OREGON COMMISSION FOR THE BLIND
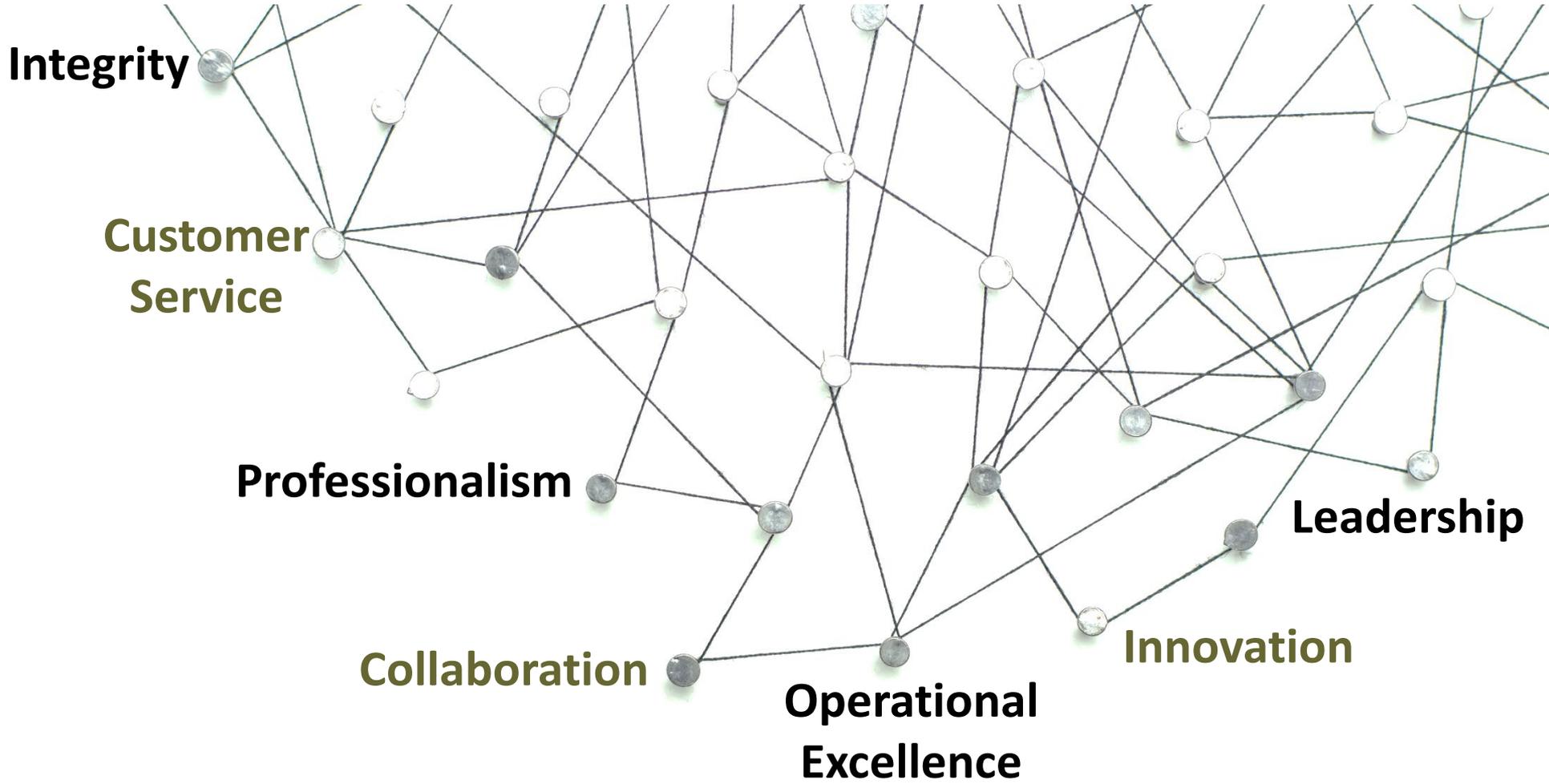
2019 - 2021
Ways & Means
Budget Presentation

OREGON COMMISSION FOR THE BLIND

MISSION STATEMENT

Empower Oregonians who are Blind to Fully Engage in Life

OREGON
COMMISSION
FOR THE
BLIND

AGENCY VALUES

Integrity

Customer Service

Professionalism

Leadership

Collaboration

Operational Excellence

Innovation
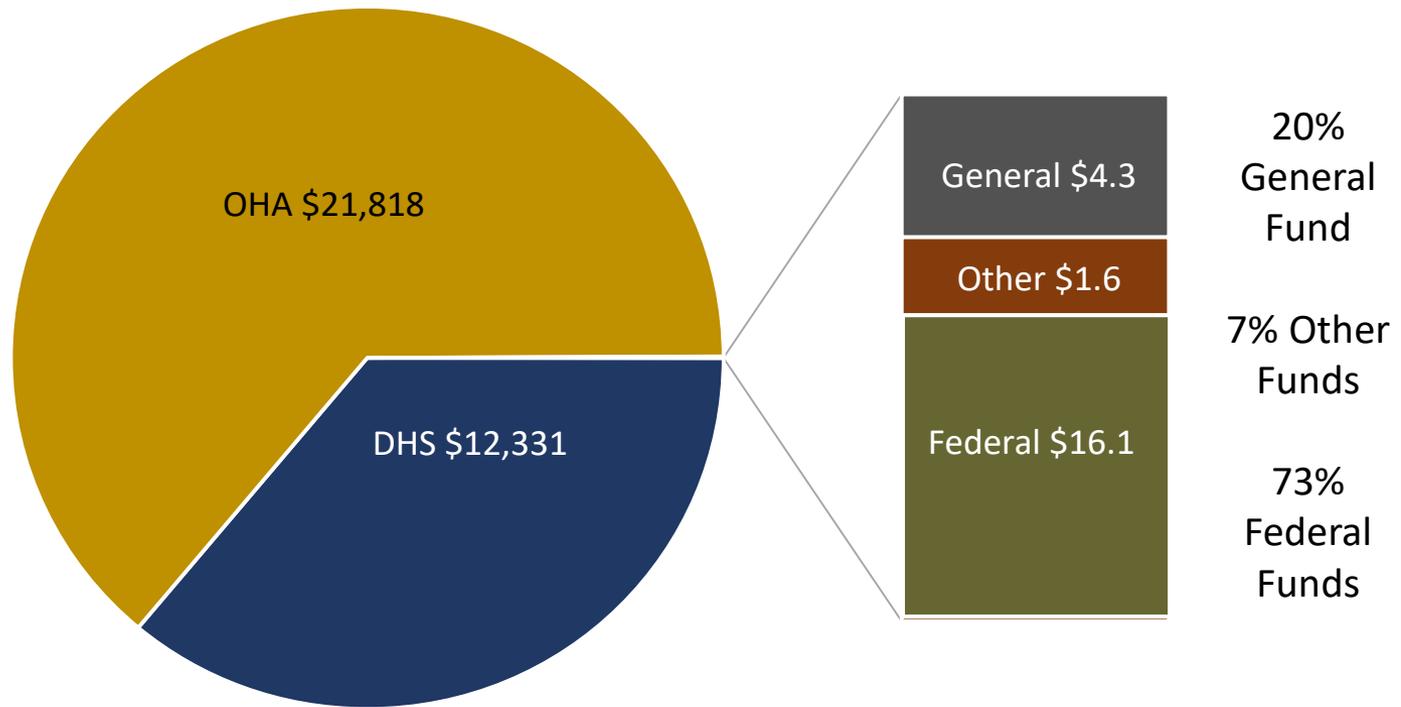
OREGON COMMISSION FOR THE BLIND

KEY SERVICE OBJECTIVES

1. Provide vocational rehabilitation services to Oregonians who are legally blind and need to return to work or maintain employment

2. Provide training and skills related to blindness that enable seniors to remain independent in their homes and communities

3. Coordinate specialized pre-employment transition services for in-school youth to ensure that students exit school with an individualized plan leading to employment

4. Provide business opportunities for Oregonians who are blind through public food service/vending locations throughout the state

5. Work with businesses to attract and retain qualified workers who are blind

6. Provide public education, information, and referrals on vision loss

HUMAN SERVICES PROGRAM AREA BUDGET

Total Funds at CSL $32,043 Million

OCB Total Funds at CSL $22 Million

OHA $21,818

DHS $12,331

General $4.3

Other $1.6

Federal $16.1

20% General Fund

7% Other Funds

73% Federal Funds

Of the total budget reviewed by this Ways & Means subcommittee, OCB's budget represents $22 million

PART OF THE NATION'S WORKFORCE SYSTEM

US Dept. of Labor	US Dept. of Education	US Dept. of Health & Human Services	US Dept. of Agriculture

BOLI

- Apprenticeship

OED

- WorkSource Oregon (WSO)
- Unemployment Insurance
- Labor Market Information
- Research

HECC

- WIOA Grant Administration
- Community Colleges
- Private Career Schools
- Universities
- Private Universities
- Scholarships
- Research

Commission for the Blind

DHS

- Self-Sufficiency Programs
- Vocational Rehabilitation

- WorkSource Oregon (WSO)
- Local Workforce Development Boards
- Community-Based Organizations
- Community Colleges
- Economic Development

ROLES AND RESPONSIBILITIES

Under Title IV of the Workforce Innovation and Opportunity Act

OCB's Role Within the Workforce System

Provide specialized vocational rehabilitation training services to Oregonians who are blind and need to maintain employment or return to work

Work with businesses to attract, hire, and retain qualified workers who are blind

Engage in the planning and implementation of the workforce system at a state and local level

Participate in shared data reporting on workforce performance measures identified by Congress

Coordinate transition services for youth who are blind to ensure they exit school with an individualized plan for employment
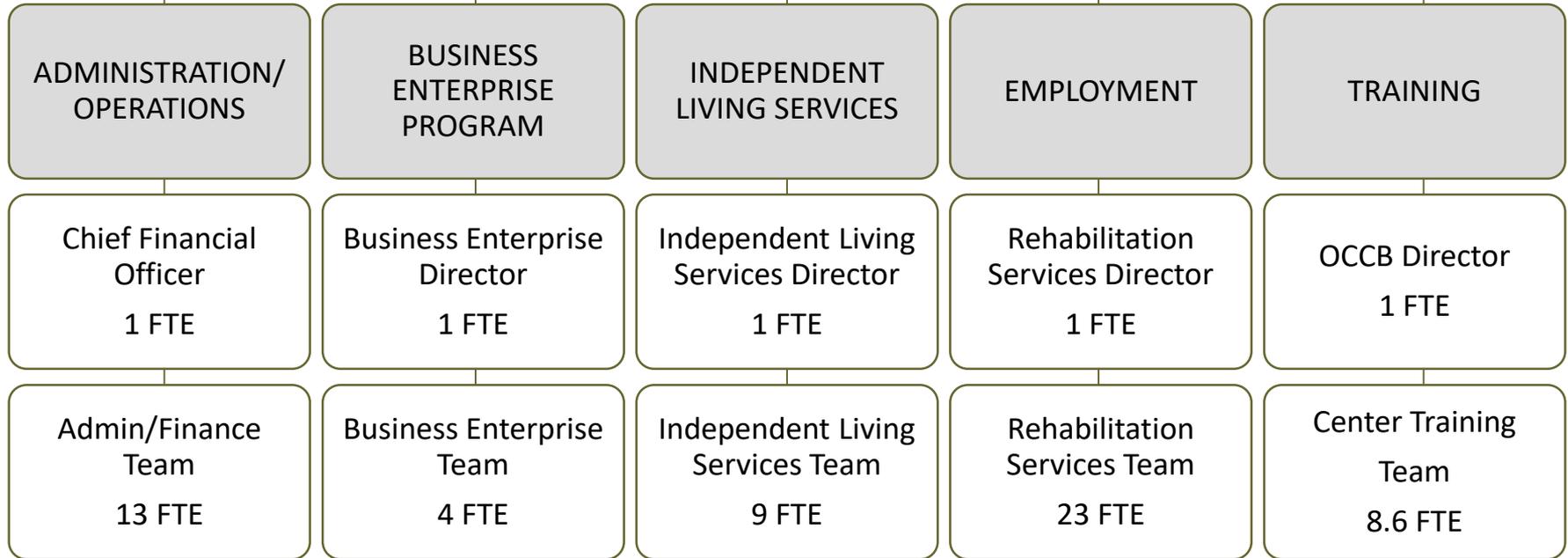
STATEWIDE SERVICE DELIVERY

OFFICE LOCATIONS & COVERAGE AREAS

- Portland
- Salem
- Eugene
- Medford
- Redmond
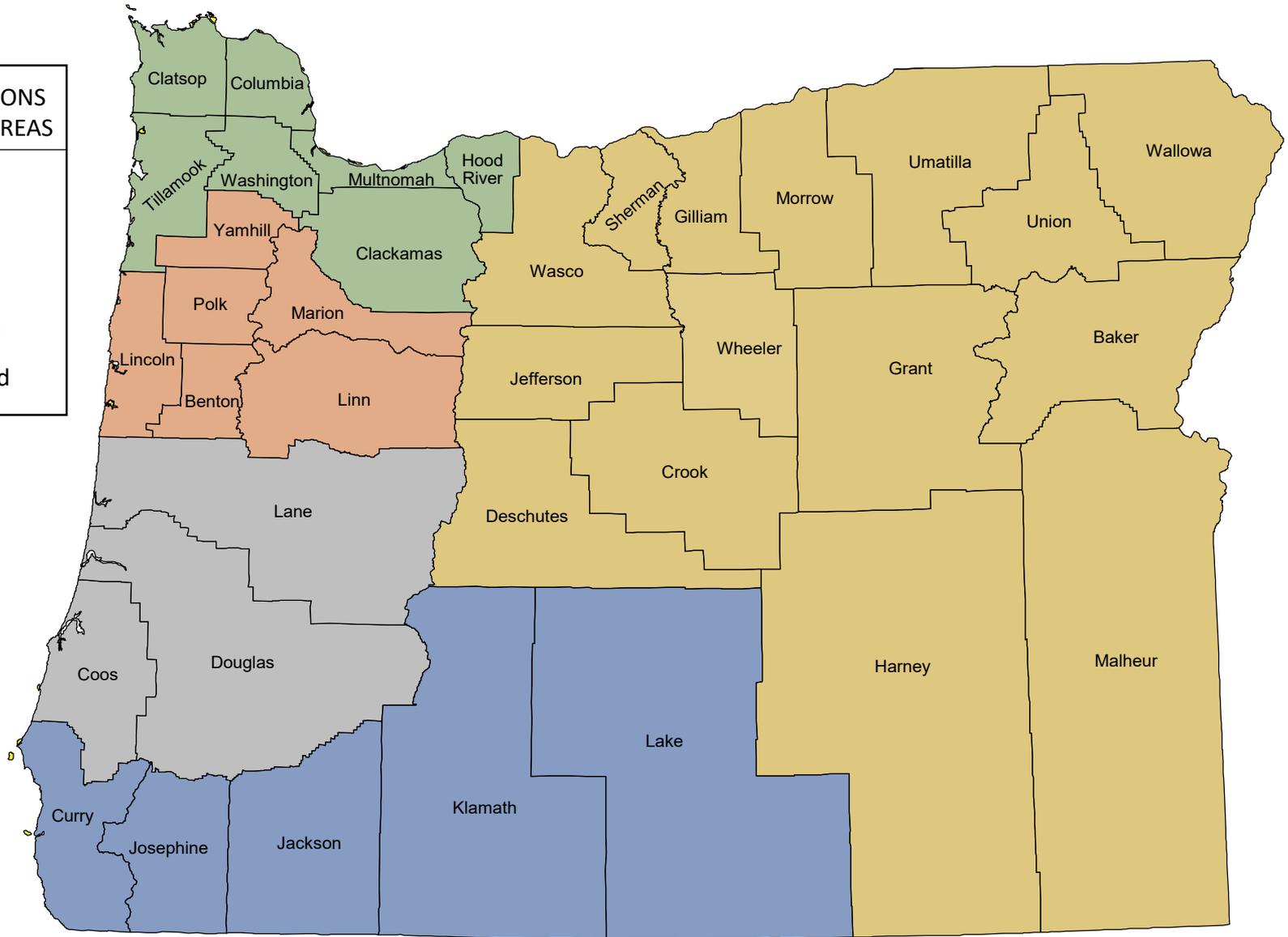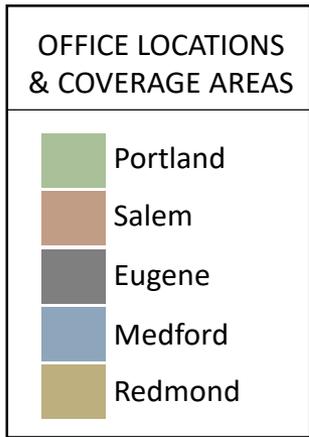
ORGANIZATION CHART
2017 – 2019 LAB 62.53 FTE

Oregon Commission for the Blind

7 Members, Governor Appointed

Scott McCallum, Chair

Executive Director (1 FTE)

Executive Support Specialist (1 FTE)

WIOA Compliance Analyst (1FTE)

ADMINISTRATION/ OPERATIONS	BUSINESS ENTERPRISE PROGRAM	INDEPENDENT LIVING SERVICES	EMPLOYMENT	TRAINING
Chief Financial Officer 1 FTE	Business Enterprise Director 1 FTE	Independent Living Services Director 1 FTE	Rehabilitation Services Director 1 FTE	OCCB Director 1 FTE
Admin/Finance Team 13 FTE	Business Enterprise Team 4 FTE	Independent Living Services Team 9 FTE	Rehabilitation Services Team 23 FTE	Center Training Team 8.6 FTE

AGENCY PROGRAMS OVERVIEW

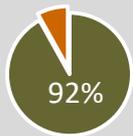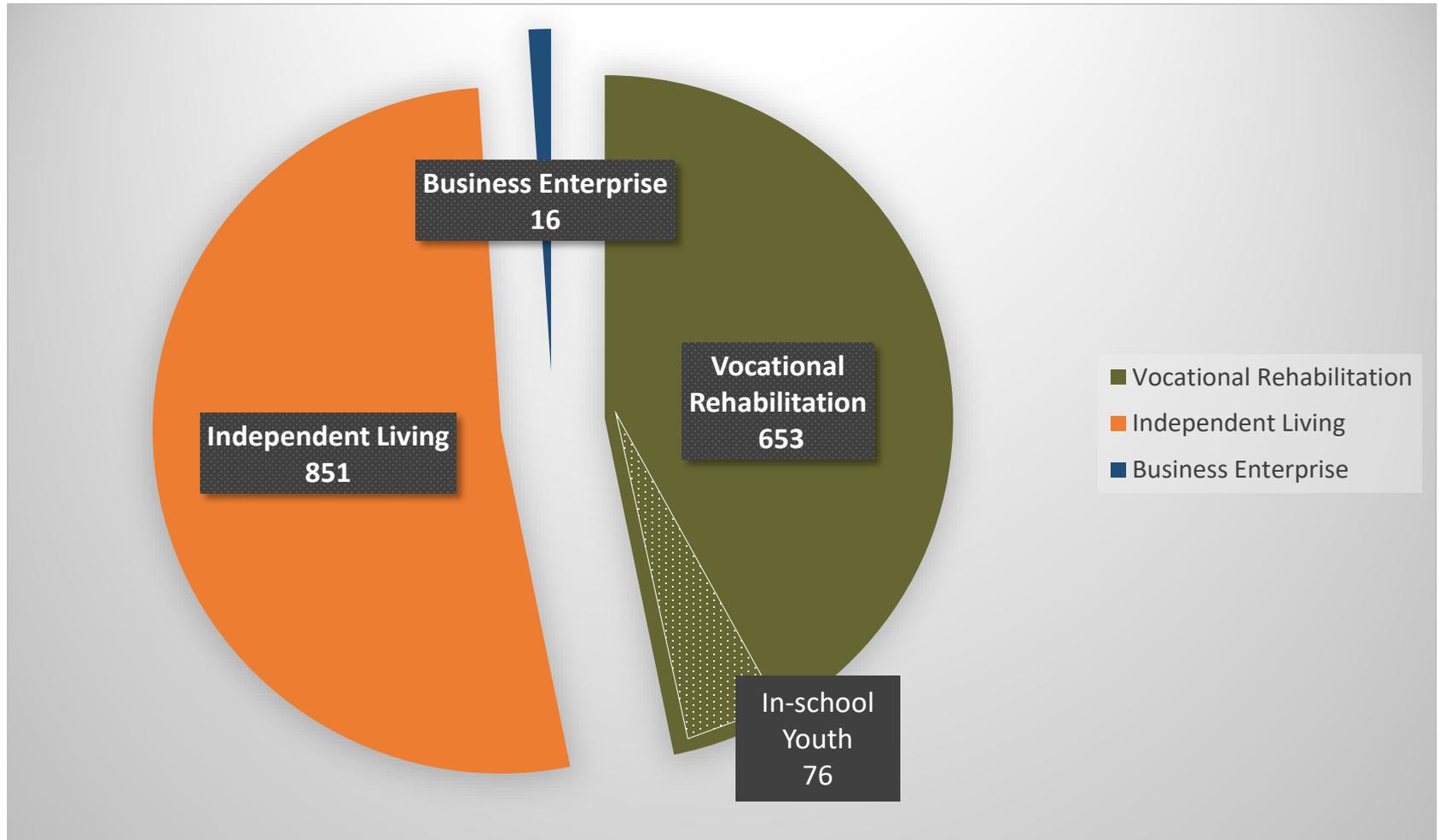| VOCATIONAL REHABILITATION	ORIENTATION & CAREER CENTER	BUSINESS ENTERPRISE	INDEPENDENT LIVING
VR assists Oregonians who are blind to develop skills of blindness in order to obtain or maintain employment.	An in-depth, residential training center in Portland where students receive adaptive technology, techniques of daily living, and orientation and mobility (O&M) instruction.	Business Enterprise (BE) staff promote client independence by providing opportunities and training in food service and vending operations management to Oregonians who are legally blind.	Rehabilitation Instructors provide home and community-based training, techniques of daily living, and resources to residents age 55 and over who experience vision loss and want to maintain a greater level of independence.

92%

Funding for these programs represents 92% of overall agency budget

8%

Funding for this program represents 8% of overall agency budget

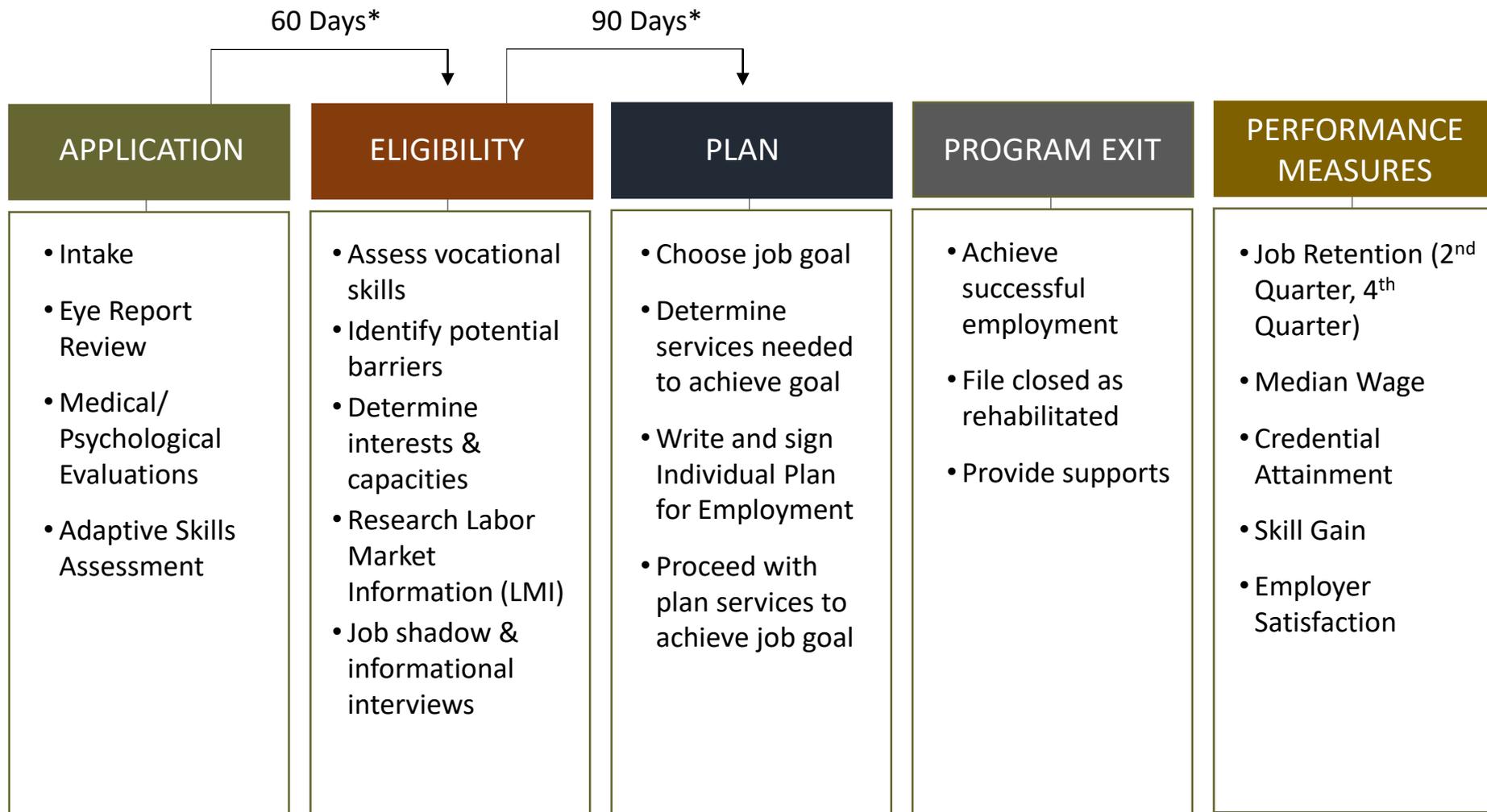# NUMBERS SERVED BY PROGRAM FY 2018

Business Enterprise
16

Vocational Rehabilitation
653

Independent Living
851

In-school Youth
76

Legend:
- Vocational Rehabilitation
- Independent Living
- Business Enterprise

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VOCATIONAL REHABILITATION

PURPOSE

- Give individuals who are legally blind the tools and training needed to obtain and maintain employment
- Assist Oregon businesses to hire, retain, and promote qualified employees who are blind

TARGET GROUP

Legally blind Oregonians who have barriers related to employment and want to work, including transition-aged youth

SERVICE DELIVERY SYSTEM

Services provided statewide from five regional locations:

Portland | Salem | Eugene
Medford | Redmond

INDIVIDUALIZED EMPLOYMENT SERVICES

- Professional counseling from specialized rehabilitation counselors
- Evaluation of strengths and challenges
- Service coordination with educational and medical providers
- Adaptive skills evaluation and training
- Adaptive technology training for independent living and employment
- Job training, development, and retention
- Pre-Employment Transition Services (Pre-ETS) for youth
- Summer Work Experience Program (SWEP) – early intervention for job readiness skills for youth
- Consultation with businesses for job placement and retention

VOCATIONAL REHABILITATION CLIENT PROCESS

60 Days*

90 Days*

APPLICATION	ELIGIBILITY	PLAN	PROGRAM EXIT	PERFORMANCE MEASURES
• Intake • Eye Report Review • Medical/ Psychological Evaluations • Adaptive Skills Assessment	• Assess vocational skills • Identify potential barriers • Determine interests & capacities • Research Labor Market Information (LMI) • Job shadow & informational interviews	• Choose job goal • Determine services needed to achieve goal • Write and sign Individual Plan for Employment • Proceed with plan services to achieve job goal	• Achieve successful employment • File closed as rehabilitated • Provide supports	• Job Retention (2nd Quarter, 4th Quarter) • Median Wage • Credential Attainment • Skill Gain • Employer Satisfaction

* Number of days allowed by federal law

SUMMER WORK EXPERIENCE PROGRAM (SWEP)

PURPOSE

- Provide community-based summer jobs for youth who are legally blind
- Assist youth in transitioning from school to work or post-secondary education
- Partner with Department of Education, Department of Human Services and Schools to enhance student preparedness for post-graduation

TARGET GROUP

Youth who are blind/visually impaired, aged 16-21

SERVICE DELIVERY SYSTEM

- Portland program housed at Portland State University
- Salem program housed at Willamette University
- Community-based work experience

SERVICES PROVIDED

- Work experience in community-based jobs
- Exposure to living on a college campus
- Competitive work experiences with supports
- Mentoring
- Independent living skills training
- Training on use of public transportation

ORIENTATION & CAREER CENTER

PURPOSE

- Provide skills of blindness training/instruction in a comprehensive, coordinated, and efficient way
- Maintain specialized expertise in vision rehabilitation as the only training center for the blind in Oregon

TARGET GROUP

Individuals who are blind that have comprehensive training needs required for full independence and employment

SERVICE DELIVERY SYSTEM

Services available in residential and commuter modalities

SERVICES PROVIDED

- Adjustment to blindness
- Adaptive technology training
- Low vision assessments
- Traveling with a white cane
- Braille training
- Career exploration and evaluations
- Meal preparation/shopping
- Techniques of daily living
- Woodshop instruction
- Transition workshops/services
- Accessibility evaluations for business
- Job site modification, evaluation, and recommendations

OREGON COMMISSION FOR THE BLIND

BUSINESS ENTERPRISE PROGRAM

PURPOSE

- Provide business management opportunities in food service and vending for Oregonians who are legally blind

- Provide customers with quality food service and vending programs administered under the federal Randolph-Sheppard Act

- As of January 2019, the program serves 15 clients

TARGET GROUP

Oregonians who are legally blind that are trained and licensed by the agency

SERVICES PROVIDED

- Training for new managers

- Licensing of qualified managers

- Continuing education & technical assistance for managers

SERVICE DELIVERY SYSTEM

Food service and vending facilities located throughout Oregon in federal, state, and other Oregon governmental buildings

LOCATION BREAKDOWN:
8 cafeterias
3 snack bars
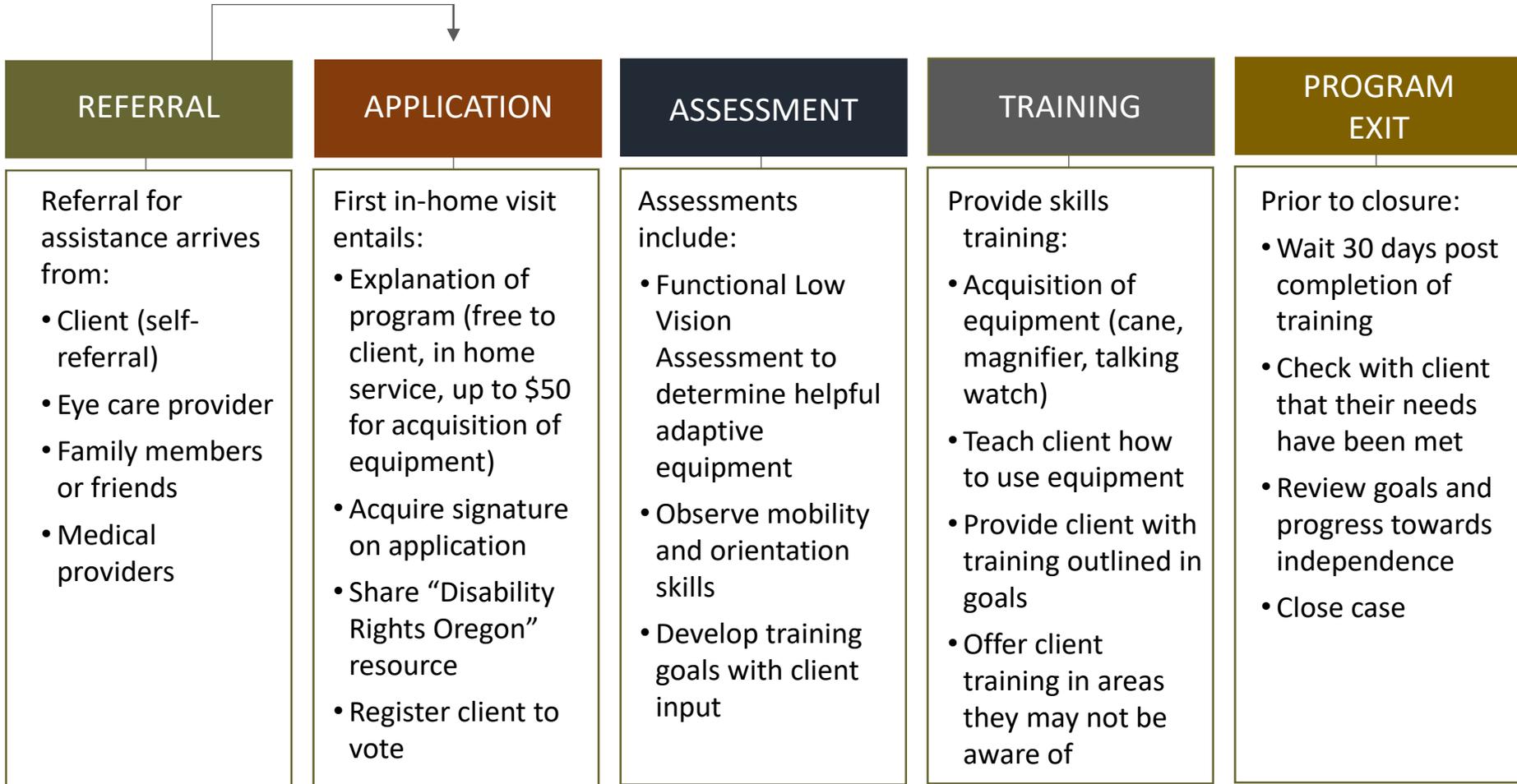7 coffee carts
648 vending facilities

INDEPENDENT LIVING PROGRAM

PURPOSE

- Help seniors with vision loss adjust, function, and live as independently as possible in their community

- Keep older individuals in their homes in lieu of moving into assisted living or care facilities

- Offer basic training services to individuals under the age of 55 who are blind

TARGET GROUP

Oregonians who are 55+ with significant vision loss

SERVICE DELIVERY SYSTEM

In client's home by specialized rehabilitation teachers

SERVICES PROVIDED

- Cooking Training
- Medical Management
- Self Care
- Shopping Route Planning
- Teaching clients to write in large print and use braille
- Registering clients with the Public Utility Commission (PUC) Phone Loaner Program
- Teaching clients to utilize smart devices (phones, tablets)
- Orientation & Mobility (cane training)
- Low Vision Assessments
- Access to printed materials (magnifiers)

INDEPENDENT LIVING CLIENT PROCESS

<14 Days *

REFERRAL	APPLICATION	ASSESSMENT	TRAINING	PROGRAM EXIT
Referral for assistance arrives from: • Client (self-referral) • Eye care provider • Family members or friends • Medical providers	First in-home visit entails: • Explanation of program (free to client, in home service, up to $50 for acquisition of equipment) • Acquire signature on application • Share "Disability Rights Oregon" resource • Register client to vote	Assessments include: • Functional Low Vision Assessment to determine helpful adaptive equipment • Observe mobility and orientation skills • Develop training goals with client input	Provide skills training: • Acquisition of equipment (cane, magnifier, talking watch) • Teach client how to use equipment • Provide client with training outlined in goals • Offer client training in areas they may not be aware of	Prior to closure: • Wait 30 days post completion of training • Check with client that their needs have been met • Review goals and progress towards independence • Close case

* Agency performance measure target

ADMINISTRATION PROGRAM

PURPOSE	OTHER SERVICES	SUPPORT TO PROGRAMS
• Provide overall agency direction and supervision	• Accounting	• Purchasing
• Promote positive relationships with community partners	• Fiscal records	• Budgeting
• Develop human resources	• Property control	• Federal and State reporting
• Provide administrative service support	• Payroll	• Human resource management
• Support Commission Board activities	• Commission Board expenses	• Information Technology

OREGON COMMISSION FOR THE BLIND

VISUAL IMPAIRMENT IN OREGON OVERVIEW

The Oregon Commission for the Blind is the only agency in Oregon to provide specialized rehabilitation services for Oregonians who experience blindness. As Oregon's population increases, the need for these services to support Oregonians returning to work and living independently will expand.

US Census 2015 American Community Survey for Oregon

100,070 OREGONIANS EXPERIENCE VISUAL DIFFICULTY

Age Breakdown
0-17 Years: 6,155
18-64: 51,722
65 and older: 42,193

DIABETIC RETINOPATHY CAUSES BLINDNESS FOR WORKING AGE ADULTS

OHA reports 9.4% of adults in Oregon have diabetes, placing them at risk for vision loss.

[Click here to read the complete Oregon Diabetes Report]

A young boy's face as seen by a person with Age Related Macular Degeneration (AMD)

AMD: THE LEADING CAUSE OF BLINDNESS FOR SENIORS 75+

7% of individuals over the age of 75 have advanced AMD, which affects their vision

[Data obtained from Casey Eye Institute- Click here to learn more]

ENVIRONMENTAL FACTORS

MOST TASKS REQUIRE BASIC TECHNOLOGICAL PROFICIENCY

Individuals who are blind need to learn how to access technology with adaptive training and devices to function at home and work

PUBLIC POLICY HAS SHIFTED

There is an emphasis on individuals with disabilities having opportunities to explore achieving integrated, competitive employment

DISABILITY IS INCLUDED IN EMPLOYER'S DIVERSITY INITIATIVES

Employers want to attract and retain a skilled workforce that reflects the communities they serve

INDIVIDUALS ARE LIVING LONGER

Older blind individuals want to remain independent in their homes and active in their communities for as long as possible

ENVIRONMENTAL FACTORS

CHANGES TO FEDERAL FUNDING

15% of Federal Award is designated for in-school transition-aged youth, placing strain on resources for adults

INCREASE IN FEDERAL REPORTING DATA ELEMENTS

Emphasis on performance accountability increased reporting requirements necessitates an upgrade to the existing case management system

RETAINING SPECIALIZED STAFF

Service delivery model is dependent upon attracting, hiring, and retaining specialized staff who are trained in blindness rehabilitation disciplines

CHANGES TO STATE LEGISLATION

HB 3253 in the 2017 Legislative Session strengthened and modernized the BE Program and will generate new opportunities to expand program

BUDGET DRIVERS

ADAPTIVE TECHNOLOGY TRAINING

Nearly all tasks essential for employment and independent living have a technology interface; individuals who are blind need access to technology training and tools.

WORK BASED LEARNING STRATEGIES

Evidence-based intervention strategies engage clients with limited or no work experience or those who have been long-term unemployed in job exploration and work experiences.

15% OF FUNDS RESERVED FOR IN-SCHOOL YOUTH

Congress has placed a requirement for early intervention services for in-school youth, which has placed a strain on resources for adults seeking rehabilitation services.

SENIORS WITH VISION LOSS WANT TO STAY IN THEIR HOMES

The need for in-home assessments and training exceeds available resources - could reach more seniors with additional capacity.

PRE-EMPLOYMENT TRANSITION SERVICES
(In-School Youth)

Under WIOA, all VR agencies must spend a minimum of 15% of their federal grant on very specific Pre-Employment Transition Services (Pre-ETS)

Both an Environmental Factor and a Budget Driver

REQUIRED SERVICES	BUDGET CATEGORIES
• Job exploration counseling • Work-based learning experiences, which may include in-school or after school opportunities, or experience outside the traditional school setting (including internships), that is provided in an integrated environment to the maximum extent possible • Counseling on opportunities for enrollment in comprehensive transition or postsecondary educational programs at institutions of higher education • Workplace readiness training to develop social skills and independent living • Instruction in self-advocacy, which may include peer mentoring	**Personal Services** • Direct personnel costs for providing required services **Special Payments** • Purchasing from list of required services • All other services provided to in-school youth are excluded from 15% reserve requirement

IMPROVING AGENCY PERFORMANCE

Agency monitors process measures to ensure Oregonians who are blind are getting services they need at the time they need them.

Time from application to eligibility in the Vocational Rehabilitation Program last quarter was 25.34 days, **57.8% below the 60 days allowed by federal law.**

Time from eligibility to plan development was 40.10 days last quarter, **55.4% below the 90 days allowed by federal law.**

Reduced wait time from referral to initial visit in Older Blind Independent Living Program from 51 day average in December 2015 to 15 day average in December 2018, representing a **75% decrease in wait time.**

OPERATING PROCESSES

CORE PROCESSES

| Conducting Public Education and Outreach OP1 | Determining Client Eligibility OP2 | Delivering Employment & Independent Living Services OP3 | Managing and Improving Programs OP4 |

SUB PROCESSES

OP1	**OP2**	**OP3**	**OP4**
1. Representing the Governor's policies	1. Identifying client interests and needs	1. Assessing client needs, abilities, & strengths	1. Evaluating systemic needs of Oregonians who are blind or visually impaired
2. Taking strategic direction from the Commission	2. Explaining agency services & processes	2. Identifying appropriate services & best internal and external service providers.	2. Identifying and prioritizing unmet needs
3. Educating the legislature	3. Matching client to correct program	3. Developing case plan	3. Establishing and implementing programs and resources
4. Engaging stakeholders & staff	4. Obtaining required eye/diagnostics & application signature	4. Coordinating services	4. Identifying program standards
5. Facilitating and participating in community events	5. Confirming referral meets program requirements	5. Providing and/or purchasing services and products	5. Evaluating program performance against standards
6. Soliciting program referrals	6. Identifying client functional limitations & appropriate agency services	6. Monitoring service & product delivery	6. Identifying program performance gaps
7. Collaborating with consumer groups	7. Determining eligibility	7. Evaluating progress toward client goals & modifying services as needed.	7. Implementing prioritized program improvements
8. Partnering with businesses, agencies, organizations	8. Notifying client of eligibility status & resources	8. Completing service delivery & verifying that goals are met	8. Monitoring performance of implemented improvements
9. Advocating for accessibility and inclusion		9. Monitoring & confirming client success	9. Taking corrective action
		10. Closing client's case	10. Reporting performance to state and federal agencies and key stakeholders
		11. Supporting post-employment client success	
		12. Supporting BE client success	

OREGON COMMISSION FOR THE BLIND

IMPROVING AGENCY PERFORMANCE UTILIZING EVIDENCE-BASED METHODS

Agency has utilized evidence-based rehabilitation intervention strategies to support individuals who have limited or no work history explore and seek employment.

VERMONT PROGRESSIVE EMPLOYMENT MODEL

PURPOSE	TARGET GROUP	SERVICE DELIVERY SYSTEM
DUAL CUSTOMER APPROACH **Businesses:** Expands capacity to offer job exploration and training opportunities to potential job candidates. • Expand labor pool • Meet workforce diversity goals • Hire qualified candidates **Job seekers:** Provides work-related interventions that allow a progression of job readiness based on their specific rehabilitation needs and employment goals.	Job seekers with limited or no prior work experience and/or work related skills. Model is an inclusive approach that has been successful in working with individuals with traditional barriers to employment including significant disabilities, long-term unemployment, incarceration, etc.	• Provides a progressive continuum of work exploration and training opportunities for job seekers on the path to competitive employment. • Meets the job seeker at his/her stage of job readiness. ▪ Work Experience with Stipends ▪ On-the-Job Training ▪ Temporary to Hire Opportunities ▪ Company Tours & Job Shadows *[Featured in the Journal of Vocational Rehabilitation. Click here to read more.]*

IMPROVING AGENCY PERFORMANCE UTILIZING EVIDENCE-BASED METHODS

Agency has utilized evidence-based partnering opportunities offered through the US Department of Education to target unserved/underserved individuals in rural communities:

TARGETED COMMUNITIES TECHNICAL ASSISTANCE CENTER

PURPOSE	TARGET GROUP	SERVICE DELIVERY SYSTEM
Provide technical assistance (TA) to State VR agencies and their partners to address barriers to employment & community integration of economically-disadvantaged groups that have historically sought, been eligible for, or received VR services or achieved competitive integrated employment at 65% or less of the State VR agency's employment outcome level.	Persons with disabilities residing in economically disadvantaged rural and remote areas, youth with disabilities in foster care, youth who did not complete high school, persons with multiple disabilities, and persons from diverse cultural/ethnic communities.	The University of Kentucky's Human Development Institute is working with the Oregon Commission for the Blind and Oregon community partners, schools, and employers to improve access to vocational rehabilitation services and employment outcomes with two groups who are residents of rural & remote communities: • **Students or transition-aged youth** (aged 14-24) who have specific sensory impairments including (1) Blindness, (2) Other visual impairments, or (3) Deaf-Blindness, seeking VR services. • **Adults over age 24** who have specific sensory impairments including (1) Blindness, (2) Other visual impairments.

OREGON COMMISSION FOR THE BLIND

IMPROVING AGENCY PERFORMANCE IMPLEMENTATION OF HB 3253

IMPLEMENT 2017 LEGISLATIVE CHANGES TO ORS 346.510-346.570

- Program administrative rules updated - December 2017

- Outreach and education information sent to ORPIN procurement network (2000+ recipients) - November 2018

- 2018 Program report transmitted to Legislature - January 2019

- Expanding the number of state, county, and local vending facility locations - ongoing 2019

TasteBuds CAFÉ
at the Capitol

DEVELOP & IMPLEMENT BE TRAINING PROGRAM

- Continuing education for existing BE managers
- Comprehensive prospective BE manager training features:
  - Online modules
  - Hands-on work experiences
  - Certification in food safety
  - Bureau of Labor & Industries course on Effective Supervisory Practices
  - Classroom coursework on business math principles
  - Review of BE federal & state laws

RESULTS THUS FAR

2	Clients in exploration phase	2	Clients currently enrolled in training
3	New managers licensed in the past two years		

INCREASE VENDING FACILITY MANAGER (VFM) PROFITABILTY

- Increase VFM ability to generate profits and reduce dependency on subcontractors. [2nd wave of machine installation - ongoing 2019]

- Assist VFM ability to increase profits via a concentrated focus and analysis of daily facility operations such as controlling food and labor costs. [2 facilities per calendar year.]

- Utilize professional restaurant consultants as needed to modernize and improve operations in select facilities. Consultants help VFMs stay current on new trends in food service and assist with updating menu selections.

OREGON COMMISSION FOR THE BLIND

Ways & Means Budget Presentation February 11, 2019
Dacia Johnson: Executive Director

OVERVIEW OF AGENCY
KEY PERFORMANCE MEASURES (KPM)

KPM #1 EMPLOYMENT

Percentage of Vocational Rehabilitation participants who are employed in unsubsidized, competitive, integrated settings the second quarter after exiting the program.

* This is a newly adopted performance measure for the Oregon Commission for the Blind; therefore, the new target has not yet been determined and the corresponding data is not yet available.

KPM #2 INDEPENDENT LIVING

Percentage of eligible individuals closed successfully and unsuccessfully in the Older Blind Independent Living Program who reported feeling that they are in greater control and more confident in their ability to maintain their current living situation as a result of services received.

Federal Fiscal Year Performance for Overall: 2017- 93%

KPM #3 CUSTOMER SERVICE

Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, availability of information.

Federal Fiscal Year Performance for Overall: 2016- 85.2% **2017**- 88.5%

KPM #4 BEST PRACTICES

Percent of total best practices met by the Commission.

Federal Fiscal Year Performance: **2016**- 100% **2017**-96.2%

OREGON
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Ways & Means Budget Presentation February 11, 2019
Dacia Johnson: Executive Director
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VOCATIONAL REHABILITATION SERVICES ARE A GOOD INVESTMENT

Successfully Employed Clients Pay State and Federal Taxes Throughout Their Working Life!

Overall savings up to

10 times the cost of Rehabilitation*

78.7%
FEDERAL FUNDS

Services Reduce Dependence on Public Assistance:
Successfully employed clients are less likely to be dependent on public assistance programs.

Average Savings over a lifetime per individual Social Security recipient (Supplemental Security Income or SSI) who goes off benefits:

FEMALES	MALES
$344,700	$299,700

21.3%
GENERAL/OTHER FUNDS

On Average:
Oregon's contribution is paid back in state taxes in approximately
15 months

Average savings to the Oregon Health Plan over a lifetime per individual who goes off benefits:

FEMALES	MALES
$196,692	$170,909

*Based on a recent SSA Perspective [Click here to read the full report]

OLDER BLIND SERVICES
ARE A GOOD INVESTMENT

For every individual we help to live independently there is a significant cost savings!!

The State of Oregon saves a minimum of:

$23,081 — Each year per individual receiving older blind services in lieu of moving into assisted living

$21,137 — Each year per individual in lieu of foster home care

$113,144 — Each year per individual in lieu of intermediate nursing home care
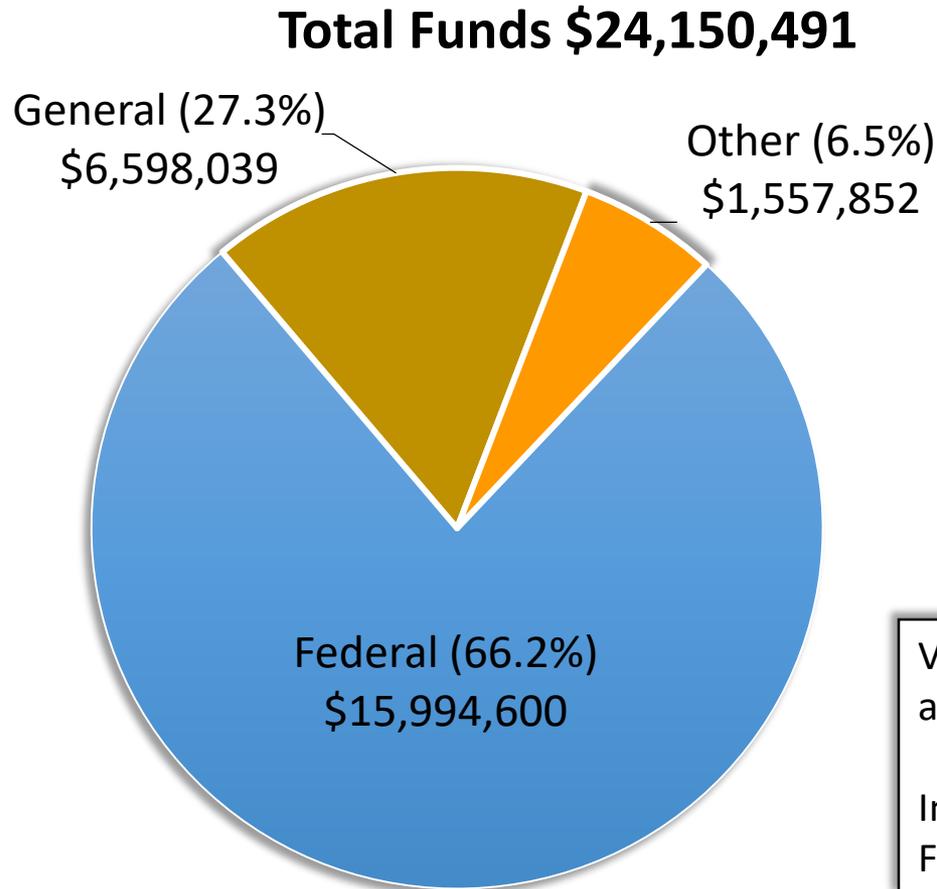
73%

of Oregon residents 55+ who experience vision loss live independently

Of the 851 older blind served, 624 were still living in their own homes

BUDGET DETAILS SOURCES
2019 – 2021 GOVERNOR'S BUDGET

Total Funds $24,150,491

General (27.3%)
$6,598,039

Other (6.5%)
$1,557,852

Federal (66.2%)
$15,994,600

Vocational Rehabilitation receives a **4:1** Federal/State Match

Independent Living receives a **9:1** Federal/State Match

2019-2021 GOVERNOR'S BUDGET

1

Governor's budget retains the current level of staffing in programs and makes general fund reductions in personal services (vacancy savings) and services and supplies.

2

Policy Package 101-Information Technology and Modernization: Upgrades to the agency/IT Case Management System to meet federal tracking and reporting requirements is included.

3

Policy Package 102-Employment and Community Outreach & Policy Package 103-Operational Alignment and Retention were not included due to General Fund constraints.

OREGON COMMISSION FOR THE BLIND

IT CASE MANAGEMENT SYSTEM MODERNIZATION

OVERARCHING PRINCIPLES	1. Responds to increased reporting requirements under WIOA	2. Allows for data sharing capabilities as a part of the workforce system	3. Maintains the security of all client's personal and medical information	4. Follows State Chief Information Officer Stage Gate and State Procurement Processes

PROJECT PURPOSE

A case management system is an essential application for the delivery of all of OCB's services to its clients. The client data stored in this application is critical to the agency and the fundamental building block for everything OCB does.

The software has to be accessible by screen readers and magnification software in order to accommodate individuals who are blind and visually impaired.

PROJECT SUMMARY

Our recommended solution, AWARE, is a Vocational Rehabilitation case management system that is currently being used in 33 states. AWARE is a COTS (Custom Off the Shelf) solution offered by Alliance Enterprises, a Washington State based company.

The AWARE software is capable of tracking, storing, and retrieving data to meet all federally mandated reporting and data sharing requirements.

BUDGET & TIMELINE

Policy Option Package 101 for 19-21 includes $2.4M in General Fund, and 1 FTE limited duration position.

If approved, the project is expected to take 18 months after procurement and contracting.

For this project, OCB has received OSCIO Stage Gate 2 approval.

STRATEGIC PRIORITIES

Investment in Efficient & Effective Statewide Services	Increase Public Awareness	Support Oregon Business in Hiring, Retaining, and a Diverse Workforce	Innovative Pre-Employment Transition Services	Improve Outcomes through Innovation and Collaboration
Oregonians who are blind have access services they need no matter where in Oregon they choose to live.	As the only agency that provides rehabilitation and independent living services for individuals who are blind in Oregon, it is essential that all Oregonians who could benefit from our services know who we are and the services that are available to eligible individuals.	Working with business to support inclusive recruitment and retention practices within their workplace that promote the inclusion of individuals who are blind.	Ensuring that in school youth who are blind have a seamless transition from high school to higher education or training after high school.	Utilizing evidenced-based practices and strategic partnerships to optimize service delivery and outcomes for Oregonians who are blind.

DELIVERING OUTCOMES

1. Recruit and retain staff trained in blindness rehabilitation, and who have strong commitment and passion for serving Oregonians who are blind.

2. Respond to individuals at the time they receive the diagnosis of blindness so that they understand their options for learning skills and regaining full independence.

3. Leverage the total federal dollars available to Oregon. Strategically enhance agency services over time to build capacity and agency responsiveness to emerging needs.

4. Have specialized staff available as a resource for health care providers who are working with individuals experiencing vision loss.

5. Partner and collaborate with the education system to provide a seamless transition from school services to post-secondary training and employment for transition-aged youth.

6. Actively engage in the workforce system to assist businesses in recruiting and retaining qualified workers who are blind.

VOCATIONAL REHABILITATION EXPECTED BIENNIUM OUTCOMES

1. Achieve an employment outcome for 160 Oregonians who are blind.

2. Achieve an average hourly wage at closure that is 25% above Oregon's minimum wage.

3. Increase competitive employment outcomes by 5% (based on FFY 17 & 18).

4. Stay out of Order-of-Selection for as long as possible.

5. Provide services to 1400 individuals.

6. Expend at least 15 percent of VR budget on Pre-Employment Transition Services (as required under the Workforce Innovation and Opportunity Act).

OREGON COMMISSION FOR THE BLIND

OCCB
EXPECTED BIENNIUM OUTCOMES

1. Provide training to 503 Oregonians who are blind.
Of that number we will provide:
- 380 individuals with technology assessment and training
- 192 individuals with low vision assessment and training
- 164 individuals with cane travel assessment and training

2. Provide each client with pre- and post-training assessments to measure impact of instruction.

3. Ensure individuals who complete training have measurable improvement in daily living, orientation & mobility, communication, and technology skills.

OREGON COMMISSION FOR THE BLIND

BUSINESS ENTERPRISE EXPECTED BIENNIUM OUTCOMES

1. Support the transition to BE Managers directly operating the day-to-day vending machine business.

2. Increase the average BE Manager income by 10%.

3. Pursue and obtain new contracts with local, state, and federal agencies.

4. Provide training for new BE Managers and continuing education for existing BE Managers.

OREGON COMMISSION FOR THE BLIND

OLDER BLIND
EXPECTED BIENNIUM OUTCOMES

1. Continue to strengthen partnerships with community-based eye care providers to ensure all Oregonians over the age of 55 with vision loss are familiar with and referred to our program.

5 year increase of 41%:
2015 = 604 served
2018 = 851 served

2. Serve clients in 14 calendar days or less after receiving their referrals.

Average wait times:
December 2015 = 51 days
December 2018 = 13 days

3. Provide service to every Older Blind Oregonian who is referred.

4. Retain specialized staff who are trained in the field of blindness and have a strong passion to serve Oregonians with a visual impairment.

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ADMINISTRATIVE SERVICES EXPECTED BIENNIUM OUTCOMES

1. Expend federal grants within 5% of grant cash management plan.

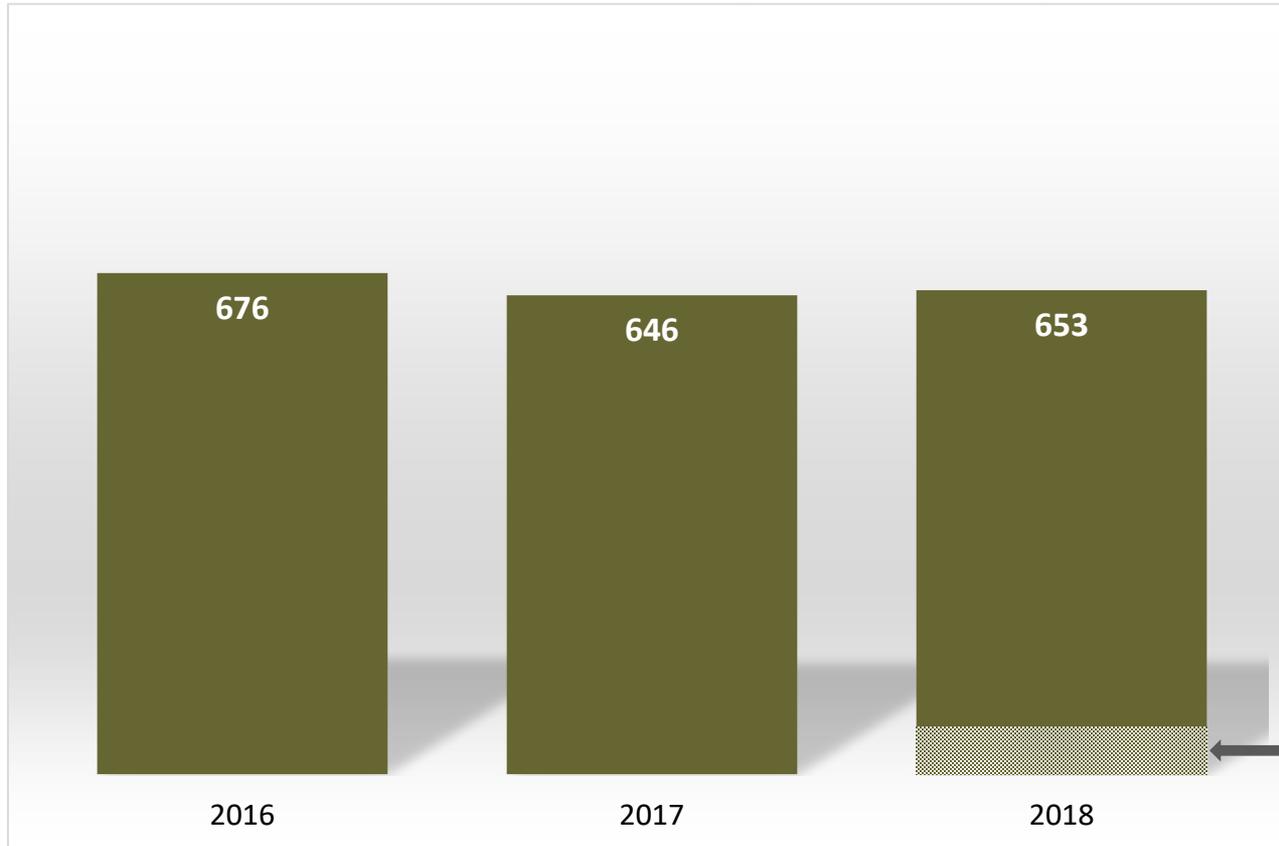2. Process accounts payables/client payments with 99% accuracy rate.

3. Compile and present monthly financial reports within six business days following the prior month close.

4. Maintain IT/systems uptime at or above 99.99%.

VR CASELOAD DATA

Number of Individuals Receiving VR Services by FFY

Note:
WIOA changed the program to focus on competitive, integrated employment

676	**646**	653
2016	2017	2018

Note:
76 clients received Pre-Employment Transition Services (Pre-ETS)

VR CLIENT CHARACTERISTICS

Age Breakdown of Open Cases

Ages 0-19	20-29	30-39	40-49	50-59	60 & older
54	99	96	71	90	66
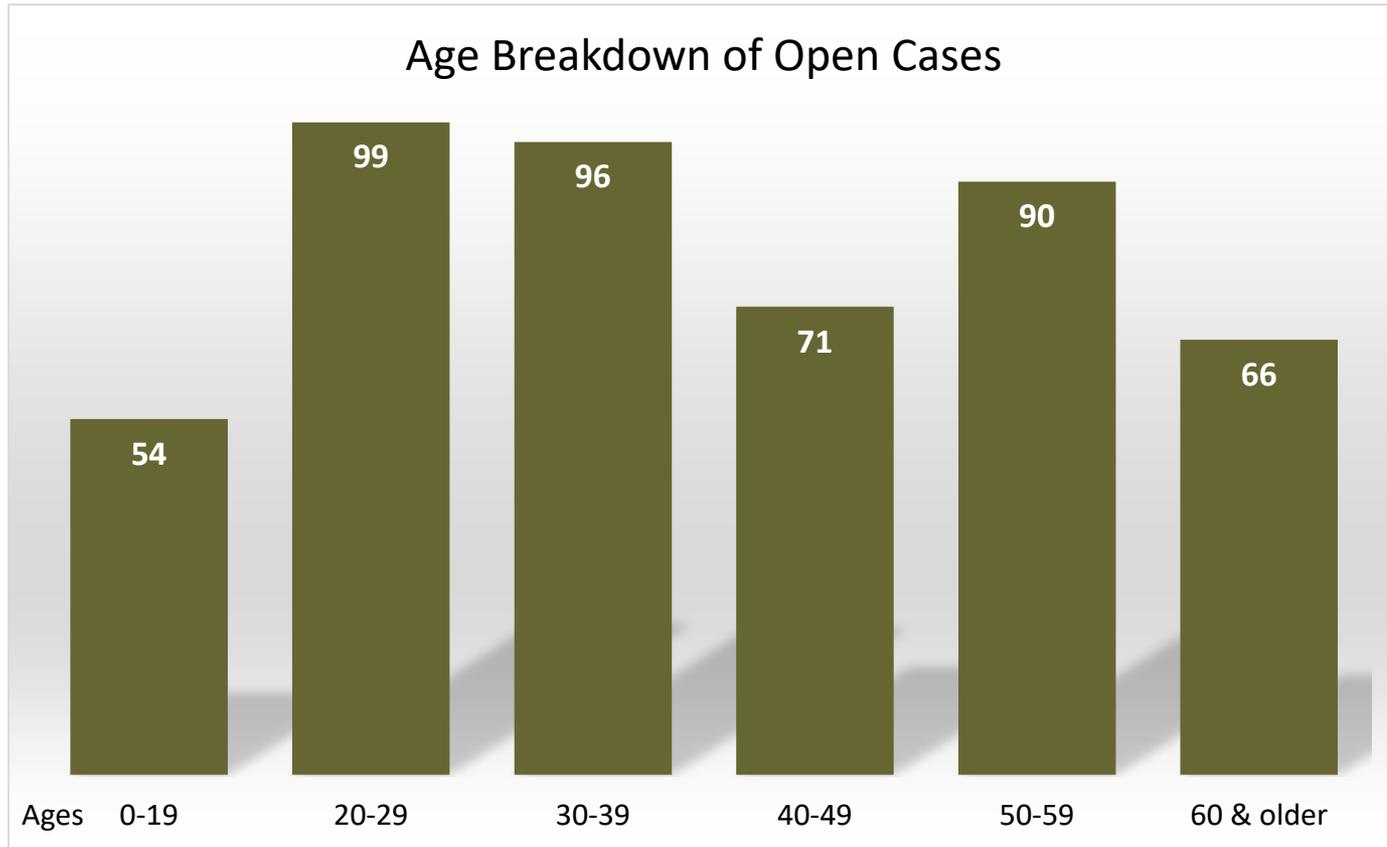
* 476 open VR cases (as of 02/10/2019)

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VR CASELOAD DATA

Number of Successful Competitive Employment Outcomes* by FFY
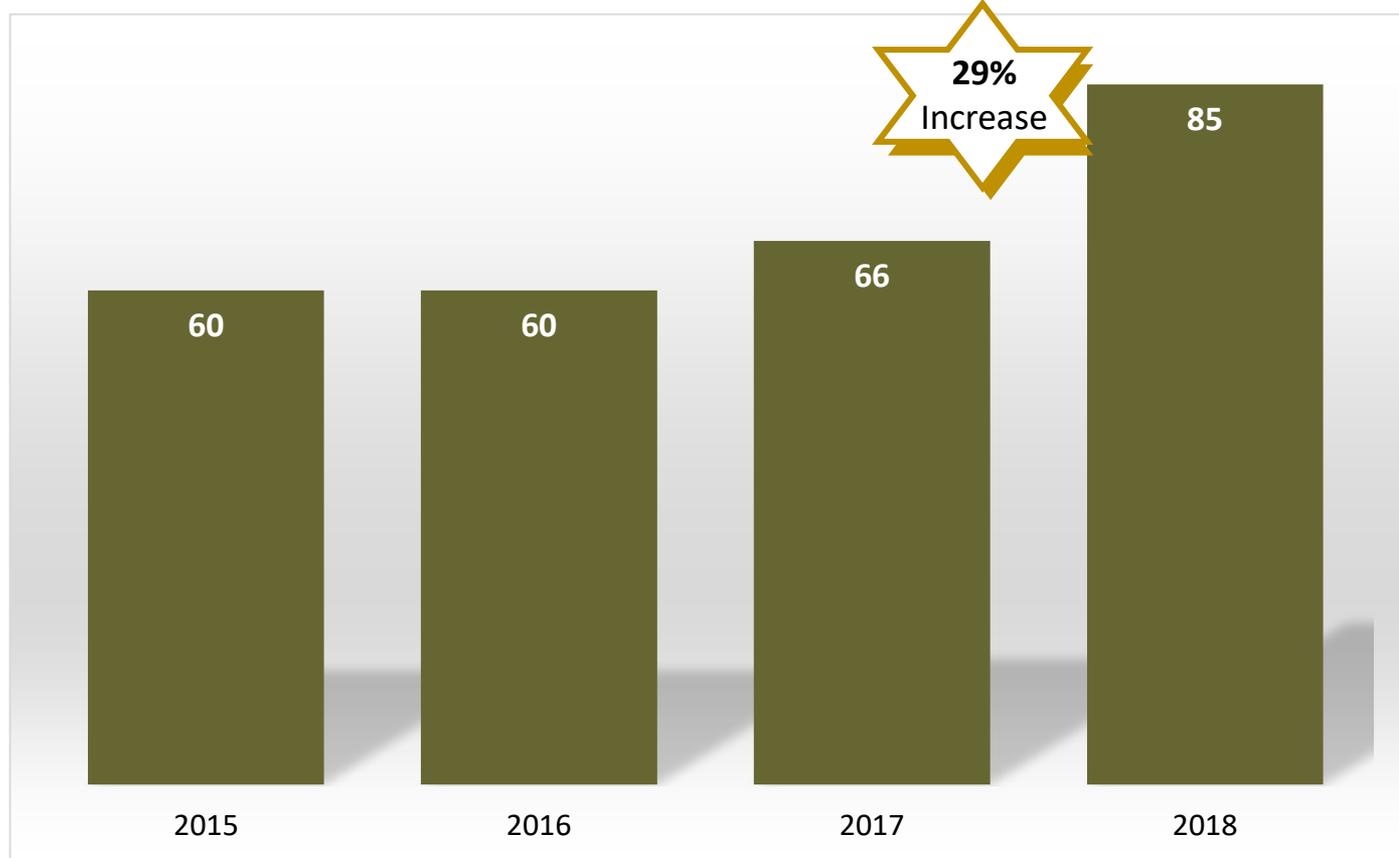
Average length of time from eligibility to closure was 2.4 years for 2018

29% Increase

2015	2016	2017	2018
60	60	66	85

Percentage of individuals successfully closed in FFY 2018 who were significantly disabled: 100%

*Defined as maintaining employment for a minimum of 90 days as a result of a comprehensive rehabilitation plan. This measure was eliminated under WIOA.

2018 JOB PLACEMENT DATA BY OCCUPATION

Other Occupations 16%

Professional, Managerial, and Legal 18%

Sales 7%

Office & Clerical 29%

Food Preparation & Serving 14%

Computer 1%

Health Care 2%

Education 8%

Community & Social Services 5%
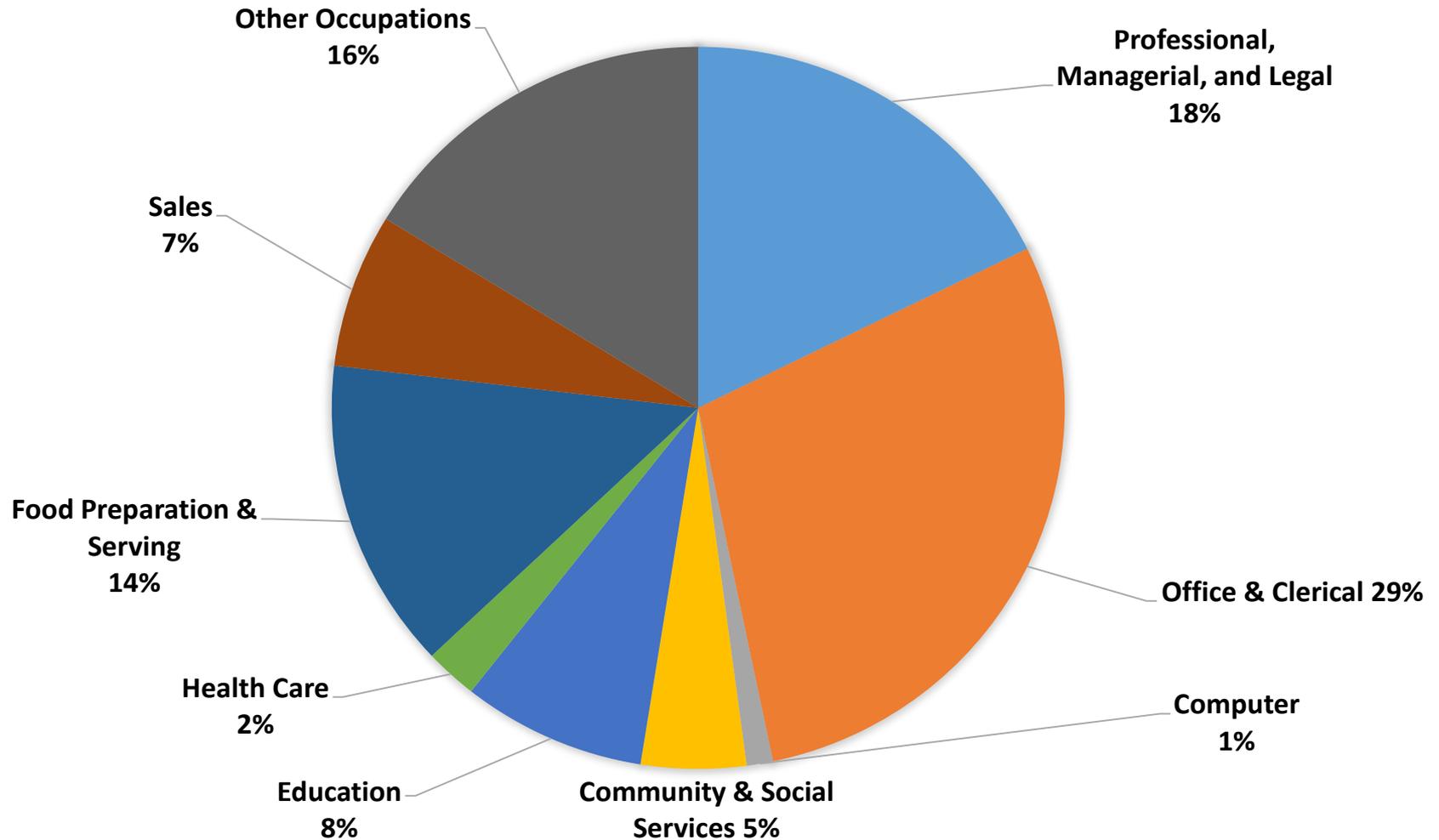
Note: BE Managers included in 'Professional, Managerial, Legal'

VR PROGRAM DATA

Average Hourly Wages at Closure

Target:
Maintain average hourly wage at closure above 25% of highest minimum wage in the state

State Minimum Wage
$12.00 per hr *
*2018 Maximum

Year	Wage
2015	$16.77
2016	$18.29
2017	$21.45
2018	$18.49

BE PROGRAM DATA

PERCENTAGE OF REPORTS RECEIVED ON TIME

2017
74.5%

2018
88.9%

Projected 2019 target
98%

AVERAGE ANNUAL BE MANAGER INCOME

$62,707*

$57,006

$53,370

| 2017 | 2018 | *2019 Projected 10% increase |
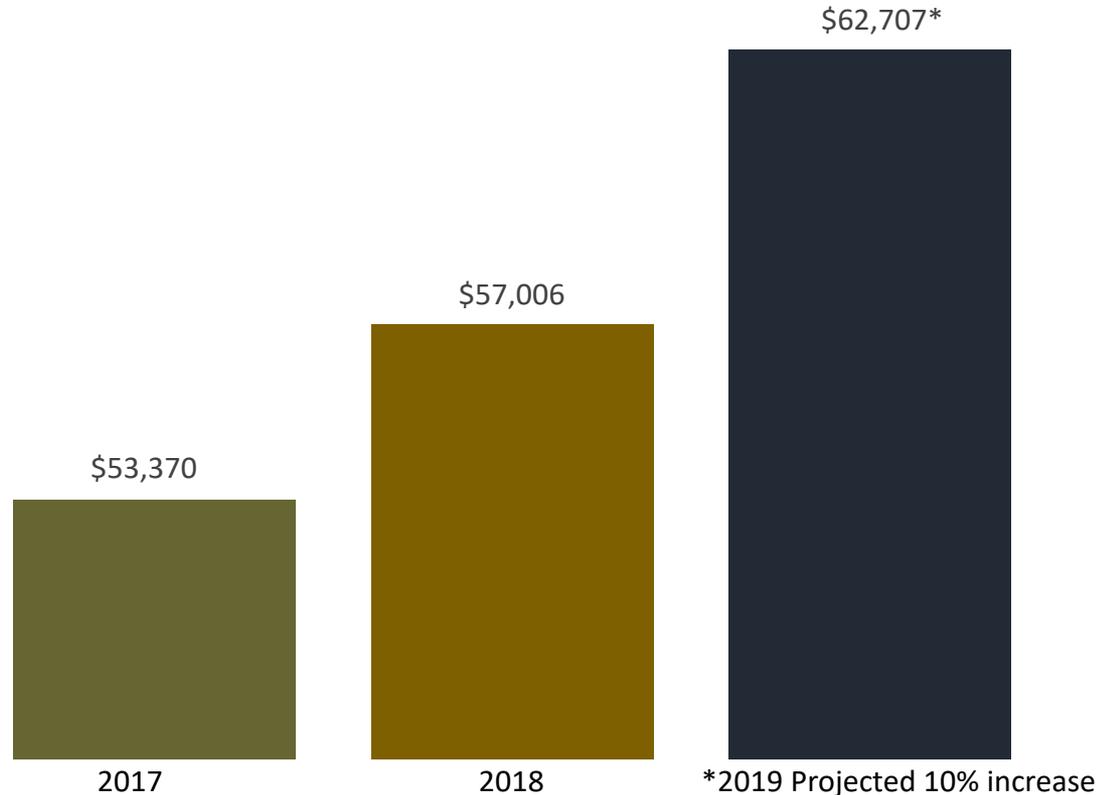
OLDER BLIND CASELOAD DATA

Target: Average wait time is less than two weeks between referral and initial visit.

Number of clients served in Older Blind program

Year	Clients
2015	622
2016	753
2017	669
2018	851

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OLDER BLIND FFY 2018 CLIENT CHARACTERISTICS

Age 80+
59% of total served

Ages 70-79
21% of total served

Ages 55-69
20% of total served

Age	Percent	Count
55-59	5.4%	46
60-64	5.8%	49
65-69	8.7%	74
70-74	10.5%	89
75-79	10.8%	92
80-84	17.6%	150
85-89	18.2%	155
Over 90	23%	196
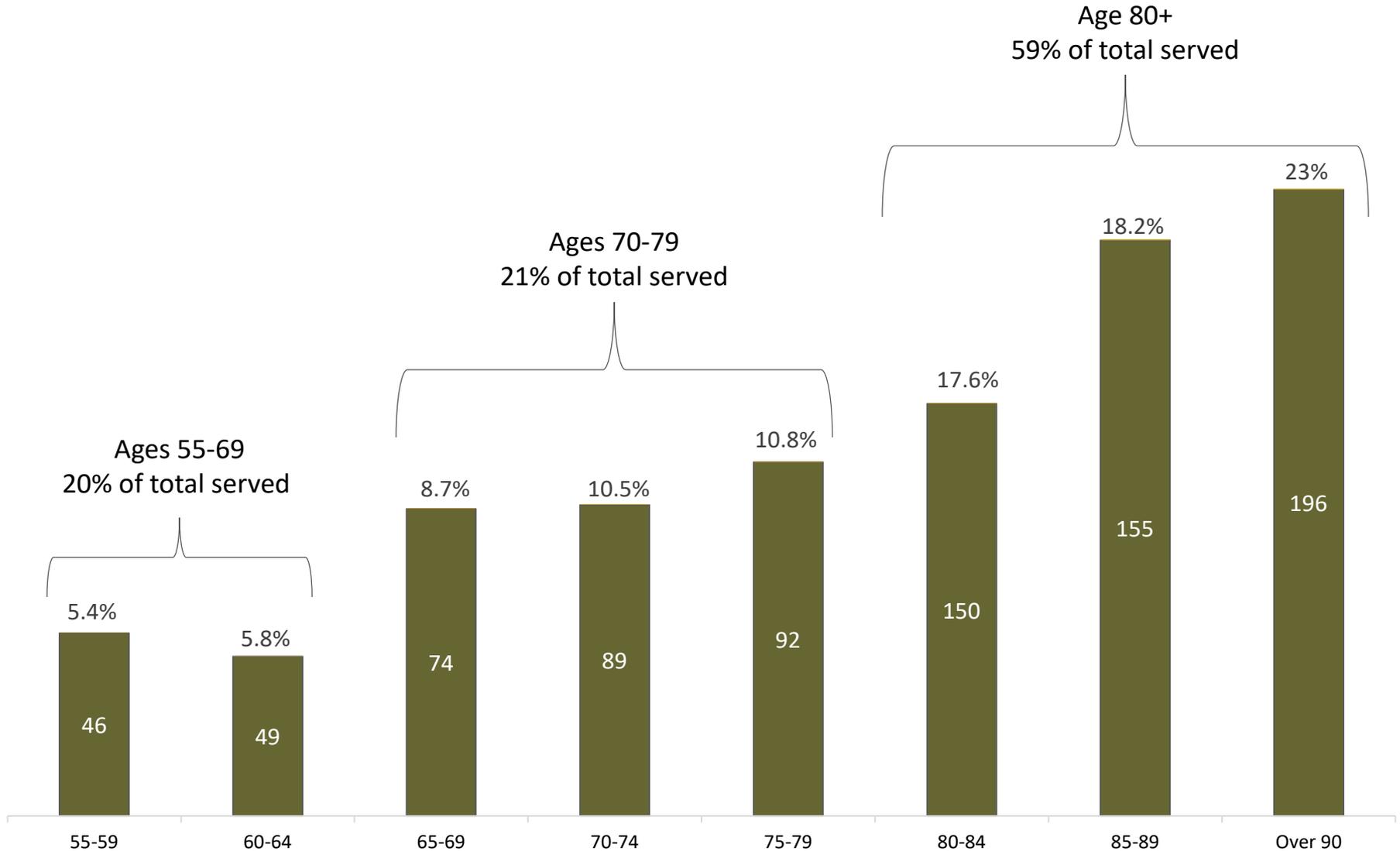
APPENDICES

MANAGEMENT OPERATIONAL FRAMEWORK

Performance/ Data Management System

Employee and Stakeholder Engagement

Shared Services - Human Resources and Information Technology

Leveraging Optimal Business Operations

Internal Auditing and Risk Management

Strategic Planning - Governor Priorities Alignment

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VR CLIENT DEMOGRAPHICS BY RACE & ETHNICITY

OCB Race Data FFY2018

- Did not identify 5%
- Black 4%
- Asian 3%
- Native American 2%
- Pacific Islander 1%
- Two or more races 5%
- White 80%
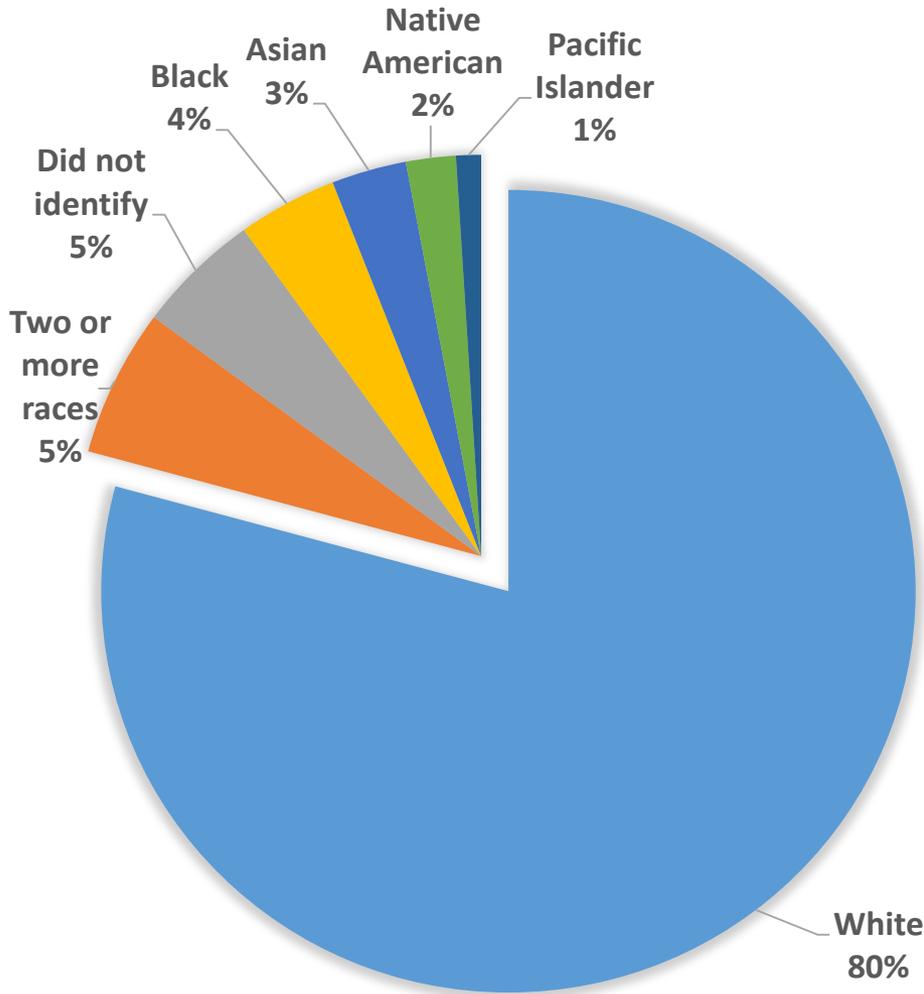
OCB Ethnicity Data FFY2018

- Hispanic 11%
- Non-Hispanic 89%

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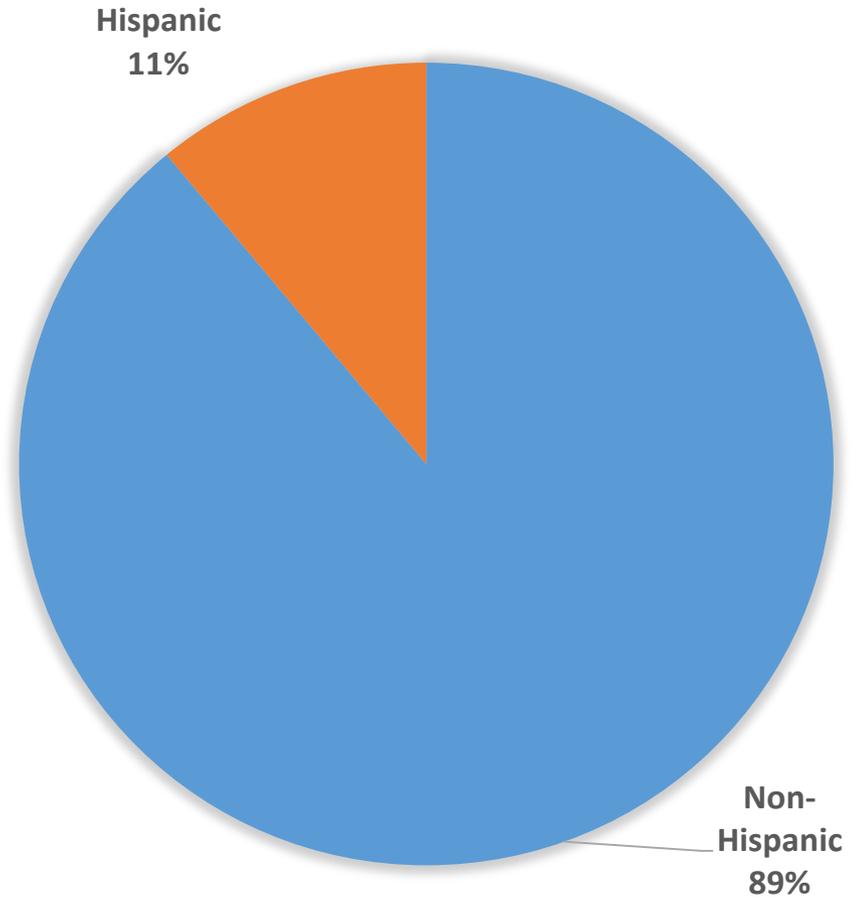
OREGONS WORKFORCE SYSTEM
WIOA PROGRAMS
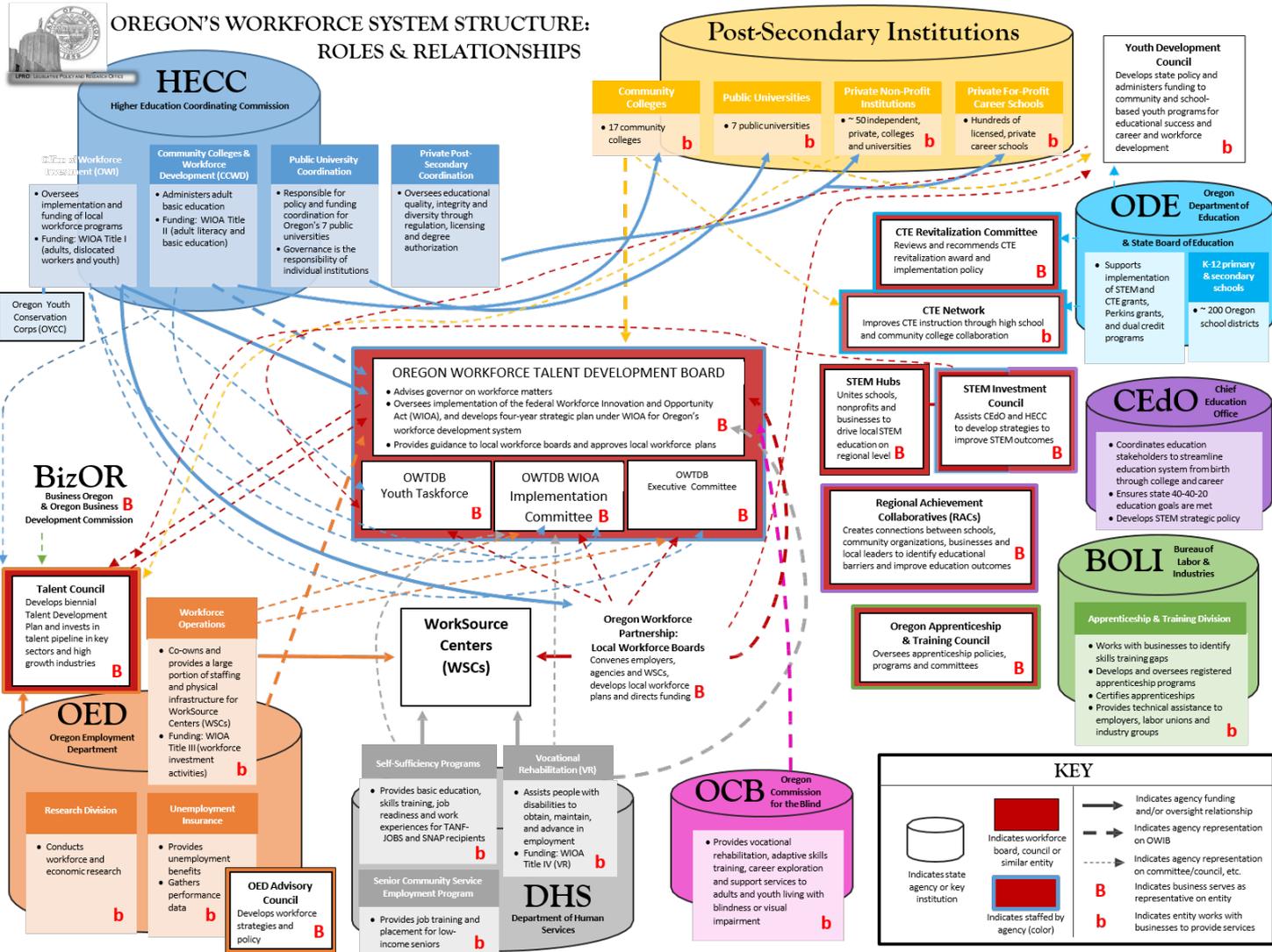
OREGON'S WORKFORCE SYSTEM STRUCTURE: ROLES & RELATIONSHIPS

MISSION STATEMENT
Empower Oregonians who are Blind to Fully Engage in Life

OREGON COMMISSION FOR THE BLIND
Expanding Opportunities for Oregonians with Vision Loss

STATE OF OREGON 1859

VALUES
Customer Service; Operational Excellence; Integrity; Professionalism; Innovation; Collaboration; Leadership

Key Goals

FOUNDATIONS ▶ | Exemplary Service | Engaged Staff | Effective Community Education and Outreach | Financially Strong | Measurable Results | ◀ **FOUNDATIONS**

OPERATING PROCESSES

SUPPORTING PROCESSES

CORE PROCESSES

Conducting Public Education and Outreach OP1	Determining Client Eligibility OP2	Delivering Employment & Independent Living Services OP3	Managing and Improving Programs OP4	Developing and Supporting Staff SP1	Managing Finances and Physical Assets SP2	Managing Information Technology SP3	Managing Compliance and Risk SP4	Managing Agency Performance SP5

SUB PROCESSES

OP1	OP2	OP3	OP4	SP1	SP2	SP3	SP4	SP5
1. Representing the Governor's policies 2. Taking strategic direction from the Commission 3. Educating the legislature 4. Engaging stakeholders & staff 5. Facilitating and participating in community events 6. Soliciting program referrals 7. Collaborating with consumer groups 8. Partnering with businesses, agencies, organizations 9. Advocating for accessibility and inclusion	1. Identifying client interests and needs 2. Explaining agency services & processes 3. Matching client to correct program 4. Obtaining required eye/diagnostics & application signature 5. Confirming referral meets program requirements 6. Identifying client functional limitations & appropriate agency services 7. Determining eligibility 8. Notifying client of eligibility status & resources	1. Assessing client needs, abilities, & strengths 2. Identifying appropriate services & best internal and external service providers. 3. Developing case plan 4. Coordinating services 5. Providing and/or purchasing services and products 6. Monitoring service & product delivery 7. Evaluating progress toward client goals & modifying services as needed. 8. Completing service delivery & verifying that goals are met 9. Monitoring & confirming client success 10. Closing client's case 11. Supporting post-employment client success 12. Supporting BE client success	1. Evaluating systemic needs of Oregonians who are blind or visually impaired 2. Identifying and prioritizing unmet needs 3. Establishing and implementing programs and resources 4. Identifying program standards 5. Evaluating program performance against standards 6. Identifying program performance gaps 7. Implementing prioritized program improvements 8. Monitoring performance of implemented improvements 9. Taking corrective action 10. Reporting performance to state and federal agencies and key stakeholders	1. Maintaining a positive and professional work place 2. Retaining quality employees 3. Training and developing staff 4. Recruiting for vacant positions 5. Hiring qualified applicants 6. Orienting new employees 7. Managing employee performance 8. Conducting annual performance reviews 9. Recognizing performance	1. Managing agency budget 2. Managing revenue 3. Depositing and allocating funds 4. Managing payroll 5. Paying invoices 6. Invoicing and processing receivables 7. Purchasing goods and services 8. Managing BE finances 9. Compiling and submitting reports 10. Managing office facilities 11. Managing assets 12. Recovering receivables 13. Managing receivable collections	1. Monitoring Systems 2. Enhancing Performance 3. Responding to Help Desk Tickets 4. Ensuring System Uptime 5. Managing Resources & Licenses 6. Ensuring System Security 7. Planning for Future Needs 8. Coordinating IT Disaster Recovery	1. Ensuring employee safety 2. Developing policies and procedures 3. Following policies and procedures 4. Monitoring policy and procedure compliance 5. Establishing and implementing quality control mechanisms 6. Monitoring business activities 7. Soliciting staff concerns re: risk 8. Assessing risk 9. Auditing programs	1. Developing strategic plan 2. Implementing strategic initiatives 3. Creating measures 4. Measuring agency progress 5. Evaluating agency performance 6. Prioritizing improvement opportunities 7. Identifying constraints 8. Making program improvements

PROCESS OWNER

Ken	Malinda	Angel	Jason	Dacia	Gail	Gail	Tamara	Dacia

PROCESS MEASURES

OP1	OP2	OP3	OP4	SP1	SP2	SP3	SP4	SP5
1. OP1a. Community outreach and key stakeholder events/meetings 2. OP1b. Response to legislative requests	1. OP2a. Number of VR applicants determined eligible 2. OP2b. Plan and Plan Amendments signature requirements for VR services are met 3. OP2c. EDW signature requirements for VR services are met 4. OP2d. Time from VR referral to application 5. OP2e. Time from VR referral to closure 6. OP2f. Time from ILOB referral to application 7. OP2g. Time from Part B referral to application 8. OP2h. Time from VR application to eligibility 9. OP2i. VR applicants who waited over 60 days for eligibility determination. 10. OP2j. VR applicants in application status over 60 days. 11. OP2k. VR applicants who are determined ineligible after 60 days. 12. OP2l. VR wait time (00) 13. OP2m. ILOB wait time (00) 14. OP2n. Part B wait time (00)	1. OP3a. Number of successful closures 2. OP3b. Percentage of counselors meeting or exceeding their successful closure forecast for the quarter 3. OP3c. Center teacher time spent in direct service 4. OP3d. Tech center teacher time spent in direct service 5. OP3e. Tech field teacher time spent in direct service 6. OP3f. IL field teacher time spent in direct service 7. OP3g. New BE licensees 8. OP3h. Increase in VR client independent Living Skills 9. OP3i. Time from eligibility to plan 10. OP3j. Time from plan to service initiation	1. OP4a. Center client satisfaction 2. OP4b. Staff program satisfaction 3. OP4c. Program improvement timeliness 4. OP4d. Problem solving solution to plan implementation	1. SP1a. Performance recognition 2. SP1b. Days to hire 3. SP1c. Staff engagement 4. SP1d. Staff orientation 5. SP1e. Timely performance evaluations	1. SP2a. Grant vs. expenditure for VR 2. SP2b. Grant vs. expenditure for Supported Employment 3. SP2c. Grant vs. expenditure for ILOB 4. SP2d. Grant vs. expenditure for IL Part B 5. SP2e. A/P client payments error rate 6. SP2f. Payroll accuracy 7. SP2g. Financial reporting timeliness 8. SP2h. Timely purchasing 9. SP2i. Tracking State Assets 10. SP2j. Timely expense reimbursements 11. SP2k. Check deposit timeliness 12. SP2l. Timely BE invoicing 13. SP2m. Timely receipt of BE manager reports 14. SP2n. Timely client services payments 15. SP2o. Timely grant reports 16. SP2p. Total receivable collections 17. SP2q. Receivables over 90 days past due as a percentage of total A/R	1. SP3a. Help Desk Requests 2. SP3b. Minutes per Quarter of Outsourced Help Desk 3. SP3c. Help Desk Fixes 4. SP3d. Customer Satisfaction 5. SP3e. System Uptime 6. SP3f. Help Desk Response Time 7. SP3g. Critical vulnerabilities per host 8. SP3h. Scan quality	1. SP4a. Business practice reviews 2. SP4b. Safety meetings held 3. SP4c-1. Staff safety incidents 4. SP4c-2. Client safety incidents 5. Sp4d. Non compliance findings 6. SP4e. Timely business practice reviews	1. SP5a. Measures improvement 2. SP5b. Outcome performance 3. SP5c. Active problem solving teams 4. SP5d. Process performance 5. SP5e. QTR Timeliness

OUTCOME MEASURES & OWNER

OM 1 Client Employment Angel	OM 2 Client Independence Malinda	OM 3 BE Client Performance Eric	OM 4 Timely Service Delivery Harvalee	OM 5 Client Referrals Angel	OM 6 Increase in Clients Served Angel	OM 7 Accessibility Compliance Jason	OM 8 Client Satisfaction Ken	OM 9 Engaged Staff Dacia	OM 10 Voluntary Employee Turnover Tamara	OM 11 Community Donations Gail	OM 12 Spending to Budget Gail	OM 13 Meet Federal Match & Maintenance of Efforts Gail	OM 14 Meet Controller's Requirement Gail	OM 15 Clean Audits Dacia

She Flies With Her Own Wings – State of Oregon motto

15% REDUCTIONS LFO FORM

Agency Name (Acronym)

2019 - 2021 Biennium

				Detail of Reductions to 2019-21 Current Service Level Budget								
1	2	3	4	5	6	8	10	12	13	14	15	16
Priority (ranked most to least preferred)		**Agency**	**SCR or Activity Initials**	**Program Unit/Activity Description**	**GF**	**OF**	**FF**	**TOTAL FUNDS**	**Pos.**	**FTE**	**Used in Gov. Budget Yes / No**	**Impact of Reduction on Services and Outcomes**
Dept	**Prgm/ Div**											
VR	1	585	002	WIOA Business Relations Coordinator	(34,881)	0	(128,881)	$ (163,762)	(1)	(1.00)	No	Reduction reverses prior biennium investment in expansion for support of WIOA expansion in services to employers for employment of individuals who are blind.
BE	2	585	003	BE Business Development Specialist	(99,032)	0	0	$ (99,032)	0	(0.50)	No	Reduction reverses prior biennium investment in growth for the Business Enterprise program and expanding opportunities in the state. For these businesses for certified managers who are blind.
IL	3	585	006	Independent Living Instructor	(190,500)	0	0	$ (190,500)	(1)	(1.00)	No	Reduction reverses prior biennium investment in direct services to older Oregonians who are blind allowing them to live independently.
OCCB	4	585	005	Technology Rehabilitation Instructor	(32,479)	0	(120,007)	$ (152,486)	(1)	(1.00)	No	Reduces direct instruction staff to support direct technology training for clients in the Vocational Rehabilitation program.
Admin	5	585	001	Rehabilitation Assistant	(30,150)	0	(86,773)	$ (116,923)	0	(0.50)	No	Reduction reverses expansion of support for all programs. Impact is decrease in direct service time to clients for processing of administrative requirements.
VR	6	585	002	Special Payments for Client Services	(46,137)	0	(170,469)	$ (216,606)			No	Reduced resources to purchase training, equipment, etc. for clients in the Vocational Rehabilitation program.
								$ -				
					(433,179)	-	(506,130)	$ (939,309)	(3)	(4.00)		

Target $ (433,179)

Difference $ -

OTHER FUND ENDING BALANCE FORM

UPDATED OTHER FUNDS ENDING BALANCES FOR THE 2017-19 & 2019-21 BIENNIA

Agency: Commission for the Blind
Contact Person (Name & Phone #): Gail AB Stevens, 971-673-1588

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)
Other Fund Type	Program Area (SCR)	Treasury Fund #/Name	Category/Description	Constitutional and/or Statutory reference	2017-19 Ending Balance		2019-21 Ending Balance		Comments
					In LAB	Revised	In CSL	Revised	
Limited	58500-002-00-00-00000	5850006000 / Bequests and Donations	Other - Donations Fund	346-120: 346.270	-	341,558.00	-	-	This account is not included in the budget. This has historically been used when requested by Legislature. OF from this account was used for match on position number 0800004
Non-Limited	0024 Other Funds	5850004000 / Operating Other Funds	Operations	346.290	-	-	-	-	With the expansion of Other Funds in 17-19, not anticipating Other Fund balance until new agreements are in place.
Limited	58500-003-00-00-00000	5850007000 / Business Enterprise	Other - Business Enterprise Set Aside	346.569	-	21,824.00	-	-	This account is off budget and designated for the BE Program Manager and Program expenses. See ORS 346.540. 2017-19 LAB utilized this fund for payroll for Position No 7042004

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REFERENCES

- [Casey Eye Institute AMD Basics](#)

- [Does Vocational Rehabilitation Agency Structure Matter](#)

- [GAO Report on Pre-Employment Transition Services](#)

- [Oregon Diabetes Report](#)

- [SSA Payments to State VR Agencies 2018](#)

- [Using the Vermont Progressive Employment Model to Meet Pre-Employment Transition Services Provisions in WIOA](#)

CONTACT INFORMATION

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Ways & Means Budget Presentation February 11, 2019
Dacia Johnson: Executive Director