperative arrangements between state agencies and education systems.	1.E.1	Solicit participation from Washoe County, Clark County and the Department of Education to work on this strategy in the future.	March 2017	Opportunity Village - Ed Guthrie	 Clark County School District Washoe County School District Dept. of Education 	 ED has invited Carlos Morales from Clark County. He has made contact with Carols and will continue to work with him on identifying a designee that can work on this issue with the group. Shelly also knows the people who should be involved and can help if needed. Once we have an individual who has been identified and is interested in serving, the group can recommend them for membership to CSPD.

Goal 2. Systems within Nevada implement a reimbursement structure for service providers that increases competitive, integrated employment of people with I/DD.

Strategy	Action		Timeline for Completion	Lead Resources	Partners in Action	NOTES
A. Establish a funding and rate plan for sustainability that includes braided and blended funding across agencies, and re-balances funding and staff.14t	2.A.1	Established a shared definition of services/service providers to ensure that rates established reflect definitions agreed to by the field.	March 2017	Rosie Malarkey & Santa Perez		In Home Expenditures Guidelines Handout - 1915(k) and 1915(c) SELN Definitions (Rosie will send out to the group) Integrated Employment Strategic Plan Group will review definitions included in the documents listed above as a starting place and finalize at a future Integrated Employment Task Force Meeting.

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Strategy	Action	Action		Lead Resources	Partners in Action	NOTES
	2.A.2.	Establishing what service provider rates need to be (as well as hours associated with specific service provisions) in order to maintain a sufficient pool of qualified professionals to support individuals seeking competitive, integrated employment.	2017 Legislative Session	ADSD – Kate McCloskey Opportunity Village – Ed Guthrie Voc Rehab – Shelly Hendren		 Assemblyman Oscarson has set aside a BDR for a rates study in the 2017 session. This will likely be the only efforts supported at this time due to budget constraints. The rates study can help to inform rates changes in a future legislative session (including the option of a special session). Ed will continue to work with Jeremy Ageuro to identify if he has time to help put together a study which identifies the best rate structure for NV. Mr. Aguero is working on other pressing issues, and may not be available. The group will need to identify how to proceed if this is the case.
	2.A.3	Advocate for changes in state provider rates as identified in previous step. Ensure re-basing strategy is automatic in the future.	2017 Legislative Session	Opportunity Village - Ed Guthrie		 May want to look at Oregon as a model for our own changes. Camy will send Oregon information out to the group.
	2.A.4	Advocate for automatic review of rates on a regular and defined basis and that money follows the person.	2017 Legislative Session	Opportunity Village - Ed Guthrie		May want to consider tying increased rate structure to changes in workforce (workforce development).

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B. Maximize available state and federal resources through	state and federal	2.B.1 Implement SELN Nevada Funding Strategy Study recommendations related to Voc Rehab sequencing of services across systems, which include:			These are all long-term strategies that the group needs to track and monitor, working towards achievement, but doesn't necessarily have direct control over.	
payment systems to increase, competitive integrated		Strengthen career pathways and guide individuals to community-based work rather than segregated or sheltered services.	June 2017 and annually thereafter.	Voc Rehab - Shelly Hendren & ADSD -	-Efforts will require workforce partners for	 Shelly is currently working on guiding individuals to community-based work as a component of WIOA. Establishing Career pathways will require assistance of workforce partners and university systems.
employment.		Ensure services are sequenced and implemented as complementary options for job development.	Information about efforts will be compiled and submitted to the group for input and discussion on June of each	Kate McCloskey	progress to be made.	Voc Rehab and ADSD are currently working on this issue.
		Advocate so that providers are adequately compensated under both systems to meet the needs of individuals with IDD.				 Rates issue is being addressed under Goal 2, Strategy A. Compensation issue will be difficult given existing financial constraints of the state.
		Ensure vendor and provider qualifying standards align across multiple state systems to build consistent competencies across workforce.	year.			Voc Rehab and ADSD are currently working on this issue.

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Strategy	Action		Timeline for Completion	Lead Resources	Partners in Action	NOTES
(CONT) Maximize available state and federal	2.B.2	Implement SELN Nevada Funding Strategy Study recommendations related to developing competencies and shared knowledge on the value of employment across the lifespan, which include:				These are all long-term strategies that the group needs to track and monitor, working towards achievement, but doesn't necessarily have direct control over.
resources through improved rate and payment systems to increase, competitive, integrated employment.		Linking with the state's Workforce Development system to develop new career pathways to meet the anticipated workforce demand of the home and community based long-term service sector.	June 2017 and annually thereafter. Information about	Voc Rehab - Shelly Hendren & ADSD - Kate McCloskey	-Efforts will require workforce partners and University	We should reach out to SELN consultant to identify other examples of this occurring in other states.
	епроуптели.	Align career pathways and tiered credentials to address the competency needs in delivery of HCB integrated employment services.	compiled and submitted to the group for input and discussion on June of each year.	efforts will be compiled and submitted to the group for input and discussion on June of each	Systems for progress to be made.	Will require support and participation from University Systems.

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Strategy	Action		Timeline for Completion	Lead Resources	Partners in Action	NOTES
(CONT) Maximize available state and federal resources through improved rate and	2.B.3	Implement SELN Nevada Fundy Strategy Study recommendation related to ensuring funding system supports and does not impeded the employment process, which include:				These are all long-term strategies that the group needs to track and monitor, working towards achievement, but doesn't necessarily have direct control over.
payment systems to increase competitive, integrated employment.		Writing funding guidelines so that ADSD services can be used to support career planning and job development during the period before vocational rehab decision is implemented.	June 2017 and annually thereafter. Information about efforts will be compiled and submitted to the group for input and discussion on June of each year.	Voc Rehab - Shelly Hendren & ADSD – Kate McCloskey		Voc Rehab is currently working on building out a program which would support Career Planning Services through the HCBS Waiver. This is a new services that we would draw down additional federal funds when implemented. To do this, an inter-agency transfer from Voc Rehab to ADSD will need to take place to support the drawdown of these funds by Voc Rehab and the implementation of services through ADSD.

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C. Educate legislators to understand the importance of increased State funding to draw down increased Federal	2.C.1	Develop a fact sheet which describes the monetary loss of federal funds to Nevada over the last 5 years related to competitive, integrated employment.	January 2016	Voc Rehab – Shelly Hendren		 Shelly sent the most current accounting for this to the group at the 10-10-16 meeting. Lisa will follow-up with Shelly to update the PowerPoint slides and provide it to the group for discussion in January. Scott Harrington has volunteered to extrapolate how much per person is lost to support this effort.
funds.	2.C.2	Distribute fact sheet to legislators on an annual basis and use it to support discussions during the legislative session.	Every February prior to future legislative sessions.	Opportunity Village – Ed Guthrie & Easter Seals – Brian Patchett	NGCDD – Sherry Manning UNR/UNLV	We should make this a standing agenda item to be reviewed prior to each legislative session with discussion by the group about how to distribute/use the information in talking points.
	2.C.3	Invite legislators to visit programs focused on supporting competitive, integrated employment.	Monthly	Entire Membership will participate in efforts.	Potential Providers: Opportunity Village Easter Seals Nevada PEP	This will become a standing agenda item for all future Integrated Employment Task Force Meetings May be useful to identify during these discussions who will reach out to particular legislators with an invitation to attend.

Goal 2. Systems within Nevada implement a reimbursement structure for service providers that increases competitive, integrated employment of people with I/DD.

Strategy	Action		Timeline for Completion	Lead Resources	Partners in Action	NOTES
D. Develop sustainability plans to respond to funding changes, including in the Workforce Innovation and Opportunity Act	2.D.1	Monitor co-operative agreements and measure performance to ensure funds are being spent appropriately.	Ongoing	Voc Rehab - Shelly Hendren		Voc Rehab is currently going through a review process by the Feds. The review process will likely require a restructuring of how the state manages 3 rd party agreements. Shelly will keep the group informed about any changes that occur as a component of this process. Lisa will include any relevant information in the progress report.
(WIOA).	2.D.2 Buil	Build a base-line budget which is stable, adding grants as temporary revenue streams.	2017 Legislative Session			Shelly is putting her budget together like this for the 2017 legislative session.
	2.D.3	Request an exception to Appropriations Bill, Section 7, asking for a carry forward of grant funds.	2017 Legislative Session			Shelly is requesting this exception within the 2017 legislative session.

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Strategy	Action		Timeline for Completion	Lead Resources	Partners in Action	NOTES
(CONT) Develop sustainability plans to respond to funding changes, including in the Workforce Innovation and Opportunity Act (WIOA).	2.D.4 2.D.5	Continue planning and implementation of WIOA. Identify efficiencies within existing operations to allow Voc Rehab to shift costs savings into other areas of development.	Ongoing	Voc Rehab - Shelly Hendren		 Regulations just came out (November) regarding WIOA implementation. Voc Rehab has received training and is preparing to implement. Information on WIOA strategic plan implementation efforts related to integrated employment will be included in the progress report and presented to the group for information and discussion. This will be dependent on the success of actions 2.D.2 and 2.D.3. As these kind of efficiencies are established, Shelly will inform the group. SARA is an efficiency that is being implemented by Voc
	2.D.6	Encourage legislative requirements that Voc Rehab, ADSD and the Department of Education work together to ensure efforts are complimentary and not duplicative.	2017 Legislative Session	Easter Seals – Brian Patchett		Rehab and should be included in the progress report. Brian will bring this issue up with the Commission on Services for People with Disabilities (CSPD). There may be an opportunity to work with Assemblyman Sprinkle on a BDR which covers this issue.

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E. Require competitive, integrated employment to be addressed in all applicable state plans that are part of the Nevada system of care for people with I/DD.	2.E.1	Identify state plans that should include considerations for competitive, integrated employment.	March 2017	Easter Seals – Brian Patchett ADSD –	DCFS, Welfare, DHCFl Security. • May want to look at NV	 May want to review all state plans within DHHS (ADSD, DCFS, Welfare, DHCFP), DETR (WIOA), and Social Security. May want to look at NV Rehab Plan (Shelly) and Report on Integrated Employment (Santa).
	2.E.2	Review plans identified in previous step to assess the consideration given to competitive, integrated employment.	May 2017	Kate McCloskey CSPD – Jim Osti		
	2.E.3	Reach out to state agencies/program and advocate that competitive, integrated employment should be addressed in their complimentary state plans (when necessary).	June 2017			
	2.E.4	Track, discuss and annually document efforts made across systems to achieve competitive, integrated employment.	Monthly	Entire Membership will participate in efforts.		This will become a standing agenda item for all future Integrated Employment Task Force Meetings

CRITICAL ISSUE: COLLABORATION AND COORDINATION

Collaboration and coordination is needed between schools and the state agencies serving people with I/DD in terms of resources, data sharing, eligibility processes, transition planning and implementation. Nevada has many examples of positive collaborations but has few resources to take those collaborations or resulting pilot projects to scale in a way that would have a statewide impact. MOUs are needed between school systems (districts and higher education), Vocational Rehabilitation, Regional Centers, transportation, and providers to outline roles, responsibilities and agreements.

Goal 3. Nevada develops effective partnerships that include all stakeholders to implement competitive, integrated employment.

Strategy	Action	Timeline for Completion	Lead Resources	Partners in Action	NOTES		
A. Expand innovative partnerships and collaborations and promote communication with all partners to leverage resources, reduce duplication of efforts and expand opportunities for employment.		Addressed in Goal 1. Strategy C and D					
B. Establish memorandums of understanding (MOUs)/interlocal agreements with key state and local agency partners, to define roles and responsibilities, remove barriers to employment supports as people transition from one funding stream to another, and secure grant funding, including braided or blended funding to implement innovative projects statewide.		Addressed ir	n Goal 1. Strategy C	C and D			

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C. Implement data sharing policies, practices and systems with state agencies, school districts and providers of competitive, integrated employment	3.C.1	Implement Voc Rehab shared intake system (SARA).	June 2017 Updates on progress to be provided semiannual basis until completion date.	Voc Rehab - Shelly Hendren		Grant was received to support SARA system. Shelly will report to group about what implementation may look like and progress made on a semi-annual basis moving forward.
services.	3.C.2	Upgrade Voc Rehab case management system to position agency for better data sharing opportunities.	TBD – dependent on allocation of funds			Shelly has included funding to support these efforts in her 2017 bi-annual budget. If funding is not secured, this action will not be possible.
	3.C.4	Establish data sharing as an expectation of all State partner agencies.	July 2017			This will become an expectation of all partner agencies starting July 1, 2017. Shelly will provide the group with a report on efforts after the 1 st quarter of activities (November 15, 2017).

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D. Research and employ evidence-based best practices, including person-centered planning.	3.D.1	Research evidence-based practice for integrated employment.	March 2017	UNLV – Josh Baker	ADSD – Cheyenne Pasquale	 Josh requested feedback from the group at the November meeting regarding the purpose and scope of the research being requested. The group asked for a consumable report which would help the legislature understand what kind of best practices exist and how NV is/can implement best practice approaches. Resources Identified included: NTAT Integrated Employment Research Report Oregon, Utah and Colorado efforts.
	3.D.2	Identify what evidence-based practices are a fit for Nevada and best method/agency for implementation.	May 2017	Entire Membership will participate in discussion.		
	3.D.3	Train staff and implement best practices.	Some efforts ongoing while others will be determined based on 3.D.2.	TBD based on completion of 3.D.2	TBD based on completion of 3.D.2	 Voc Rehab is working with TA Center to support a shared and standardized training curriculum which will be used within state agencies and beyond. ADSD (Cheyenne Pasquale) is implementing person centered planning.

CRITICAL ISSUE: GOVERNMENT AS A LEADER AND MODEL EMPLOYER

Government can assume a leader's role, act as a model employer for people with I/DD and set the path for the business community in competitive, integrated employment.

Goal 8. There are measurable increases in employment of Nevadans with I/DD within the State of Nevada, including local governments and the publicly-funded university system.

Strategy	Action		Timeline for Completion	Lead Resources	Partners in Action	NOTES
A. Implement accepted hiring approaches such as job carving, job sharing and part time/non-traditional shift offerings.	8.A.1	Review Executive Order to identify if Governor identified specific directives or methods for making this happen.	May 2017	Opportunity Village – Ed Guthrie		 These efforts will be dependent upon the make-up of the legislature and folks placed in leadership positions. If the Unions are not onboard with this approach, it will be a tough sell with the legislature.
	8.A.2	Research existing state policies which may support or impede efforts.	May 2017	SEI will reach out to gather information		Lisa will reach out to Deb Harris (DHHS) who may know if any policies exist which support these kind of hiring approaches and accommodations.
	8.A.3	Develop planned approach based on Executive Order and existing state policies.	June 2017	Entire Membership will participate in discussion.		

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Goal 8. There are measurable increases in employment of Nevadans with I/DD within the State of Nevada, including local governments and the publicly-funded university system.

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B. Align the statewide infrastructure (policies, procedures, regulations and practices) to promote competitive, integrated employment, implement Nevada's plan with a fast-track (or preferential) hiring process for people with I/DD and create more under-fill, intern and trainee positions in the state system. Bring all aspects of hiring people with I/DD, including candidate sourcing, evaluation, and interviewing, consistent with best practices through a thorough review of all policies, procedures, regulations and practices.	8.B.1	Support efforts that would require all state departments utilize the 700 program.	2017 Legislative Session	CSPD – Jim Osti		Assemblyman Sprinkle is considering a bill that: would make the 700 program a requirement establishes a means for individuals to self-identify includes training opportunities

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C. Ensure the State has a centralized fund source for accommodations and assistive technology for employees.	Legislature did away with this six years ago, so it is ur their operating budget, so this strategy is not needed.	•	I be revisited. Each	government departı	ment is required to fund accommodations out of