



Transforming Networks through Systems Change, Innovation, and Collaboration

***A Five-Year Strategic Plan for Building the Capacity of the AoD Disability Network
to Advance Improved Employment Outcomes & Economic Advancement of
Individuals with Disabilities***

May 2021



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Introduction to the Administration on Disabilities Disability Employment TA Center

In September 2020, the Administration on Disabilities (AoD) within the [Administration for Community Living \(ACL\)](#)¹ awarded the [Lewin Group](#)² and [TASH](#)³ (Lewin/TASH or the “project team”) a five-year contract (#75P00120R00161) to support the establishment of the Disability Employment Technical Assistance Center (referred to as the “Center”). The Center will provide evidence-based technical assistance (TA) to the Administration on Disabilities (AoD) grantees aimed at improving competitive, integrated employment (CIE) and economic outcomes for individuals with disabilities across the nation. Eligible AoD grantees include: federally-funded [Centers for Independent Living \(CIL\)](#);⁴ [State Councils on Developmental Disabilities \(Councils\)](#);⁵ [University Centers for Excellence in Developmental Disabilities in Education, Research, and Services \(UCEDD\)](#);⁶ [State Protection and Advocacy Systems \(P&A\)](#);⁷ and the [Traumatic Brain Injury State Partnership Programs \(TBI Programs\)](#).⁸

To accomplish its mission, the Center will focus on the following three objectives:

- **Systems Change:** Build the competencies of professionals at all levels within AoD grantees through applied learning techniques, e-learning communities, skills-development TA, peer-to-peer mentoring, and resource development.
- **Innovation:** Build the AoD grantee network capacity to focus on CIE and economic advancement strategies through identification, development, scalability, and sustainability of evidence-based practices.
- **Collaboration:** Leverage the unique talents and contributions of the AoD grantee network through strategic partnership development that leads to substantial improvements in CIE and economic advancement outcomes at an individual and systems-level.

The AoD Disability Employment TA Center will apply the following strategies to its work:

- Provide information, tools, resources, skill-building, and learning opportunities that all AoD grantees can use to effectively address the challenges of disability employment programs;

¹ The ACL website homepage is located at: www.acl.gov.

² The Lewin Group’s website homepage can be found at: <http://www.lewin.com/>.

³ TASH’s website homepage can be found at: <http://www.tash.org>.

⁴ The CIL page on ACL’s website is located at: <https://acl.gov/programs/aging-and-disability-networks/centers-independent-living>.

⁵ The Council page on ACL’s website is located at: <https://acl.gov/programs/aging-and-disability-networks/state-councils-developmental-disabilities>.

⁶ The UCEDD page on ACL’s website is located at: <https://acl.gov/programs/aging-and-disability-networks/national-network-university>.

⁷ The P&A page on ACL’s website is located at: <https://acl.gov/programs/aging-and-disability-networks/state-protection-advocacy-systems>.

⁸ The TBI State Partnership Program page on ACL’s website is located at: <https://acl.gov/programs/post-injury-support/traumatic-brain-injury-tbi>.



- Design specialized TA to meet the unique needs of the various types of AoD grantees;
- Promote knowledge transfer and sharing across the AoD grantee network through peer-to-peer exchange;
- Ensure meaningful involvement and input of individuals with disabilities in TA activities through effective engagement activities; and
- Meet the unique interests, roles, and needs of different types of grantees and various stakeholders through maximizing resources, leveraging technology, and employing a variety of adult learning strategies.⁹

Overview of the Five-Year Strategic Plan

Approach

A significant portion of AoD grantees already focus on improving CIE and economic outcomes for individuals with disabilities using a variety of approaches, including direct assistance, legal advocacy, TA, research, and addressing system barriers to employment. Identifying and highlighting the leaders across the AoD disability networks so their work can be replicated is key to increasing the impact of the AoD disability network across programs and improving performance outcomes related to employment across the nation. Through the Center, AoD's grantees will have access to tools, skills, connections to subject matter experts (SMEs), and emerging leaders in the AoD network.

Traditionally, TA for AoD grantees related to CIE and economic advancement of individuals with disabilities has often been program-specific and, therefore, within silos. While program-specific TA is important to the success of grantees and should continue, the Center will focus on new additional approaches of TA designed to improve the national landscape related to effectuating improved CIE outcomes and optimal self-sufficiency of individuals with disabilities. The unique offerings of the Center include both program-specific TA alongside the opportunity to collaborate and coordinate efforts with other AoD program grantees around one uniform focus related to CIE and economic advancement. As such, participating AoD grantees will strengthen their power and influence within their states as the leading researchers, legal assistance and policy experts, disseminators of promising practices, and in some cases, direct support providers. The adoption of evidence-based practices, tools, and training will be critical in helping states align resources and collaborate across grants.

This document will outline the Center's generalized and specialized tools, TA, e-Learning, and opportunities for peer-to-peer exchange that will help AoD address the issue of CIE at a national level.

⁹ AoD's grantees may invite and are encouraged to engage other partners to participate in specific TA activities provided by the Center if it is connected to advancing their own effectiveness in improving disability employment outcomes at a local or state level. Such partners may include but are not limited to self-advocates, families, front-line, mid-level, or senior-level staff within the AoD grantees, employers, policymakers, and service providers.



Completed Activities Informing the Design of the Five-Year Strategic Plan

Grantee Representative Workgroup

The Center established a Grantee Representative Work Group (Work Group) that will provide continual guidance to the Center on the direction, goals, and anticipated outcomes of the TA and systems change efforts. In early 2021, the Center’s project team completed a rigorous selection process and announced the members and alternates in March 2021. The Work Group will meet bi-monthly for the first year and quarterly in future years. Members must make a two-year commitment and will rotate out at the end of their terms.

The Center will ensure that the Grantee Representative Work Group meets ACL’s requirements for proportionality:

- CIL: at least 50% of the total members
- Council: at least 25% of the total members
- UCEDDs: at least one member; at least two members if the size of the group exceeds 20 individuals
- P&As: at least one member; at least two members if the size of the group exceeds 20 individuals
- TBI: at least one member; at least two members if the size of the group exceeds 20 individuals

Environmental Landscape Assessment of Current AoD Grantee Activities & TA Priorities Related to Employment and Economic Advancement

From October 2020 to February 2021, the Center conducted a comprehensive and robust environmental landscape assessment of the current state of disability employment activities of the AoD grantees. The landscape analysis identified current projects and activities of the AoD programs, gaps in grantee activities, strong examples of AoD grantees influencing employment systems change activities, and priorities for the Center’s TA offerings.

The Center completed the following activities as part of the landscape assessment:

- Reviewed information from grantees’ past performance reports (PPRs) and state plans as well as previous summaries and reports developed by AoD grantees and national membership associations on grantee activities related to disability employment.
- Hosted 17 focus groups, 12 individual interview sessions, informal discussions, and two National Information Exchange Sessions with AoD grantees, individuals with disabilities with experience engaging with one or more AoD grantees at a local or state level, AoD program leadership, and national membership and TA organizations.
- Reviewed available quantitative data, including number of AoD grantees engaged in disability employment initiatives at the local or state level, number of AoD grantees involved in providing services directly to support employment, and number of AoD grantees engaged in systems change activities related to promoting employment options for individuals with disabilities.

Additionally, over 400 AoD grantee representatives participated in the two AoD-hosted National Informational Exchange Sessions in late 2020 and early 2021. Out of the participants who completed the follow-up post-survey, 91 out of 97 participants answered they were “Likely” or “Very Likely” to engage in the Center’s TA offerings.



Key Elements Driving the Center's Focus

Emerging Themes

Based on feedback gathered from interviewees during the research for the landscape assessment, the following themes will drive the focus of the Center's TA offerings:

- Adopting promising practices that can help individuals with disabilities obtain and maintain CIE.
- Implementing virtual strategies for supporting individuals with disabilities pursuing employment and/or vocational training during the COVID-19 public health emergency (PHE).
- Operationalizing systems change strategies for improving policies, practices, and payments related to supporting individuals with disabilities pursuing CIE.
- Identifying and pursuing other funding sources for supporting employment initiatives.
- Developing partnerships with employers, providers, vocational rehabilitation (VR), and other stakeholders.
- Identifying approaches to streamline services so that the individual with disabilities can reach employment quicker.

Target Audience

The Center will focus on AoD grantees at a variety of experience and skill levels with respect to issues of CIE. This includes AoD grantees that:

- Are interested in prioritizing efforts around employment and economic advancement but have never focused on this area.
- Have some experience working on employment and economic advancement efforts but would like to grow, advance, and accelerate their role and influence in effectuating improved employment and economic outcomes of individuals with disabilities at an individual and/or systems level.
- Have significant experience with employment economic advancement programming but have specific challenges for which they would like to receive TA.

Modes of TA Delivery

The Center will provide TA through various modes, listed in order of preference that was provided during the post-survey responses of both National Information Exchange Sessions held in late 2020 and early 2021:

- Train-the-trainer curriculum;
- Modularized training programs/courses;
- Smaller topically-focused working groups;
- Virtual trainings/webinars;



- Brainstorming and trouble-shooting sessions with SMEs;
- Question and Answer (Q&A) listserv;
- Informational written resources;
- Podcasts; and
- Blogs.

A few AoD grantees suggested that for effective TA, the state AoD partners need to consistently communicate to ensure that initiatives are inclusive of **all** individuals with disabilities. These partners felt that getting leaders onboard to mobilize around a collaborative state AoD network-led initiative focused on CIE and economic advancement is necessary. The concern is that when partners know about one another but operate in a silo, systems change becomes much harder to achieve.

Additional feedback related to the Center’s priorities in helping AoD grantees succeed in CIE included:

- Addressing tensions between VR and CILs in several parts of the country that inhibit CILs’ abilities to provide pre-employment transition services (pre-ETS) and other supports to individuals with disabilities;
- Educating employers and removing the typical stigma and bias towards individual with disabilities within the workforce;
- Creating opportunities within grantee programming for “real-world” training with “real-world” opportunities for individuals with disabilities; and
- Supporting the development of family educational resources for AoD grantees to educate families and allay fears about their loved ones losing publicly-funded supports due to employment.

The Center’s SME “Treasure Chest”

The Center will engage SMEs with operational knowledge of, and expertise in, the structure of AoD grantees and the provision of TA that grantees need around disability employment and economic advancement programming. The Center’s SME “treasure chest” will include:

- Eighteen SMEs, including leadership staff, from across four national TA partners in evidence-based practices related to CIE (e.g., Customized Employment, Individual Placement and Support, Employer Outreach and Engagement Strategies, Employment Communication Technologies, and Asset Development).
- Twenty-five SMEs with experience as staff members within at least one AoD grantee type, including five former or current leaders of CILs and seven former or current leaders of Councils.
- Twenty-seven SMEs with strong leadership in promoting employment systems change efforts
- Nine progressive service providers supporting CIE and financial literacy.



- Nineteen state or federal policy experts, of which 15 have previous professional experience in state or federal government and including the Collaboration to Promote Self-Determination (CPSD), a strategic federal policy partner.
- Four nationally recognized leaders in the development of asset development and financial capability programs focused on consumers with disabilities.
- Fifteen SMEs (25% of total SMEs) who identify as individuals with disabilities or individuals with lived experience.



Key Components of the Five-Year Strategic Plan

Direct Technical Assistance to Grantees

The Center will achieve the project goals of collaborative, comprehensive, and specialized TA by fostering innovation and grantee action. The Center will support knowledge translation and capacity building of disability employment best practices through high-impact, results-oriented TA delivered to AoD grantees nationwide via state-of-the-art virtual e-Learning and innovative technological applications, including robust TA specific to individual AoD programs, TA that engages all AoD programs to spur coordination to leverage skills and resources; and intensive TA to collaborative state AoD network teams around systems-change.

Technical Assistance Open to the Entire AoD Grantee Network

The Center has set aside a robust number of hours to provide both planned and dynamic TA activities to respond to emerging TA needs in real time. Through this combined approach, we will provide AoD grantees with the right supports at the right time to assist them with disability employment training and initiatives. The Center will design a comprehensive, multi-faceted TA program tailored to both specific categories of AoD grantees (e.g., CILs, Councils) as well as general TA across AoD grantee types. Lewin/TASH also anticipates providing AoD grantees with a range of TA resources designed to advance their work, including sample policies, standard operating procedures, and project manuals. Additionally, the project team plans to develop fact sheets and state profiles tailored to each grantee's disability employment initiatives and operating context.

The Center will draw on Lewin/TASH's strong familiarity with the work of AoD grantees in the areas of employment and financial capability, as well as work in partnership with grantees and AoD, to identify immediate, short-, and long-term TA needs. Based on the results of the landscape analysis and assessment, Lewin/TASH developed a TA plan that advances grantees' work on disability employment in a timely, appropriately sequenced approach.

The Center proposes the following direct TA offerings to support AoD grantees nationwide in strengthening their work and footprint on improving employment outcomes for individuals with disabilities:



- A minimum number of hours set aside for on-demand, real-time requests of the AoD grantees, including access to the national pool of SMEs that the Center convened, divided by AoD programs as follows:
 - 240 hours/year for CILs;
 - 200 hours/year for Councils;
 - 75 hours/year for UCEDDs;
 - 75 hours/year for P&As; and
 - 50 hours/year for TBI Programs.
- AoD grantee-specific and generic curriculum, course offerings, and certified training for front-line staff and leadership via the AoD Grantee Learning Management System (LMS) on topics that are suggested by the Grantee Representative Work Group and from grantees engaged in the landscape assessment or the SME pool.
- A quarterly Provider Network Training Workshop series with providers and CILs or Councils on developing stronger relationships with community-level providers of disability services and facilitating provider-level systems change focused on increasing CIE outcomes.
- “Results & Innovation in Systems Excellence” (RISE) Peer Action Learning Communities that are small, time-limited, and outcome-oriented virtual working groups of interested AoD grantees focused on accomplishing a specific milestone. This approach creates peer-to-peer learning and focused TA from SMEs through the discussion of shared challenges and promising practices around topics of mutual interest.
- National Community of Practice (CoP), which is a virtual educational program for all AoD grantees to access information, share ideas, and learn new strategies related to improving CIE and economic outcomes for individuals with disabilities. The National CoP will include access to:
 - At least one interactive webinar per month;
 - Blogs from the SME presenters and AoD grantees highlighted in the webinar to disseminate further information;
 - Podcasts highlighting promising models around CIE and economic systems change; and
 - Informational resources, TA products, and policy briefs.

The Center will track engagement and participation of grantees receiving TA to assess if they are making progress in improving their programming and supports related to CIE and socioeconomic advancement of individuals with disabilities. Thus, the Center will collect and report various metrics to AoD, including but not limited to the individuals and entities engaging in courses and trainings made available through the LMS system, participation in the RISE peer action communities, and attendance at grantee-specific and national TA webinars and presentations. The Center will also track aggregate TA Center website metrics, such as the number of site visits, page views, and downloaded resources.



Intensive Technical Assistance to State AoD Grantee Centers

In Years 2 and 4 of the Center’s five-year lifespan, the Center will identify five state Centers comprised of AoD grantees and potentially other external stakeholders to receive 12 to 18 months of intensive, direct TA. The Center’s project team will design the intensive TA model to boost grantees’ development and implementation of broad strategies to increase the employment of individuals with disabilities and support collaboration across state programs.

AoD grantee applicants will be required to have a CIL or Council lead, confirmed commitments, and representation from at least three categories of AoD-funded disability grantees in a state, and may also include any additional partners as the AoD grantees deem critical to engaging to accomplish the team’s CIE and economic advancement systems-change efforts.

After selecting state AoD grantee teams for intensive TA, the Center will begin working with state participants as they develop in-depth state plans detailing the state’s objectives, proposed milestones, expected outcomes, core activities, specific TA needs, SME requests, and timelines. Lewin/TASH will encourage states to provide a high level of specificity about the effort required and to obtain cross-agency input and buy-in for their plans.

Tailored to meet the individual interests, objectives, and TA needs of each state Center, the TA topics available cover a wide range of promising practices associated with successful employment outcomes for individuals with disabilities, including but not limited to:

- Framing employment as a key social determinant of health and well-being for all people.
- Educating stakeholders on the benefits of CIE for individuals with disabilities, especially compared to day services, sub-minimum wage workshops, and other non-employment opportunities post education.
- Implementing person-centered approaches in supporting employment and economic advancement of individuals with disabilities.
- Delivering or promoting the use of evidence-based service models that support CIE for individuals with disabilities.
- Increasing knowledge about programs and resources that advance employment and employment-related activities in states and communities across the nation, including but not limited to VR Services, Ticket to Work, and American Job Centers.
- Navigating financial impacts of employment, including effective financial planning for economic mobility, Achieving a Better Life Experience (ABLE) accounts, and the public benefits that support individuals with disabilities outside the workforce and while transitioning to work.

Key Elements of Intensive TA Plans

- Two to five outcome goals and objectives that lead to influencing systems change (e.g., policy, funding, capacity building)
- Two to five milestones that support each outcome goal to determine progress
- Specific TA requests and assigned SMEs; preferences for TA (based upon a menu of options)
- Timeline for accomplishing each task/milestone
- Estimated hours/level of effort required
- Responsibilities of each state Center member (e.g., planning and implementation)
- Outcome goals to be pursued upon completion of TA plan outcomes/milestones



- Developing strategic partnerships at the community and state level to focus on increasing CIE opportunities for individuals with disabilities.
- Creating solutions-oriented policy reform and advocacy strategies.
- Implementing culturally competent practices when working with diverse populations, including efforts to promote equity based on race, ethnicity, age, gender, sexual orientation, disability, religion, language, socioeconomic status, or geographic location.

Capacity Building through Resource Development and Dissemination

The Center is primarily focused on building the capacity of the AoD grantees to facilitate, lead, and influence successful future disability employment systems change efforts through the development of resources and policy academy trainings.

Development of Policy, Technical, and Informational Resources

Annually, the Center will develop approximately 20 policy, technical, and informational resources. Topics include implementation of evidence-based and promising practices related to improving CIE and economic outcomes for individuals with disabilities; policy issue briefs; and informational resources to share with various stakeholders served and supported by the AoD grantees. Additionally, the Center will annually offer two to four individual courses per AoD grantee through the LMS, along with four to six courses for the entire AoD network. These courses and the curriculum and materials included in the course will often serve as pre-requisites for AoD grantees wanting to engage in a RISE peer-learning community on the same topic.

Annual Breakdown of Resources Developed Per Year

- Four Resources for CILs
- Four Resources for Councils
- Two Resources for P&As
- Two Resources for UCEDDs
- Two Resources for TBI
- Six Resources for all AoD Grantees

Policy Academies

The Center's project team will design the Policy Academies to support AoD grantees in building strong relationships with state or federal policymakers and educating these policymakers on the benefits of and strategies for investing in policies, practices, payment models and performance metrics focused on improving the employment outcomes of individuals with disabilities.

The Center will hold the Federal Policy Academies in Years 1 and 3 and the State Policy Academies in Years 2 and 3. The federal policy academies will include in-depth meetings and briefings of key career and political leaders across targeted federal agencies. The AoD Grantee Work Group will represent the AoD grantee network in these discussions. Additionally, the Center will also invite other grantees that have demonstrated strong progress in spurring innovation, building strategic partnerships, and effectuating systems as presenters to share the policies and impediments that are influencing their work.

The state policy academies will include three to four seminars with invited state officials who will participate and engage in interactive discussion. AoD grantees in the state(s) where the academies are held will drive the state policy academies. The state policy academies will provide grantees with opportunities to ensure that policymakers have appropriate resources to inform their ongoing



policy-making activities and that grantees better understand how to support systems change efforts to improve the employment outcomes of individuals with disabilities in their state.

National Resource Clearinghouse

In March 2021, the Center launched a resource clearinghouse website to the public that serves as the primary hub of information on disability employment for the AoD grantees and ensures the programs have access to high-quality, 508-compliant materials and resources to assist them in improving employment outcomes for individuals with disabilities. This website will include a state-of-the-art LMS primarily for use by AoD grantees.

The Center will create and maintain a resource clearinghouse website for the Center to serve as a primary source of information and resources for AoD grantees on disability employment that:

- Contains a searchable resource library of tiered and customized resources, including existing or new (i.e., developed under this contract) resources to support grantee efforts around disability employment, including:
 - Training modules organized via webinars, podcasts, interactive applications, and online training platforms;
 - Toolkits for specific grantees types and level of knowledge (beginner, intermediate, and advanced) in undertaking programs or initiatives related to disability employment;
 - Promising practices, including training curriculum, train-the-trainer materials, online informational resources, fact sheets, how to guides for implementation; and
 - Other information to support grantee efforts, including case studies, partnership development guides, messaging or marketing materials, policy-related documents, presentation materials, informational resources, among others.
- Is user-friendly and has robust search capabilities; and
- Is regularly updated with new information relevant to the AoD grantees.

To ensure the clearinghouse remains up-to-date and relevant, individuals and organizations will have the opportunity to request or suggest new resources to include upon review and approval by the Center's project team. The website will also support virtual learning and encourage peer-to-peer collaboration, learning, and connections across the AoD grantee network through online CoPs and other electronic communication methods. The Center will work with other AoD TA Centers and relevant external partners to share, link, and transfer information from other websites to increase availability and access to relevant resources. In addition to working with AoD-specific TA Centers, the Center will collaborate and coordinate with TA Centers and partnerships on disability employment funded by other federal partners.

Additional Planned Activities of the Center

Conference Workshops

Beginning in Year 2, the Center will develop and present high quality conference workshops on relevant and timely issues related to disability employment at four to five conferences per year.



One example of a conference venue is TASH’s annual conference that brings together hundreds of attendees who work within ACL’s grantee system as well as self-advocates, family members, providers, direct support professionals, researchers, employers, and others for an intensive three-day conference in December each year.

Data Management and Performance Measurement

Establishing and maintaining multi-directional learning and engagement between grantees and AoD, as well as supporting and facilitating sharing among grantees themselves, will contribute to the Center’s effectiveness. The Center’s project team understands the importance of the collection, analysis, and use of data in each of these interactions. Our data-driven TA system will rely on accurate and reliable data submissions by the AoD grantees. Our TA efforts will therefore include working with awardees to ensure they can efficiently collect and manage data on their activities related to CIE and analyze this data to determine their effectiveness and progress, particularly with respect to systems change initiatives.

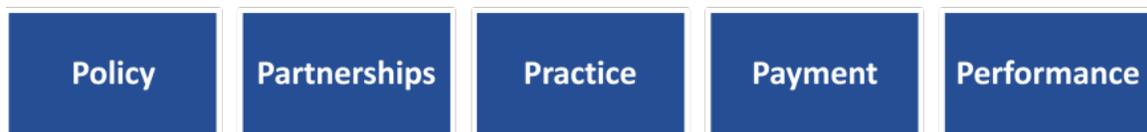
Mini Prize Competitions

To encourage AoD grantees’ disability employment efforts, the Center, in collaboration with AoD, will design an innovative mini-prize competition for AoD grantees in Years 3 and 5 of the Center’s lifespan. The competition will recognize accomplishments, highlight innovative approaches, and stimulate further innovation. Potential award criteria include strong collaborations across two or more AoD grantees, partnerships among self-advocacy groups, family groups, service providers, and/or employers, and evidence of success as measured by ongoing evaluation. A panel of reviewers that are also members or alternates of the Grantee Representative Work Group, and approved by AoD staff, will serve as the mini-prize review committee.

Predicted Impact

In summary, the Center will support AoD grantees initiate and implement strategies to effectively engage in and spur systems change. The Center’s program team will introduce and provide technical expertise around strategies such as policy reforms, value-based payment models, strategic investments and promising practices in capacity building and provider transformation, and performance measurement. Given the complexity of the different public and private systems, policies, and practices that influence services to individuals with disabilities, the Center aims to support AoD grantees in creating distinct, focused goals that lead to milestone achievements and the advancement of systems-change efforts focused on policy, practice, payment, and performance (**Exhibit 1**).

Exhibit 1. Predicted Impact of the Center



Policy

The Center will work with AoD grantees on an individual and team basis to develop and implement policies at the state level that promote CIE and economic advancement of individuals with disabilities. This may include helping grantees develop Executive Orders, state legislation, memorandums of understanding (MOU), policy guidance, and advocacy strategies that they can use in their work with state policymakers.

Partnerships

The Center is focused on supporting AoD grantees in developing stronger relationships with state agencies (including Education, Labor, Medicaid, VR, and workforce investment). Particularly with respect to VR, the Center's program team has learned that AoD grantees need additional support in pursuing the following opportunities:

- Negotiating contractual relationships to provide supports (e.g., pre-ETS);
- Serving in an assessment role through annually talking with individuals who are in sheltered work and may want to transition to CIE;
- Providing training to VR counselors on competencies needed to support certain populations of individuals with disabilities; and
- Advocating for individuals with disabilities experiencing challenges with obtaining VR supports.

Practice

The Center's project team has a wealth of expertise in helping grantees build their capacity in the dissemination and expansion of evidence-based practices, including but not limited to:

- Providing Pre-ETS;
- Offering financial literacy trainings and counseling on benefits planning;
- Implementing customized, person-centered job development, training, and support;
- Offering on-the-job coaching by professionals and co-workers;
- Operationalizing a Ticket to Work program;
- Building training capacity of AoD grantees in provider transformation strategies;
- Providing job accommodation strategies and assistive technologies that guide and assist specific job duties;
- Learning about virtual tools and strategies for supporting individuals with disabilities seek and sustain employment during the COVID-19 PHE; and
- Offering career training and development programs and talent pipelines provided by public and private sector employers.



Payment

Another aspect of Lewin/TASH's support to AoD grantees is identifying and developing alternative funding streams that could advance and accelerate grantees' focus and impact on improving CIE and economic outcomes of individuals with disabilities. Working with employers, private foundations, state government entities, and other AoD grantees to leverage resources and create innovative public-private partnerships will be critical to bringing employment systems change efforts to scale.

Performance

A critical component of the long-term success of AoD grantees to improve individual and system outcomes related to the employment and economic advancement of individuals with disabilities is the collection of data and CIE metrics that demonstrate the impact of grantees' investments and efforts. Measuring and evaluating program outcomes and performance-based effectiveness is a technical specialization that many AoD grantees may lack expertise in and is something for which the Center can provide technical resources to support their growth.

Conclusion

One important aspect of the Center's approach is a focus on improving scalability and sustainability of implementing several evidence-based practices at a system and individual level, including but not limited to: customized and supported employment strategies, employer engagement, asset development or financial capability initiatives, validated technological applications to improve employer-employee relations, entrepreneurship, and innovative organic community-based apprenticeship models. The Center's focus will also promote employment and economic advancement as key social determinants of health for individuals with disabilities.

