

Customized Employment in the Workforce System: Learning from New York State's Demonstration Site Webinar

April 2010

[Robb Sewell] Good afternoon, this is Robb Sewell and on behalf of the NTAR Leadership Center I'd like to welcome you to today's webinar, *Customized Employment in the Workforce System: Learning from New York State's Demonstration Site*. Before we begin I'd like to take a few minutes to review some important information. For those unfamiliar with this particular webinar format, the presentation slides will appear on the right side of your screen. A chat feature on the left side of your screen enables you to communicate with me should you have any questions or encounter any problems. Simply type your message and click send. The full screen option will maximize the area where the presentation slides appear and will minimize your chat box so that it appears as a floating window. Please note that this webinar has been arranged so that during the presentation the only voices you'll hear are those of the presenters. We have allotted time after the presentation for Q and A. At that time we'll provide you with information about how to ask questions. This webinar is being recorded. A direct link to the webinar, including audio and web content, will be available on the NTAR Leadership Center Web site by 4.30 p.m. today, Thursday, April 8. The NTAR Web site can be accessed at www.ntarcenter.org. That is www.n-t-a-r-c-e-n-t-e-r.o-r-g. Finally, after you exit the internet portion of today's webinar your web browser will take you to a brief survey where you can give us some feedback about your experience today as well as provide suggestions for future webinar topics. We ask that you take a few minutes to complete that survey. At this point I'd like to turn things over to Nanette Relave who is our moderator today. Nanette is the Director of the Center for Workers with Disabilities at the American Public Human Services Association and additionally Nanette is the Director of the NTAR Leadership Center's State Peer Leaders Network. Nanette.

[Nanette Relave] Hi Robb. Thank you and I want to welcome our listeners and our presenters to today's webinar and, Robb, if we could move to slide number four. I'm just going to open up with a couple of words about the NTAR Leadership Center. We were created in September 2007 with a grant from the U.S. Department of Labor's Office of Disability Employment Policy and we are a consortium which is a collaboration of partners with expertise across a range of fields including workforce and economic development, disability employment, financial education and asset development, as well as several others and we were created in order to help build capacity and leadership at the federal, state, and local levels to help enable change across workforce development and disability specific systems in order to increase employment for adults with disabilities. And if we could move to slide number five. Our work is really guided by a set of five principles and these include increasing partnerships and collaborations, increasing the use of self-direction as well as greater blending and braiding of resources, increasing economic self-sufficiency for individuals, increasing the use of universal design in our employment systems and increasing the use of customized and other forms of flexible work options for individuals with disabilities and others for whom these types of workforce strategies can be beneficial. And today's webinar is actually going to sort of build on a webinar that we had in March of last year on customized employment and in an economic downturn which was presented by Mike Callahan and now the materials from that webinar are available on the NTAR Center's Web site for anyone who's interested. In this webinar we're going to be drilling down a little bit more on some of the actual implementation of customized employment demonstrations in a couple of sites in New York state and Robb, if we can move to slide number six and we're delighted to have a couple of presenters joining us today. Norciva Shumpert who is a trainer who [inaudible] with Marc Gold and Associates and Nicole LaCorte-Klein who is the Senior Program Development Associate at the Burton Blatt Institute at Syracuse University.

Unfortunately one of our presenters, Debby Greene, wasn't able to make it today. And Robb if we could move to the next slide. At this point I'm going to turn it over to Nicole who's going to open up the presentation and Nicole you simply need to press star seven to un-mute your line and you'll be ready to go and when you wish to advance through your slides just indicate for Robb to do so.

[Nicole LaCorte-Klein] Good afternoon. Can everyone hear me?

[Nanette Relave] Yes we can.

[Nicole LaCorte-Klein] Great, thank you. Well, thank you Nanette for the introduction and the opportunity to present today and I apologize on behalf of my colleague Debby Greene. I'll be covering her slides and provide some updates from the Utica area, one of the two sites in New York State that has implemented customized employment. A brief overview about the Medicaid Infrastructure Grant in New York State called "New York Makes Work Pay". We are a statewide initiative funded by the Center for Medicaid Services and led by the Office of Mental Health, our lead agency here in New York State, partnering with all of the state agencies serving individuals with all disabilities across New York State. Our goal, intended to dramatically improve the rate of employment among people with disabilities, is achieved through a number of demonstration projects and customized employment, of course, being one of them. If you could advance to the next slide please. As I started to mention, the goals of New York Makes Work Pay are to remove barriers to employment to promote a better economic future and, led by all of our state agencies, I mean across agencies, sustainable coordination of systems. We are led by our Most Integrated Settings Council who is our governing body and is represented by all of the state agencies in really steering the ship of direction of making sure that cross collaboration among state agencies trickling down

to all of the disability service providers in New York State is an attainable goal. And we are also engaging the business communities through a number of our goals to collaborate with our Most Integrated Settings Council and employment service providers to recruit, hire, and retain individuals with disabilities and customized employment is one of our strategies to achieve the goals. Next slide please. Our customized employment goal, specifically goal two of seven statewide goals is to improve the knowledge, capacity, and collaboration that enable employment service providers, we call our supply side, in really focusing nicely with our demand side, the employment and employer perspective, to increase competitive employment outcomes for people with disabilities and as we get into the presentation we'll talk specifically about how this collaboration with our state agency partners and other goals with the Medicaid Infrastructure Grant work hand in hand. Next slide please. So our approach is we, way back when, I guess a few years back in 2003 to 2006, obtained an ODEP customized employment grant and both Long Island at Nassau County and the Mohawk Valley in Utica were selected, our workforce systems were selected to implement the ODEP, the first round of ODEP funding for customized employment. So when New York State was provided the Medicaid Infrastructure Grant we reached out and partnered back with the locations who received the funding to build upon, restore, and enhance the components that were implemented early on and we really wanted this time around, to talk about, meet with partners, meet with the funding agencies and find out back, way back when, what worked, what needed to continue to be built upon for sustainability of customized employment throughout the workforce systems. So it was a really logical and nice selection of sites in New York State to continue to build upon and reinforce customized employment in the workforce systems and we will get into and talk a little bit about some of our observations early on, what we saw on both sites and see, as I did, some upfront technical assistance and really evaluation to find out what were some of the challenges of implementing

customized employment within the One-Stop centers and workforce systems and really take this opportunity to build upon and it, and reinforce what was there again and to build capacity moving forward. So that was our approach. Next slide please. Funds were targeted to continue and leverage short-term investment. So with the Medicaid Infrastructure Grant itself, New York Makes Work Pay received two years of funding and again the sustainability piece of selection of these sites was really what we're focusing on and our objectives include document improvements and collaboration with blended resources, with a disability service provider community, with individuals accessing the One-Stop center, measuring increased job seekers with disabilities, how are those folks being identified, how are they being served and placed and what is their experience with the One-Stop center, how do we demonstrate sustainability and dissemination of best practices really throughout New York State when we take a look at what's happening in these two locations. Next slide please. Basing the project with the workforce system entities would promote integration of customized employment services into the mainstream rather than have it as a separate system for job seekers. So in Utica, which is the Mohawk Valley, the project is led by the Workforce Investment Board working solutions and they are working with three counties in Long Island specifically, the site that Civa and I are working with, the project is led by the One-Stop center itself called Hempstead Work Serving Individuals of Nassau County and interestingly enough in Long Island, the One-Stop center is co-located with the Commission for the Blind and there were other state partners that used to be part of the building and now they are not, specifically the VR Agency. So we have one of the two VR Agencies in New York co-located so it's interesting because back when the ODEP funding, the first round of ODEP funding, they were all co-located, so it's interesting to see the, the differences of what that means physically for an agency not being on site and really, as they're saying, promoting the integration of customized employment and really to get these partnerships

back up to a stronger sustainable level working with the other state agencies as well as that aren't co-located has been something really interesting for us to work at and we'll talk more about that when we talk about the teams. The next slide please. Thank you. So our approach includes delivery of trainings and technical assistance and consultation primarily led by Civa in the Long Island region and Mike Callahan who Nanette mentioned earlier who did your presentation on customized employment. He is partnered with Deborah Greene, my colleague, for the Mohawk Valley region and they are overseeing our technical assistance and working with the coordinators who were hired to oversee the project implementation both in Hempstead and Utica. Local partners were convened to confer and collaborate on various project strategies and our regional coordinators, myself and Deborah Greene, and our national consultants work closely with each site to plan and implement their projects both with the Workforce Investment Board in Utica and the One-Stop staff in Hempstead. Each site formally launched its project with a full day learning community event which provided a really nice overview of what was in place from the first round of ODEP funding, we really opened it up, the focus group of sorts, to talk with the disabilities service providers in each of the community as well as the state agencies to find out what some of the challenges were, what their familiarity was with customized employment, and what aspects of customized employment they were currently using with the individuals that they serve. Both sites also upgraded their one-site facilities and their assistance technology capabilities to include for individuals who are both blind and hard of hearing, both adaptive technologies were updated in the One-Stop centers in both locations. If you can advance to the next slide please. Our project deliverables include sustainability plans and capacity building strategies, permanent collaborative structures on long term resources, and part of our development of this is to make sure that our state agencies who are very well integrated into our teams and utilizing One-Stop services. This is included in our

sustainability plans and Civa and I will talk more about some of the technical assistance and sustainability demonstrated outcomes and [inaudible] Our sites agreed to participate in the development of reports and tools to support broader replication and dissemination of the customized employment model. We're in development of a screening tool online, a job resource network, an online service directory, in both sites our project coordinators are working on the development of this that will infuse customized employment into some of their existing tools and really also taking a look at how to identify individuals with disabilities in various formats often times both sites have noted that folks don't necessarily come into the One-Stop system identifying themselves as a person with a disability so we're utilizing various elements of customized employment to help the staff to be able to capture that at different pieces of the process, so to speak. So both sites are agreeing and have really taken advantage of utilizing customized employment to help also with the services that they're providing for all One-Stop users. Next slide please. Our CE Advisory Committee was created also to oversee both sites and demonstration activities, and really also help with guidance around policy and implementation strategies. The state agencies in New York, VESID, they are Vocational and Educational Services for Individuals with Disabilities serving, there's the state VR Agency serving all disabilities except for the individuals who have blindness and visual impairment, the Commission for the Blind serves those in New York State specifically, the OMRDD state agency specifically in New York working with individuals with developmental disabilities, of course, the Department of Labor and the Office for Alcohol and Substance Abuse. So these agencies convene with Deb and I on a monthly basis to provide coordination and collaboration among their state agencies and employment opportunities but really just to cross collaborate and talk specifically about what each of these state agencies are doing and how customized employment through these demonstration sites can really serve as a vehicle to better coordinate employment service delivery within their

own individual agencies and part of what the Medicaid Infrastructure Grant is also doing larger than the customized employment demonstration sites is really looking at a no-wrong-door approach to collaborate among these state agencies and more to access, for folks who are accessing multiple services, to really come in through a coordinated systems approach. So this demonstration project again fits into the larger picture of the Medicaid Infrastructure Grant who is really in New York looking at coordinating service delivery among all of these state agencies. So our Advisory Committee has been really valuable to help with some of the funding issues that have come up, the participation at a local level and really just understand customized employment at a state level to help us with the sustainability piece in both locations but also to broaden the offering of customized employment throughout different locations. Even though we're not necessarily piloting in other specific sites outside of these two, a lot of the funding and customized employment approaches are starting to trickle into other areas of the state, primarily because of the knowledge and awareness of our Advisory Committee and their participation in really steering the ship for customized employment. So they've been an invaluable tool for us, for not only, again, like I said, sustainability but coordination and collaboration throughout the state and with that I will turn it over to the next slide and my colleague and expert in customized employment who's going to talk for the next set of slides. So, thank you.

[Nanette Relave] Civa this is Nanette. You'll just need to press star seven to un-mute your line.

[Civa Shumpert] Hello.

[Robb Sewell] Yes, we can hear you.

[Civa Shumpert] Thank you, Robb. Had two mutes on, excuse me. First of all I really would like to say what an interesting

opportunity it us to come in basically to the One-Stops with the concept of customized employment already being understood in a lot of ways at both Hempstead and Utica. I just want to remind everybody that for many folks, last year in the middle of the summer is when the recession really began to kick in and I can remember Nicole and I making a visit at the job center there and seeing lines of people looking at, from my demand-driven approach, what was open and people very narrowly thinking about just what jobs are open and seeing all the jobs very narrowly cut. So as I bring to you what is customized employment I'm going to spend a little bit of the time explaining it and then I want you to think about it within the context of the timeframe in which we started engaging the One-Stops along with all of their partners again, when people were really beginning to feel the crunch of unemployment in New York and certainly across America, as many of you on this phone call has possibly experienced yourself and know of people who have experienced this. So understand the climate in which we first began this. When we went in, one of the first things that we did was begin to talk about what is customized employment and we began first just talking to the different partners that were there and before we get into project activities I'd like to take us through a few slides that just say what is customized employment so that we're all on the same page together. Customized employment is, became a part of our thinking, and very strongly Department of Labor defined it for us very helpfully, was back in the early 2000s, so we have had the opportunity now to think about gaining employment based on a demand-driven approach and then also from a customized approach. So what does that mean? What that means is that you're really looking at individualizing the employee/employer relationship and relationship is the key word here because we're not talking about job openings. We're talking about a very clear relationship between the employer and a job seeker and that job is created based upon the interest of that job seeker, in other words, we're targeting employers that are in their area of interest, we're targeting

employers that have a genuine need. So we're looking at needs. We may find ourself piecing together two locations to get an eight-hour day job. You may find yourself being much more creative than just thinking about a wage job. You may have to do contracting to get employment. So as you can see, customized employment really requires the response of a relationship between the employee and employer and it really focuses on the unmet need of the employer. Move to slide 17 please. What that really takes us to is having employers think differently and instead of thinking of job descriptions you really shift into understanding that some of the people that we represent may not meet a whole package so there will be people that I have run into that are people with complexities in their life, not just people with disabilities. This can be people that are all of a sudden out of their homes, they're not your traditional person typically that have a home, have a car, that are going somewhere and their life has changed radically, this could be someone who is dealing with medical issues or someone taking care of an older parent, or a younger person, or another person in their life who has an illness. This could be a person who has a disability, maybe that they don't want to talk about. In fact I've actually began to think about that there are folks that have just a lot of complexities in their life that have an impact on their work and that's how we began to think about who is this for. This is for a large gamut of people. In my mind I've began to think about it as the chronically unemployed. If we do the same thing over and over again and not successful with those folks, regardless of what label they may have, where if we're not going to be successful that way, try something different. And so that's what this unbundling of demand has us to really begin to think about. Employers typically think about job descriptions. We know that we have folks who don't do whole packages and then we began to think about taking the pieces of what an employer needs and putting that together and when you have a declining labor market, many people are terminating jobs, what you have is a lot of unmet need that begins to fall out of what would traditionally be a full time

equivalent position. So that's where you begin to see these unmet needs and then you're able to look at the very distinct competencies that a job seeker brings to meet those needs, now you're creating something. Let's turn to slide 18, please. This is where we shifted from a competitive process. Now, mind you, you're still in with a competitive job but instead of competing for the one of two job openings that are there, this is where you begin to shift from thinking, well, if I'm not going to go in a competitive manner, how can I go in a customized and customized really talks about a negotiation. If I were to say there's a clear skill that's there that's required of the job seeker or the person that represents the job seeker, it's a negotiation strategy. It's a strategy that talks about it's a win for the employer, it's a win for the job seeker. It's really focused on the needs of the employer so it's not about charity, it's not asking for a charitable opportunity here. In many ways employers have not thought about this unbundling and just focus on need. So this is a real opportunity to help meet the business need at the same time you've got a very difficult economy. Let's go to slide 19. Some of the features of customized employment. Number 1, it's always voluntary from the employer's part. He has to or she has to be the one to look at their business and begin to think very clearly about, I have these tasks that need to be done here, I have these tasks that need to be done there, and so there's a willingness here that you have to think about in terms of creating this position that you'll end up, that is strictly based upon the need as opposed to an opening. The second thing is that we really think about disclosure from the job seeker. You're never talking about disclosing I have a label such as bipolar or I have a label of an intellectual disability. The disclosure is more of one around how my complexity impacts my life and that's what the employer is interested in, is what is the impact of any of these issues or complexities you have in your life and the complexity maybe is that I need flexibility in order to leave to go check on a significant person in my family that I'm responsible for their health and maybe they have diabetes and I need to be able

to go check on them when I call and they're not available. Perhaps another piece of disclosure there is really around a person, I might be representing an individual and have someone say, you know, every time he gets a job he gets frustrated and quits his job. We might negotiate with an employer, we've got someone that really does a nice job and when he gets frustrated and doesn't understand things, he might quit. We want to request a cooling off period of three days or two days or an hour, depends on what works best with the job seeker and then what would work within that employer's business to make that fit. So the disclosure that we're talking about is very specifically how that complexity is going to impact the business and so you're not going to go to a business that it would impact them negatively if this job seeker took off for a cooling off period. You would have to really find an employer that that's either going to be minimized with some strategic plan that you've got worked out or some other way to think about this. This positive disclosure is one of the key features here because it's the negotiation. There are many people that I've run into that if you have this kind of a hole card that is very critical to your success I can take this job, I can do this task, if I can have this type of flexibility or support from my employer, that's kind of where you are with this negotiation around your disclosure. Many of us do this after we get a job. In this situation this is needed to be done before a person gets a job. Pay for customized employment is negotiated and it's almost always, it, it can be for, going to be really the commensurate rate whatever somebody else is being paid to do typical type tasks that's there, but it's always at least minimal entry level and so you never would have anything below that minimal level of employment that's there. So, and the reasoning to that is that you're always building to [inaudible] best of who the job seeker is and the meeting of the need of the employer so you're not comparing the person to a package of tasks that come with a job description, you're automatically starting with here's what is needed and here's what this person is, here's the proposal. Let's turn to slide number 20. It's also based upon the strength of that

job seeker, what do they contribute to an employer? The interest almost always leads us to a career sector that is, a person is motivated to go to, something that a person is motivated to do, something they have an interest that would make them want to get up and go. The third piece is there's the piece traditionally negotiated is some of the conditions. Some conditions can be met like, for instance, the type of environment a person might need to work in, a place to where they're chemically free. You might be able to match what environment you go to make sure that that's not the case. But there might have to be negotiations that would go along conditions. A person using specialized transportation that never gets there on time might have to negotiate for a flexible timeframe to arrive at work, but still get their hours in to meet the employer's need because the system in which they use for transportation does not get them there. So those three critical pieces, the contributions that a job seeker brings, the areas of interest, their conditions for success, are so critical and are very, very, very important to understand before you even attempt to go out and start customizing. This also requires us to take a shift away from looking at job openings. It requires us to go in and work with employers to identify unmet needs. It creates a whole new set of skills for those of us that might be representing employees or potential employees to employers. It requires us to have that skill if we're even going to coach someone through this. So having clarity around what do you look for in a business to identify an unmet need is critical. Requires you to have some type of negotiation skill. There is a real skill involved to be able to negotiate between the employer based upon what the job seeker offers and what you see as that employer need so that negotiation quite often gets into a couple of things, the conditions of the job seeker, but one of the things that I'll have here is it often gets into the fact of you've got some unmet needs, are you willing to pay for them, because that gets down to whether or not we have created a job in some way. So you have to have that type of negotiation. Let's move to slide number 21 please. It's applicable to all users of

the workforce. We have had the opportunity to work with people that are using public assistance, that have not gotten their jobs initially through labor market, we've had the opportunity to see some people come through job centers in other places and go through a combination of a group type customized employment process and a coach process. So this is not about any one person, I think I've really referenced it before, it really hits to anybody that really is not successful in getting their job in a more traditional labor-driven model then they need to employ different strategies and I think that's where we are right now. This includes ongoing support from other services as needed, as you think about complex people. There will be people that may have supports that if they're taking care of a loved one who has an illness and they need to negotiate their job or customize it based upon their family needs, they may have supports there that they're working with. This could also be a person who might qualify for supported type employment also and they may need ongoing job support. So you're going to see a very varied group of people utilizing this type of strategy to gain employment and you're also going to see that supports are going to have to be varied based upon who the people are. The other real interesting thing for employers, and this really came from the mouth of employers, is that it gives them an opportunity to think about how they can go about increasing diversity in hiring people, individuals with disabilities in their workplace or particularly any kind of targeted population, people they feel like that perhaps represent their customer base that they would like to make sure that they represent from a employer base, employee [inaudible] base, represent their customer base and that's really one of the strategies of strong business. So, you know, recognizing this is a tool for them has really emerged as we've gotten to talk to more employers. 22 slide please. Here's the process, the process begins with discovery of the job seeker, it's not testing, discovery is a very distinct set of strategies that talks about what works with the job seeker. After you get that discovery knowledge you put that into a profile so that

everybody is empowered with that and the job seeker themselves have knowledge around where they're at their best, what conditions do they need to negotiate for. Many times it's thinking about who you are and translating this into the work environment. If this is who I am, what business culture do I fit best in, and that begins to become apparent in the customized employment planning session. In this session this is where you're pulling together here's who the job seeker is and here's the available things in the community in the way of industry. And then from industry perspective, which of those places do we begin to match to and then reduce our conditions to where now we've got very few things just to be negotiated with as we go out to negotiate with an employer and that planning piece is not a brainstorm, it's very much a link the dots, from thinking about who a person is and who the community is, what task could they bring to an employer, and then what employers might need that. So you leave that planning session with a very distinct list of employers based on each individual job seeker. After that it's a step that really says how am I going to present myself, what's the best strategy? For many people particularly persons with disabilities we've seen some stereotyping that employers typically have so we've developed a couple of strategies that we've done some research on that talks about presenting with a portfolio first of all to introduce what is customized employment to an employer so he can understand you're doing a tour, then you're looking at needs and coming back and talking to him and then you're also presenting the job seeker at that time who can offer a certain task. So that portfolio really leads next into the job development step because it actually is the initial presentation to an employer. This can be done by the job seeker or it can be done by a person representing the job seeker. So this last step is the job site analysis, accommodations and support and this really is for all people. I think that when you have someone go on a job site, the first thing we want to help them think about is how close have our negotiations got to meeting their conditions for success and what type of accommodations can we make if

that doesn't work, if we weren't able to negotiate for everything that's there. If there's support that needs to be taken care of, if you're dealing with an individual that perhaps needs additional training, how will we provide that support? And then there's support, what if a person is in public assistance and they need childcare or need assistance with other things like clothing. So looking at those pieces makes this process kind of a universal access for all people. If you think about it, these are the components that need to occur and they need to occur in a sequencing event. These things are not listed randomly here, they're very much linear. You do the discovery, that leads you to who am I as a comprehensive picture, that takes us to plan, then you plan to identify what employers, that takes you to how am I going to present myself and then into actually that development stage and support. So very much a linear process. Let's move to slide 23. I just wanted to make sure that people understood that there's an employment matrix here that the process itself, there're two ways you can look for natural supports and reasonable accommodations for either competitive or customized strategy and you can also look for supported employment and natural supports to either one of these so they're not exclusive of each other, it's likely that someone that might have to have a customized job created for them and developed may or may not need a supported employment support model. You may find natural supports that may actually fit in place that work well nicely for either one of these. Let's move to slide number 24. I want to make a point so that people have clarity that this is more than matching. It is a combination of matching to where you minimize the impact of your negotiations on the employer. I really would never match for someone to have a cooling off period if they were on the front customer line and nobody else was there to serve a customer that day. That's not going to be a win-win for the employer, so you have to do some matching but you also will have to do some negotiating, so you really have to have a combination of both of these to get a successful outcome in customization. Move to slide number 25 please. On the

applicant's side you are really looking at where in the community that has my career interest, who is going to actually use my contributions, where am I going to be valued to where I'm not just another person in line, that the employer needs what I need to have done and then the third piece is that you're really looking at going to employers that either have the potential of meeting your conditions, say a chemical-free environment in the business culture, or you're looking at negotiating for those pieces that are there. So from the applicant's side that's what customized employment is. Now let's look at slide number 26 and look at this from the employer's side. From the employer's side you're unbundling that job description and you're not even starting with it. You're really starting first with let's do a tour, you're presenting here's what the job seeker can offer. So you're actually targeting unmet needs based upon who the job seeker is. In your portfolio you actually propose here's some potential tasks this person can offer to your business. Where in your business might you need these things and that's how you really begin to focus on the combination of the unmet need of the employer. And in a lot of ways it helps an employer think about, as many employers think in terms of a full time equivalency, it may be a 7 to 11 shift, it may be a 8 to 5 shift, but employers have a tendency to think about doing business like they would for a full time employee, how would they handle anybody. And so customized employment, in a lot of ways, creates an opportunity. I've got someone that if you cannot hire full time positions right now, someone that can do a part of this that can either be wage earned and being employed which means then we're out looking for a second job for this person so that we get in this economy you may have to do that. The other option is to think about this employer can hire right now, there's a hiring freeze. So you shift into contracting at that point and thinking about this job seeker can earn an income helping them build in, how can they pay for healthcare and other items in a contracted relationship with an employer. So in a lot of ways it talks about meeting an employer's needs very uniquely and really meets,

creates a distinction here around unmet need. Let's move to slide number 27. The process of this is a competitive process and a customized. Both of these processes result in a competitive job and so the language here is very important to understand. When you finish with a customized job you have a job that is integrated into the community that is based upon employer need, it is not at all charity. It is based upon commensurate wage for what task that person would be doing. A job description is created and typical employee-employer relationship occur after that along with the negotiated relationship that might be negotiated for particular needs of the job seeker and the employer came together if they come together, that's fair. Let's move to slide number 28 please. This is where I really shift into having us think about what the project activities have been. Nicole gave you an overview of the project itself. I just finished an overview of customized employment and now what we're about to merge into are what were some of the project activities based upon the information I gave you and that she gave you. In slide number 28 you're looking at, we pulled together and then Nicole alluded to this, back in the summer of last year, the existing customized employment activities. We talked to both of the job centers that were there, both of the One-Stops and we looked at their awareness of customized employment from their previous experience. We spent hours talking about what they had done in the past when they had a grant, what they were able to sustain, and then looked at what their partners were doing. So we had a combination of sitting down time with both partners and then also with the job center staff. We moved from there to think about if this is what people are doing now, what would we do to strengthen this. And what we found were willing partners that said we need to have some critical pieces in order to make customized employment a stronger, viable resource both with partners and in the job center. So at that point we created strategic teams that began to look at how do we fund, how do we cover the funding agencies, in other words, making contacts with all the different partners that were

funding agencies and looking at how does customized employment fit within that category. Nicole I'm going to stop here and see if you want to pick up and talk a few minutes about some of these project activities and take us through the next couple of slides.

[Nicole LaCorte-Klein] Sure, thanks. And in addition to the identification of the partners and some of the activities, I mentioned earlier the Advisory Committee and in Hempstead what we have also found is some of the agencies based in New York City since it's, fortunately, so close to coming out to Long Island, some of the participating agencies that are OMRDD funded have really embraced customized employment as part of their recently funded enhanced supported employment project and they are embracing some of the aspects of customized employment and discovery activities, so what they have also done is participated in some of the training activities and they are bringing a lot of this information back to the city so it's been interesting to not only have the project teams and some of the funders participate in the trainings, we've had some of the funding agencies also attend but also groups outside of the region, specifically in Long Island attend to bring back this information to some of the city agencies. And we're really looking now at how we can support their activities for sustainability as well. And I know that in Utica, because they are serving three counties, they are really looking at some of the expansion into the One-Stops outside of Utica to talk about and coordinate activities and looking at different funding resources that they have to also infuse customized employment into the other locations that aren't necessarily hosting the pilot teams so to speak, and additional activities that we're seeing, just sort of as the project continues, what some of the outcomes are that we're seeing it spreads so it's been nice to observe. Civa anything else that you were thinking about specifically that I may have missed?

[Civa Shumpert] No, I think that's fine.

[Nicole LaCorte-Klein] Okay, great, then we can move onto slide 29, and as I mentioned, and just this spells out the primary partnerships for both sites and the disability program navigators I know in both sites have played a role in participating in the training. I can speak specifically to the role of the disability program navigator in Hempstead, she has, and she was part of the first round of Odep funding out in Nassau County and she is also an employee of the Abilities, Inc. which is the disability service provider who hosts the DPM, but she's co-located at the One-Stop and she has participated in the training session and has also been partnering with our youth agency that has one of the project participants utilizing customized employment, so her familiarity with customized employment started with the first round of funding, but it's been interesting since the updates and changes with customized employment since the first round of funding, so she is re-learning the process as well as really learning and partnering with the other disability service provider agencies and state agencies that are participating in the training to better coordinate services at the access point of what her role is within the One-Stop system. The CRP's, or what I've been referencing them as the disability service providers of the community rehab providers and the affiliates with the above agencies, and I think one of the later slides will reference the teams, but our partnerships that have a disability service provider affiliated with each of these state agencies, including the youth services at the One-Stop partnering with the One-Stop system in Hempstead, and Utica's teams, as one of the slides will talk about momentarily, has primarily been partnered with the vested agencies, whereas in Utica, our primary partnerships and teams have really included most of, if not all of the individuals listed here. If you can, go to the next slide please. Some of the issues that arise, clarified usage and determined issues of implementation of customized employment, again, our partners, you know, a lot of them, most of them have come into the training as hearing this for the first time and they are embracing it, but the skill level and the time

that it takes for them to learn this process coupled with the funding structure and the really umbrella of restrictions, if you will, of what they're working under is something that has, our advisory committee has really been instrumental in hearing some of the different issues that are coming up with time versus the restrictions of 90-day placements, and funding for various aspects of the customized employment process, so these are all of what, under the Medicaid Infrastructure Grant, we are really noting and taking detailed account of what is happening because certainly the investment of time with all the funding agencies, and the belief system in this is they are, the realities that are coming up are certainly really going to be important for when the MIG talks about funding recommendations and change, we really want to make sure that the advancement and sustainability of customized employment is really imbedded in all of the different systems that are funding this and supporting this, so this is some of what the reality is of the teams that are coming up and how we are addressing this on an individual case-by-case approach. If you can, go to slide 31 please. And the expectations of the teams, and representation and participation of all the players, we're building capacity, we have not only the individuals who have the participants and are really implementing the activities of customized employment, but we have most of the supervisors participating in the training, like I mentioned, we have the state agency liaison participating in the training. I know in the Utica site, Mike Callahan has provided speaker conferences and phone conferences with a lot of the vested staff to engage them, and in Hempstead, we're actually doing the training at the vested location, so that has offered the opportunity for the vested staff and the coordinator to also participate in the training, so it's been a really good opportunity for folks at various levels within their organizations and the state agencies to really participate in the expectation of the support of implementing customized employment, and as it says again, building the capacity has really been there from the beginning. And if you can go to slide 32, these are the agencies that are participating, and I

apologize that Deb is unable to really talk about the upstate teams. I know again, that vested in the Utica upstate area has funded, and provides funding to the disability service providers in this area. And I am happy to report again, I don't have much detail but can certainly get more information to Nanette, but they have had their first placement using customized employment with their vested partnership and one of the disability service provider partnership, so that recently occurred in the upstate region, in Hempstead where Civa and I are. Again, we have the One-Stop department of labor, and EAC which is a youth organization, they are one of our teams, OMRDD, and Mill Neck Services, they are an agency providing services to individuals who are deaf or hard of hearing, and vested and CBVH both support individuals at abilities to have either a developmental disability or a mental health disability, so in the downstate region we are, and CBVH of course, also the individual at Abilities has a visual impairment, so again, the difference of the regions are that in Hempstead, we have focused specifically across disability, whereas in Utica they are really looking at vested and they're utilizing various providers that are funded by vested with varying disabilities but just with one primary funding source. So those are the differences as it just sort of started out in these two regions. Civa, anything to add from our site before I turn in back to over you in slide 33?

[Civa Shumpert] When we started this, we created those teams, and I don't know if you have the clarity around it, but instead of just training people, we pulled together very targeted teams that represented all of the partners of the One-Stop, and created a team with a job seeker in each one of those teams so that each team would go through the training and then implement the strategies as they did this. So I think what you're getting a picture here of now in slide 33 is that we started the discovery and profile training in 2009, that was in the winter, in the spring, we've done our plan and portfolio, we are actually just now doing the job development stage and have people lined up to go into the job development stage, and then in the

summer we will look at intensive case consultation, anybody that doesn't have a job by the summer, we'll be looking at with each team. And so what we had a chance to really pilot in this process, was not only the customized employment piece because we have seen, as we have been there, there had been pockets of customized employment done by various different partners, pieces of it aware within the job center, but being able to implement it, really required us to figure out how it was going to be funded. And so each one of the teams created, had to look at, number one, were very strategic funding sources targeted providers, targeted their relationship with the One-Stop identified and clarified as a partner so that we all knew how this linked together from the very beginning. Go to slide 34 please. We first began our initial technical assistance utilizing a facilitative process, and what that means is where you're basically an agency within the staff assigned to provide a very direct service, almost a one on one, with a job seeker. And so we started first with the facilitative process, teaching that with the concept that all persons would be involved in that training, and that if they had experienced facilitative process, then we would next take it to a group or coached process, and that's where we are right now, we're at the cusp of having completed the facilitative process for both of the discovery process, the employment planning piece, the development of the profile, and now in terms of developing a representational portfolio, we are about to really begin having implement that in a group, in a coached process, so that in the job center itself, we're offering the group and coached process, whereas the partners are offering a facilitative process. So that's where we're going with this, our initial TA has been all in a facilitative process in implementing customized employment, and our next move is into doing the group and the coached. If we could move to slide 35 please? In slide 35, this is where we basically talked about each partner typically, and in fact they did, almost all the partners typically dealt with people on a one-on-one basis in this model, and it typically had a set of funds or authorization of funds that were attached

to a person, and the funding was different with each agency. We had to look at where were there opportunities to actually do this service, we had to since the youth services at the job center there did not go on home visits, and so that's a part of doing discovery. So we actually had to look at where we had barriers, what could we do to get around those, what were things that we could do automatically that were just opportunities already there to implement the full part of customization. So it's having that clarity that during the facilitative process. This is the approach that we took, and tried to resolve some of those issues and problems before we got, as we were doing this, to look at opportunities to identify the barriers, and then begin to engage people that were actually doing the process and say, what are your suggestions because we had a clear [inaudible] back to the advisory account, well this has been a very interesting process to have all the pieces laid out to strengthen the customization of service opportunities to be offered as a very much a joint project of all the providers and the One-Stop in this community. Let's look at slide 36. In 36, this is our next step, this is where, in fact I'll be in next week doing the job development training in Hempstead, I believe Mike has already done that in Utica, we'll be moving forward with technical assistance with each one of the partners because this step of job development is a different set of skills. Now you're shifting away from who is the job seeker and more of your job seeker skills into approaching employers entirely different. So in this step we're coaching representatives of people to go and participate in more of a tour and a shared presentation of the job seekers contributions to see where they might be needed in very targeted places, so this is a different set of skills that people will be using here. We're also going to be meeting with folks to see what they need to further their capacity. We've got an interesting thing, each one of the teams and there are additional people in training that are not on those teams that we've talked about, and the goal here is to build capacity so that people have clarity about each of these steps, and so along with that clarity in doing the process,

and along with the skill in doing the process, the next step of course, is the system acknowledging and being able to support people with both funding and authorization in all of the process. Let's move to slide 37 please. We, I'm going to ask you to go to the top on some of this, but one of the very things around this funding issue was to have people collect some data, how long did it take to do discovery. By having some of the funders actually involved in the training with us at the same time the providers are being involved, there was a conversation going on about where the tension points might be, so one of the real clarity pieces here is collecting that data. Nicole, let me turn this back over to you at this point.

[Nicole LaCorte-Klein] Okay, well as Civa just mentioned, having the funders participate in the training, and having the advisory committee very much a part of the reality of what's going on with the teams collecting this data and having our monthly conversations and meetings with the advisory committee offers us the opportunity to really talk about what some of the challenges are and make recommendations for future [inaudible]. We're certainly not expecting things to change and happen overnight, but even the gathering of the data and the investment of time and the willingness of all the state agencies is really key to be able to say what is and what isn't working because by having their investment in this process and their belief that this works for folks who have been in and out of their systems multiple times, and by the way, the job seekers that each of the teams have selected have been individuals who have been through each of these agencies, or each of the funder systems multiple times, so we really wanted to choose individuals with the most significant and challenging barriers, even from a systems perspective to see and really identify this as an opportunity to look at a different approach. So a part of the data that we are collecting and having the funders part of these ongoing conversations, really is helpful to look at this group of individuals who are repeat users of multiple systems even at times, so this is part of the antidotal and time

that it's taking for folks to learn this process and move through it is part of what we're going to be including in the MIG as part of our recommendations moving forward with the different funding sources. And if you can go to slide 38, our focus groups are going to be part of our next activities for this year, and what we're looking for is suggestions from each of the funders for infusing customized employment in different areas of the state without necessarily having a pilot location because there unfortunately isn't additional funding to have priority projects coordinators in multiple sites, but now that we have created an advisory committee and have statewide understanding of what this is, how can we have focus groups in our existing sites and also to spread this out into other areas of New York and have different focus groups to follow up with what are some of the suggestions of each of the funders to replicate customize employment in different areas. So that's what we're going to be working on this year in 2010, and the willingness is really the most important piece from the advisory committee to participate in this. If you can go to 39 please. Our One-Stop next steps, and Civa can talk about our next steps with the group discovery process in the One-Stop, this is a really exciting next step that we're also going to begin the latter part of this year, we're coordinating the facilitation of customized employment process with our partners, and again having all the disability service providers and the funders really hearing about what each team is experiencing has really been helpful for them not only to become more aware of what each other's agencies are, but really also offer suggestions and provide feedback to one another of what their individual participants and team members have experienced. Civa can speak more on the group and coached customized employment process within the One-Stop center, we are both in sites and all One-Stop locations, beginning to talk about the creation of discovery work groups and Civa, I can turn it over to you to talk about your experiences with discovery in a group setting.

[Civa Shumpert] Okay, thank you Nicole. This is, as I began the conversation during the first week, coordinated the facilitative coaches most employment process and now we're in the process of setting up groups and coaches within the One-Stop. Let's move to slide number 40. And I'm really sorry that Ed Kinney is not here or Joanne from the One-Stop, they were not available, we did approach them to come and talk with you today, they had conflicts at the time that we were going to do this. So one of the things that we've done is, we have a team of seven people that have been participating in the facilitative training and they've been part of the One-Stop youth, and Hempstead has a very strong group, and it's that group that has had its whole group of One-Stop leaders that have been part of that to understand what each of these components are, and so what we are looking at at this point now that they've gone through the facilitative components, we're looking at creating a discovery workshop that will be probably six sessions, seven hours long, one hour each session except for the first one, we're looking at a two hour workshop on planning, and then there'll be a job development workshop, we've not piloted this anywhere before, so the job development one may have a couple of sessions to it at this point, and combined in that might be the part where we begin to talk to folks about how they present themselves, so a combination of presentation of themselves to an employer, and then identifying on that need. This last piece really kind of empowers people to think beyond wage employment, that during this downsizing of many employment sites, and now we're beginning to see a release of jobs again, and then there have been some job openings, but at the same time, employers that may or not want to meet their needs through opening up wage positions may very strongly be interested in contracting, and so we feel the need to let folks think about that and to have some understanding of what this contracting to ask, what's the difference between wage employment, and then talking about self employment, because the process of which customization is, you begin with who the job seeker is, you can

easily take the contributions of a job seeker and allow it to emerge into either a wage employment or a self employment, because you're looking at blending the needs of the job seeker with the needs of the community or a very specific employer. So these are the four groups that we're looking at starting, and we're at the point now of thinking about, not only a group process, but where in the One-Stop would a person have the need to coach someone through, and almost every job center has got an employment specialist that meets with people individually, so we're looking at making sure that those persons that are in those individual settings have that large number of people. So it's not going to be a one on one in a person's home, but it's going to be a one-on-one session to where people come in and talk about who they are, having some real clarity around making sure that those persons know the distinctions between wage employment and the encouragement of having people go look at job openings to looking at these strategies and including them in their tool box, so that when someone is coaching someone and they've been looking, and people come in that say I don't know where to go, having them go back to who are you first and perhaps referring them to a group workshop session, and then having them come back to them to say let us do this planning piece together. So we're seeing this combination of facilitative process done with partners to the One-Stop, we're seeing a group process being done in some of the partners also, but also where we will be piloting it is in the One-Stop and then the coached process also in the One-Stop, so that's kind of where we're going right now, it takes us to the looking at a comprehensive picture of all the One-Stop, what it's capacity is, what it can do to create a picture of customization and their partners together creating a community-wide knowledge that says there are two ways to help people get jobs, and that gives us a much broader capacity to engage people in meaningful employment. Nicole let me pass it back to you.

[Nicole LaCorte-Klein] Okay, before we wrap up and if you can go to slide 42, where I talked a lot already about the advisory group and the partners that are included in the team, the possible mentor for sustainability, this is an area that with the groups that we're going to be running within the One-Stops, and also the folks that have been attending the training. How do we create mentors and supports for sustainability so as we move into other areas of New York State, how can these mentors support some of the ongoing technical assistance so once individuals are trained and are comfortable with the discovery process and other aspects of customized employment, how can they become mentors to other disability service providers that are going to be providing customized employment or purchase within their agencies? And we are looking to develop a team of mentors that will be available to support each other in various regions of the state as the MIG moves forward, and the advisory group, the, one of the additional MIG activities that's taking place in New York City, and one of the things that Civa just talked about with self employment as an option for folks going through this customized employment process is a self-employment project specifically in New York City that will build upon the customized employment process. We are engaging various disability service providers, as well as other business partners in New York City, to offer self employment as an option for folks with disabilities who are interested in starting up their own businesses. So a spinoff of our customized employment advisory group will also take place this year in New York City as our identified state agencies have provided local folks for myself and my colleagues in New York to recreate and replicate a lot of the customized employment activities that Civa and I have done out on Long Island. So it's exciting as we move forward to also have this pilot project up and collaborating with our customized employment folks that have been coming out to Long Island for the training and who can also possibly serve as mentors moving forward with the project. So that's slide 42, and if you can move to the next slide please on our contact

information here, I would be happy to speak or email with anyone who is interested after this call, if you think of additional questions that you have around customized employment, or the partnerships and activities that are happening in New York, or replicating in any of your particular areas, please feel free to contact myself or Civa, of course, and thank you, I guess now we'll turn it over to questions, and thank you for this opportunity.

[Civa Shumpert] Hi, thank you so much, Robb if I could turn it over to you if we have any questions.

[Robb Sewell] Sure, at this point, you have two options for raising questions for presenters, first, you can click the raise hand button in the lower left hand corner of your screen and then I will call on participants and provide you with instructions on how to ask your question, second, you can also submit your question by using the chat feature on the left portion of your screen, just simply type your message then click send, and while we're waiting for some additional questions to come in, I'll relay some of the ones that were shared earlier. The first one is, if you've engaged with employers at the site, how are they responding to the customized approach?

[Civa Shumpert] This is Norciva. You know, one of the things that we've not gotten to that point in Hempstead, but I've certainly coached most employment with employers all across the country, what my experience is, is that if approached appropriately with an employer and you present, here is a person, what I'd like to do is a tour, they are more than willing, because you've set it up by explaining what is customized employment, that it is something. It's a job created based upon need, and so during that process you have to actually educate the employer that what I need is an opportunity to look for unmet needs, so there's willingness there on most, and with every employer that we've contacted. Very few times do you find an employer that is not interested. I typically will find an employer say, we're not hiring, which requires me to have

the skills to shift gears and say, I'm not looking for an open job, in fact, I'll even say I'm not even sure the person I represent would fit an open job, but I know they have something to offer here that's very clearly defined right here. So you begin to think about, each employers will be different how you end up with them, because in customized you want to use the job seeker's connections to get to employers, so it's a lot more information there that we could talk about but I'd be glad to engage in that in a separate time. Robb any more questions?

[Robb Sewell] Most definitely. You talked about funder versus provider, would you please clarify, who exactly are the entities that go through the in-depth process with the job seeker to CVR staff, secondary educators learning or using the CE approach or just funding it?

[Civa Shumpert] Let me answer from a training perspective and then I'll let Nicole, if you don't mind, if you would give the specifics. One of the things that we encourage were for providers and funders to come to the training, and we encourage funders initially to participate so that they have clarity of what the process is, what is a good discovery process, what is a good profile, what does a good plan look like, so that they would have a picture of quality, but that's strictly from a learning perspective and not from an implementation perspective. I don't see the funder actually implementing. Nicole, can you give the specifics of who, like funder and then their provider, or do we have that on a particular slide?

[Nicole LaCorte-Klein] Well, we don't but I can say that I know in Utica, the vested liaison who is assigned to the various teams has participated in most of the training and she is kept abreast of all the activities by the disability service providers sending to her the discovery notes, the profile, all the updated information is sent to her. When it came to the planning meeting, she participated in a planning meeting and that is going to also happen out in Hempstead, whereas, for example, our

commission from the blind counselor who is the liaison to two teams, has participated in most of the training and will also be part of the individual sessions with the counselors and the planning meeting, that differs from the OMRDD funder who participated in the beginning sessions of discovery and now is kept in the loop with all of the case notes and all the information and profile logs, etcetera, so all of the funders, if they aren't like Civa said, participating in each step of the process, are kept in the loop with notes and all information that each team is doing, plus our monthly advisory committee meetings also provides an opportunity for each to give a team update, and for Deb and I to really share an update of what's going on and where in the process each individual team is.

[Civa Shumpert] Let me just clarify that vested is the general vocational rehabilitation agency for New York.

[Nicole LaCorte-Klein] Thank you.

[Robb Sewell] Okay, another question is, in contracted employment, who is the employer of [inaudible].

[Civa Shumpert] That's real interesting, and it's going to vary based upon who the job seeker is. One of the things that your discovery should look at is, who this job seeker is, what their capacity is in managing money, being able to negotiate and pay for their quarterly income tax pricings, whether or not you're going to be your own employer of record, like I am as a private contractor, or is that somebody that really needs to have that as an intermediary. So those are going to be very individually based and will be determined based on who the job seeker is and of course, that employer negotiation. We, most invariably, every time I've done that, it's been where we've helped someone set up a very simple business that, instead of marketing it to the general public, they have one or two employers that would have hired them that could not so they are contracting, and so they have a very targeted

funding base for their services, and they themselves are, and have created, some form of support to help them manage their small business.

[Robb Sewell] Okay, another question is, is there a specific example of a funding strategy for customized employment that is being used or considered in your pilot, and what fundings are used?

[Nicole LaCorte-Klein] Well I can give an example of one of the funding streams that was set up specifically for the pilot in Hempstead, for example, vested, the state voc rehab agency, authorized based on a chart that Civa presented early on with taking into consideration the counselors learning curve, the amount of time to engage a participant, and the willingness of the participant to also participate in something that's new. Because again remember with customized employment, and when somebody is looking for a job immediately in a labor market driven existing position is very different than a customized approach, so taking that into consideration, we had, for example, a vested authorization of 25 hours that was given to the disability service provider just for the discovery piece and that was something that were created within the pilot so the discovery is now authorized as what's funded specifically now as a result of this pilot. So again, this is some of what we're tracking as far as the hours and what it actually did. Same with CBVH, were more hours required for the discovery piece up front, we found that our CBVH team requires 30 or 35 hours, and because this is a pilot and the willingness of this, they were able to extend and authorize additional hours. We expect that moving forward utilizing this process with other participants that that funding will continue, but it may not require as many hours because it won't be a new process. So depending on the state agency and how it's funded really has varied but the nice thing about it is that there has been some wiggle room and some flexibility on the part of all of the funding agencies to allow us to really get the learning curve up and going.

[Civa Shumpert] CBVH is commission for the blind for rehabilitation services in New York.

[Nicole LaCorte-Klein] Thank you.

[Robb Sewell] Okay, another question is, how are you addressing [inaudible] performance measures.

[Civa Shumpert] Yeah, that's going to be one of the things that I think we go down through as we move more into the coached and the grouped process. When you say how we are addressing it, the very fact that we are not expecting the One-Stop to do the facilitative model but to do more of the grouped process and the coached model, we don't know yet because we will start that this summer. My anticipation is that it can't do anything but help their achievement there because these are people that they are serving that are not getting their outcomes, so I can't really answer that from this talent's perspective at this point.

[Robb Sewell] Okay, another question is, how many people are you looking to find employment in Hempstead and Utica, and what is the anticipated cost per person?

[Nicole LaCorte-Klein] Well, we have five individuals, five teams of folks in each site, so we're piloting ten individuals who are going through and using the customized employment process and I don't know if I can specifically answer the funding cost yet, I think as each stage of customized employment is taking place, the funding is being worked out. I know that the Utica placement that recently took place, let me remember, it was, I think it was a four month total period from the beginning discovery all the way through the job placement, the presentation to the employer, and interesting I know the employer in Utica and it's a country club in that county, as soon as the disability service provider presented the visual portfolio

and the visual resume of the individual that was what sealed the deal for that particular participant so we, and Civa jump in with me, the process took about four months, but the individual funding, I don't know exactly what the breakdown of each cost was per stage of CE.

[Civa Shumpert] You know what's interesting is that in this model, the way in which we did this, there were no project funds given to people for direct service, so the project itself has commitment to more of the technical assistance training and technical assistance in training. The dollars that are being used are the same dollars that each service system would already, or is already committing. The distinctions that I think that have been outlined is in each funding source they're being able to identify and create an expectation of so many hours of employment, say 200 hours, for just general employment would be authorized, now we're seeing that it's 200 hours being doubled out in a different way, so when you talk about the costing at this point is pretty much, it is in each funding agency, the existing resources, and it sits within their range of hours as we have negotiated it at this point.

[Robb Sewell] Great, we actually have just time for one additional question which is, what is the typical average length of time for someone to begin the discovery process and then actually get a job under customized employment?

[Civa Shumpert] And I think that that's probably one of the more critical pieces, when I was working in another job center, one of the first things that I felt like was absolutely critical, and that's to let the job seeker know, if you want a job tomorrow, that the customized employment process is likely not going to meet your needs. Typically you're going to go through a four to six week process, if you're going through a facilitative process, you would probably take up to three months, and then depending upon the number of job development contacts that a person does on your behalf will vary, so I would say a

minimal of three to four months in order to go through the process unless you actually sit down, negotiate with the job seeker and the job seeker negotiates with the provider to say I would like to have this done at this time, is feasible to be done in less time, the hours are about the same. It really depends upon the way in which the job seeker and the facilitative process provider does and negotiates there, if that person can only meet with you once a week then it's likely it'll have to stretch out longer.

[Nanette Relave] Robb, this is Nanette, is that the last of the questions that we have?

[Robb Sewell] Yes, that is the last question.

[Nanette Relave] All right, at the last couple of slides in our webinar have contact information for staff of the NTAR Center, as well as our web site, and this webinar, along with all the webinars that we do, will be posted online. I want to thank Nicole and Civa, very much, our presenters. I also want to thank our listeners for participating this afternoon, as well as ODEP, our funder, for making our webinars possible, and I just want to wish everyone a wonderful rest of the day, so thank you all very much.

Thank you.