

This plan has seven key strategic components, each of which has a strategic outcome and goals. Each key component has a committee focused on the work to be completed in that specific area. Annually, for the next five years, there will be a work plan that defines the steps necessary to achieve the outcomes. Some outcomes will be accomplished sooner than others. The intertwining of these goals will lead Maryland to becoming a successful Employment First state where people with I/DD can achieve their personal community, integrated employment (CIE) goals.

	Outcomes	Goals
COMMITMENT	Marylanders with I/DD and their families understand Employment First values and practices as DDA demonstrates the commitment to Employment First in policies, communications practices, and funding paradigms.	<p>A. DDA collaborates to create, monitor, and implement an annual work plan based on the strategic plan for Employment First including directives from the 2016 Equal Employment Act.</p> <p>B. DDA communicates the principles of Employment First in all public forums.</p> <p>C. DDA policies represent a commitment to supporting people in competitive, integrated employment by collaborating to remove policy barriers.</p> <p>D. Stakeholders are engaged in and provide input on Employment First activities.</p> <p>E. DDA tracks, analyzes and reports annually on the progress of the Employment First strategic outcomes including those required by the Equal Employment Act.</p>
COLLABORATION	Marylanders with I/DD and their families are supported to live and work in their communities through collaborative efforts among state and local government agencies, service providers and their communities.	<p>A. Interagency agreements will exist between State agencies to support competitive, integrated employment outcomes for people with significant needs.</p> <p>B. DDA collaborates with the Governor’s Workforce Investment Board and America’s Job Centers throughout Maryland.</p> <p>C. DDA collaborates with the Maryland Department of Transportation and public transportation entities throughout the state.</p> <p>D. State agencies collaborate to ensure transitioning age youth are prepared for competitive integrated employment upon exiting high school.</p> <p>E. DDA participates in the Inter Agency Transition Council (IATC) and other collaborations for transitioning youth.</p> <p>F. State agencies collaborate to develop post high school education and training opportunities for students with I/DD.</p>
POLICIES	Competitive, integrated employment is the first option for all people of working age adults receiving support from DDA.	<p>A. DDA and stakeholders will create a planning tool that allows for documenting a person's barriers to competitive, integrated employment.</p> <p>B. After March 2019, all youth who transition into DDA funded services will be supported in integrated settings with appropriate levels of supports.</p> <p>C. DDA collaborates with the State Leadership Team and MDOD to develop and implement a plan to phase out supports that utilize subminimum wages for people with I/DD.</p> <p>D. DDA develops and implements a comprehensive targeted case management system ensuring Employment First practices are discussed for each person receiving supports through DDA.</p>

	Outcomes	Goals
FUNDING	Marylanders with I/DD, regardless of the level of support they need, have the services and supports to have a meaningful life, including competitive, integrated employment.	<p>A. DDA's funding model incentivizes competitive, integrated employment.</p> <p>B. DDA's funding model supports the employment needs of all people with I/DD, including transportation.</p> <p>C. DDA's funding model meets all stages of supported and customized employment.</p> <p>D. DDA collaborates with other State and Federal agencies to make information available to stakeholders on how to access multiple funding resources to pay for employment supports.</p> <p>E. DDA creates a funding model that can meet the varied support levels of each person.</p> <p>F. DDA creates a funding model that provides flexible supports and is responsive to an employee's changing needs on a job.</p> <p>G. DDA will create a service model that includes supports for people with I/DD who are not working full time to do things that are meaningful to them.</p>
SERVICES	People with I/DD are supported to live and work in their communities through person-centered supports.	<p>A. The DDA system supports all phases of employment and wrap-around services with competitive, integrated employment as the primary service.</p> <p>B. Models of excellence are recognized and shared with all stakeholders.</p> <p>C. DDA funded supports utilize Customized Employment as promising and best practices.</p> <p>D. Clear definitions for services are created and communicated to all stakeholders.</p> <p>E. Employment goal are included in the person-centered plan for every person of working age receiving DDA supports.</p>
TRAINING	Marylanders with I/DD receive employment supports from knowledgeable and skilled direct support professionals and providers of employment services. Training and technical assistance are available for all stakeholders.	<p>A. Staff providing supports receive competency-based trainings and certifications.</p> <p>B. Comprehensive training and technical assistance is offered for school personnel working with transitioning youth and targeted case management regarding competitive, integrated employment.</p> <p>C. Comprehensive trainings for people with I/DD and their families are developed and include peer-to-peer mentoring techniques.</p> <p>D. Develop a guidebook for provider agencies wanting to transform into an Employment First agency.</p> <p>E. DDA has a system to provide training and technical assistance to providers who have identified needs through provider self-assessment and planning.</p>
EVALUATION	Policy changes and funding decisions are data-informed.	<p>A. DDA sets annual employment outcome benchmarks using data to direct and measure the benchmarks.</p> <p>B. DDA publicizes individual provider and aggregate employment outcome data.</p> <p>C. DDA collaborates with other State partners to share data.</p>