



## Envisioning the Future, Prioritization Meetings Summary of Summaries

### I. Overview

This document, a summary of the Day 2 summits, is a resource for the output of the prioritization sessions. Within this document we have provided:

- **A high level analysis** of degree of importance of key priorities. This analysis was based on a review of the frequency of occurrence of key themes/priorities across all five regional sessions.
- **Prioritization and Areas of Emphasis.** This is a composite of the output from the afternoon breakouts of the five regional sessions.

**NOTE:** The content from this summary was provided by members of the public and stakeholder organizations through regional listening and prioritization sessions, and through on-line submissions. Participants who provided input included individuals with developmental disabilities, family members, professionals, support staff and others concerned about people with disabilities. The views and opinions expressed throughout the input process are those of the individual participants, and do not necessarily reflect the official policy or position of the Administration on Developmental Disabilities.

## II. Analysis

The following chart depicts the degree of importance of key priorities, based on a review of the frequency of occurrence of key themes/priorities across all five Regional Prioritization sessions (Day 2). There were approximately 188 priorities recommended during the regional sessions (Day 2). Of these 188, together we must distill these down to the critical few goals and objectives. The outcome of the National Stakeholders meeting is to walk away with specific goals and objectives recommendations for ADD's Strategic Plan.

<b>Improve collaboration at federal and state levels</b>	28
Work with non-disability community organizations	
Work with aging community and Administration on Aging	
Work with Education and Vocational Rehabilitation	
Work with Medicaid agencies (including CMS)	
Create formal relationship with State DD agencies	
Improve collaboration across the DD Network	
Address fragmentation and silos	
Use Projects of National Significance to require collaborative projects across agencies	
Improve ADD agency position within HHS	

<b>Increase access to competitive, integrated employment</b>	23
Support Employment First	
Reduce/eliminate sheltered work	
Build formal/informal alliances to link people and jobs	
Address youth transition from school to work	
Education and training of employers/community	

<b>Strengthen family support options and strategies</b>	22
Ensure family support for families supporting adults	
Support family leadership development, including siblings	
System and community navigation support, information and referral	
Improve understanding and access to natural support	
Support parents with disabilities	
Fund Title II of DD Act (Family Support)	
Repurpose Title II of DD Act to be family/person-centered	
Blend systems of disability and generic supports	
Training and education	

<b>Provide leadership: establish national goals and accountability</b>	21
Create responsibilities and coordinated national plan (common goals) for DD Network	
Hold DD Network accountable to achieving valued outcomes	
Use Projects of Nat'l Significance to focus on systems change consistent w/ Nt'l plan	
Protect interests of people with intellectual and developmental disabilities	
Encourage/require employment goals across all network entities	
Require the DD Network to focus resources on systems change	
Ensure self advocate and family perspectives are heard	
Implement systems change through socio-ecological model	

<b>Community Living: Promote fair access to quality home and community services and supports</b>	19
Eliminate congregate care	
Reduce/eliminate waiting lists	
Support aging in place	
Promote incentives for affordable accessible housing	
Improve community options and services	
Direct care workforce development and support	
Reform funding system - flexibility and choice, reward best practice	

<b>Disseminate and share information, data, strategies, best practices</b>	18
Increase support for data collection, analysis, national research	
Analyze and synthesize information from DD Network	
Improve data and activity reporting dissemination	
Develop consistent marketing	
Communicate options and opportunities	
Use Projects of National Significance to generate data that drives systems change	
Establish clearinghouses of effective and promising practices	

<b>Community Living Supports: Participation in welcoming, inclusive communities</b>	12
Support asset-based community development practices	
Support development of social capital	
Work with non-disability organizations and individuals on community inclusion	
Achieve full real inclusion in all areas of community	
Initiate community capacity building	
Focus on programs/policy that appeal beyond ID/DD but benefit ID/DD populations	

<b>Support Self Advocacy</b>	11
Self Advocacy Training	
Teach children (and families) self-advocacy skills	
Peer mentoring	

<b>Improve economic self-sufficiency</b>	8
Teach families financial planning	
Eliminate/reduce work disincentives created by benefit programs	
Support financial education for PWD	
Asset development opportunities	

<b>Improve Access to Quality Healthcare</b>	8
Address healthcare disparities	
Care coordination	
Education and training of healthcare workforce	

<b>Focus on unserved/underserved populations</b>	7
People with most significant disabilities	
cultural competency in services/supports	

<b>Promote civil and human rights</b>	5
Use litigation to push systems change	
Address conflict-of-interest issues across families, providers, systems	
Guardianship issues	

<b>Promote and support self-determination</b>	3
Support self-determination in services and programs	

<b>Expand educational opportunities</b>	2
Improve teacher training and dissemination of best practices	

<b>Improve access to technology</b>	1
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### **III. Prioritization and Emphasis**

In the afternoon of the Day 2 Regional Prioritization Sessions, ADD hosted concurrent break out sessions:

1. DD Act in the Future
2. Obama Administration Agenda for Americans with Disabilities
3. Access to Full and Valued Participation in the Community

Each team answered three questions that pertained to their topic. The teams reflected on and included the public testimony heard on the previous day. The enclosed is a summary inclusive of recommendations from all five regional prioritization sessions (day 2).

## Team 1: DD Act in the Future

### Question 1: DD Network

*What are the opportunities for the existing DD Network (DD Councils, P&As, UCEDDs) in fulfilling the purpose of the DD Act? What are the challenges for the existing DD Network (DD Councils, P&As, UCEDDs) in fulfilling the purpose of the DD Act? How could the Network be strengthened to better address some of the issues raised in the listening session?*

- Roles and Responsibilities
  - Codify the Administration on Developmental Disabilities (ADD) in statute (the DD Act) with defined roles, goals, evaluation criteria, and an agenda of issues for improving the lives of persons with developmental disabilities and their families.
  - Add to the role of the DD network the goal of increasing safety, decreasing violence and preventing abuse, neglect, harassment and bullying of persons with developmental disabilities and their families.
  
- Collaboration
  - Problem: Fragmentation of our infrastructure that limits our ability to effect services for people with developmental disabilities. Need to navigate and effect change in the collective DD systems. Ensure needed changes are made throughout the infrastructure.
  - Require (regulations and expectations) that each DD Act program be formally engaged with State program agencies, including DD program agencies; housing, employment, healthcare and Public Health (frequently separate at the state level) agencies (Medicaid) Special Education, VocRehab. Be part of the State's Olmstead plan when such a plan exists. Unite to host a conference for solutions. Need to have hooks in the Acts to engage the partners. (relationship extends to funding, regulation, evaluation and data collection)
  - By working together, leverage resources, including financial, personnel, and capacity within the network through better coordination and focus on priority areas.
  - Increase emphasis in working with State agencies, including education, vocational rehabilitation and DD, as well as other organizations with shared values on issues such as reauthorization and adding DD language.
  - Strengthen partnership with advocate and family organizations.
  - Develop common goals for State agencies and organizations.
  - Mandate collaboration among all three DD network partners focused on systems change (employment, community living options/housing, early

intervention). Strengthen this by adding language in the DD Act. Every state is in a different place, but the three partners need to work jointly on the systems change efforts in their states.

- Work with traditional and non-traditional partners such as HUD, Education, and Transportation to achieve livable communities using data to form policy decisions.
- Accountability
  - Create accountability for meaningful outcomes across the network and for the outcomes for the people we serve. Consider making that a part of the DD structure, DD councils.
  - Hold the DD network programs accountable for developing/implementing quality and consistent programs that move the DD Act's agenda forward to valued outcomes.
  - Have more purposeful evaluation of outcomes and generating reports to Congress that accurately reflect the business being done and progress being made by the DD partners.
  - Use the DD network and its stakeholder groups to identify national goals for improving the quality of life for persons with developmental disabilities and their families that can then be the five year goals for ADD.
- Data
  - Synthesize grantee data to produce state specific reports (can be used at state level).
  - Provide reports that are reflective of the grantee's efforts and outcomes.
- Self Advocates and the DD Network
  - Bring in self-advocates to help fulfill ADD's mission.
  - Strengthen the role of Self-Advocates in the DD Network.
  - Expand the DD network to include self-advocates and family/siblings as part of the network.
- Employment: Clearly mandate employment activities within the DD Act.

## **Question 2: Projects of National Significance (PNS)**

*How could the Projects of National Significance better address some of the issues raised in the listening session?*

- Capacity
  - Address systems capacity issues - look at alternative resources (private corporations) employment resources, and employment first systems. Link with private entities to address goals.
  
- Collaboration
  - Distribute collaboration and information sharing (promising practices, data, and resources) within the network.
  - Ensure dissemination of results among stakeholders and consumers.
  - Develop partnerships with system providers, education, etc.
  
- Cultural Competency
  - Consider emerging cultures and ethnicities.
  - Create culturally competent strategies to address individual needs for persons with developmental disabilities.
  - Reach out to the unserved and underserved - diverse communities, ethnicity, low income, specific disabilities. Look at how the PNS dollars get spent and address these underserved/unserved groups.
  - Focus on individuals with the most significant disabilities within the DD definition - those who are left out, cannot work, or live in the communities - the folks left behind.
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- RFP/Grant Process
  - Change the RFPs to align with ADD strategic plan.
  - Have self-advocates and family members review RFPs.
  - Allow sufficient time for the submission of changes/suggestions.
  - PNS grants should be tied to the DD Act and systems change.
  
- Data
  - Maintain focus on large, longitudinal data sets.
  - Generate data that drives national system change, move away from direct service projects and move towards a system based on network.

- Increase research and encourage the development and sharing of databases on healthcare issues for people with disabilities across the lifespan
- Assess how the DD Act is or is not meeting the needs of people ages 18 to 60-plus.
- Employment
  - Focus on increasing employment for persons with developmental disabilities through:
    - Models for integrated employment with competitive wages
    - Systematic collection of employment strategies for persons with developmental disabilities
    - Dissemination of employment strategies that include the use of private and community resources (real jobs/real pay)
    - Sharing data across state boundaries

### **Question 3: Family Supports**

*Based upon the issues raised in the listening session, what improvements would you suggest to better support families raising children with disabilities? What improvements would you suggest in order to help families supporting adults with developmental disabilities living at home?*

- General
  - Consider repurposing the title to make systems more family and person oriented. You can then reach the goal of family supports in a different way.
  - There are no funds for these services, so reach the goal through other systems!
- Children
  - Take the lessons learned from the current family support projects to inform DD Act reauthorization. Evaluate to see what works.
  - Further define family supports and who should be included, birth to 21.
  - Further define family supports as it relates to supporting permanency planning.
  - Ensure families have knowledge and skills to navigate the systems, advocate for their children and young adults, and access natural supports in the community.

- Educate them on advocacy, available services, community resources, and how to navigate and secure what they need.
- Integrate and be connected to communities.
- Be sure services are culturally competent and that services to the unserved and underserved populations are intentional and successful.
- Force the DD network (little money, but with the capability to influence) to work with the state agencies – where Family Support is actually occurring.
  
- Adults
  - Ensure spending flexibility. It is critical for individuals and families to access services.
  - Collaboration
    - Work across disabilities and systems - look for infrastructure support for this level of collaboration.
    - Partner with family-support organizations to assess the needs of people being served and those not being served.
    - Collaborate more with the Administration on Aging.
    - Blend systems, achieving more accessibility of care.
  - Leadership training for families.
    - Educate parents/caregivers about the possibilities for the future, self-determination, choice, and transportation opportunities, such as post-secondary school.
    - Create database or website to tell parents what options are available at the State level, and best practices.
    - Identify, pilot, and implement a system of family support services.
    - Incentive-ize the creation of a viable choice of services for families supporting adult children.
    - Recognize that conflicts of interest, related to roles, responsibilities, and funding, currently exist across people with disabilities, families, and service systems. Facilitate discussions and coalition building among the groups.
    - Develop culturally competent services to reach a broader group of those in need.

## **Team 2: Obama Administration Agenda for Americans with Disabilities**

### **Question 1: DD Network**

*Which of five issue areas presented in the Administration's Agenda present the best opportunities for ADD and the DD Network to engage and support systemic improvements, and why?*

1. Strengthen access to and improve the quality of healthcare
  2. Promote access to community living services
  3. Protect civil rights
  4. Expand educational opportunities
  5. Increase access to employment
- General
    - Address the “cliff” that occurs at age 21 for smoother transition.
    - Promote community living through education and training of individuals and professionals that create quality lives for people with disabilities.
    - Model recognition of disability rights as true civil rights that should lead to cultural change and perception across all ages.
  - Strengthen access and improve quality of healthcare at the state level and share solutions.
    - *Without healthcare, the other opportunities (including full inclusion) are at risk.*
    - Achieve full integrate on Medicaid (restructuring and balancing). It is one of the most pressing issues. Since ADD is in HHS, it's a good place to resolve these issues.
    - Make sure healthcare coverage and delivery options fit the needs of the DD population.
    - The DD network should immediately start engaging at the state level with insurance, public health, and Medicaid – to align along the needs of individuals with developmental disabilities and to engage individuals with DD in planning, policy, training, data collection, and service delivery.
    - Make the immediate opportunities apparent and implement them in coordination with the DD network.
    - Highlight the inequities and disparities in the healthcare system for persons with developmental disabilities using existing data to demonstrate needs for access, prevention services and health services.

- Create partnerships with sister advocacy organizations to address health care concerns for persons with developmental disabilities. Capitalize on windows of opportunity that currently exist and that have the best impact on wellness. Example: Work with partners such as AARP to make the aging/disability agenda more visible)
- Promote access to community living services (Olmstead/Dept. of Justice enforced).
  - Remove the institutional bias to benefits and implement the Olmstead judgment.
  - Make certain each state has a viable Olmstead plan.
  - Develop and implement plans to close public and private institutions and segregated workshops.
  - Strengthen housing options and promote developer incentives for affordable, accessible housing.
  - Share strategies (across state boundaries, from ones who've been successful to ones who are far behind) on how to accomplish these goals.
  - ADD needs to take a leadership role on positive outcome models in Community Living because ADD and the DD network are uniquely situated. No other agency brings together advocates, families, professionals, states, and policymakers consistent with choice and individual voice to promote community living.
  - Recognize that people have the fundamental right to live in inclusive communities with funded supports.
  - Make support systems simpler and/or provide more assistance navigating them.
- Increase access to employment
  - Identify the Federal opportunities to model employment of persons with disabilities.
  - Work with the administration to commit to changing the public benefits sector so that people with disabilities earn income that enhances choice and creates access to better healthcare.
  - Enhance the employment supports system to better serve persons with developmental disabilities, including reducing benefits barriers and increasing employment support services. ADD and the DD Network must support and embrace values of the DD legislation in regards to employment opportunities and barriers to employment.
  - Establish clear priorities and expectations for employment and remove barriers.

## **Question 2: Community Living Initiative**

*Secretary Sebelius established the Community Living Initiative to help empower people with disabilities and older Americans to live with respect and dignity as full members of their communities. Identify the things that ADD and the DD Network can do to further support this system change effort?*

- General
  - Brief and inform Secretary Sebelius, CMS and states about the possibilities under Medicaid for self-determination. Include self-advocates in briefing presentations and share their success stories, strategies they use, and barriers they have encountered and overcome.
  - Increase physical accessibility and visibility in Healthy People 2020 goals.
  - In conjunction with the network, ADD should create a clearinghouse of effective practices about what different states are doing in the area of community living and what works. Examine how the states customize along these issues: large vs. small, under-funded vs. funded, states with institutions vs. those without, rural vs. urban, etc.
  - Have people with developmental disabilities and their families weigh in on all discussions, developments, evaluation, and implementation of any community-living initiatives at State and Federal levels.
  - Reform funding system, especially Medicaid. Make changes at both State and Federal levels promoting flexibility, choice, and a more holistic approach.
  
- Collaboration
  - ADD and the Administration on Aging should jointly plan and pool resources at the Federal and State levels while maintaining the DD Act values. Caution against taking on the any values/programs that involve congregation and segregation.
  - ADD and other Federal agencies should collaborate on variety of issues, especially where shared issues exist (such as respite, safety, abuse, and neglect).
  - Bring State DD agencies into the DD network for buy-in and implementation of services. Provide a Federal home for State DD agencies, and provide a mandate for joint planning.
  - Work with CMS/RSA and SSA to fund several statewide Employment First initiatives. Fund multi-state Employment First initiatives.
  - CMS, State government and DD network need to work together to develop national strategies to reduce waiting lists.

- Community Living
  - ADD needs to fund grants that support the value of aging-in-place initiatives.
  - Keep people with disabilities out of congregate institutions.
  - Identify what works and needed supports/services so that people with disabilities can live in inclusive communities.
  - Harness the supports and influence of The Arc.
  
- Economic Self-Sufficiency
  - Support a workforce initiative focused on retaining valuable employees, creating a supported inclusive workforce, and decreasing the number of people with disabilities in sheltered workshops.
  
- Technology
  - Develop and improve community living, employment, and services through technology; and promote technology-support development with ADD and Department of Aging for improved quality of life.

### **Question 3: Title II: Family Supports**

*Title II of the DD Act authorizes grants to support systems change activities designed to assist States to develop and implement comprehensive State systems of family support services; yet the Title has never received funding. Based upon the issues raised in the listening session, what improvements would you suggest to better support families raising children with disabilities? What improvements would you suggest in order to help families supporting adults with developmental disabilities living at home?*

- General
  - Provide supports for parents with disabilities: strengthen provision of family supports consistent with the definition in the DDAct.
  - Support families and children with developmental disabilities so that institutionalization is not a necessary option.
  - The Obama Administration should get funding for Title II of the DD Act for system change activity in state systems for family supports.
  - Family support must be provided on a needs basis, what the individual needs and what the family needs. If funding is limited, we need to focus first on families who need it the most.

- Work across agencies to address issue of family members as providers, look at funding, there is a bias in place.
- Hold programs accountable in regards to quality and outcome standards. Funding should follow the accountability.
- Information and Education
  - Ensure cultural competency in providing services and training.
  - Engage self-advocates to provide training to parents on how to better raise children with disabilities.
  - Make sure families and schools are aware of effective, successful teaching programs that are being used by educators and help implement these models.
  - Create an information clearinghouse both for families and individuals with disabilities. This should include support for adults, resources available, and what programs/services have positive outcomes. It should also include budgets and resources dedicated to the goal of funding for persons seeking care/services/opportunities.
  - Remove barriers so families can navigate the system, and set up pilot programs.
  - Make sure services are accessible and that families/people with developmental disabilities know what is available and how to secure these supports/services.
- Self-Advocates/Advocacy
  - Help children learn self-advocacy skills. Encourage them to participate more in their individualized education program-planning process.
  - Train all individuals with developmental disabilities to be trained as self-advocates.
  - Call together civil rights events for young people with developmental disabilities.
  - Encourage/solicit self-advocates and families to participate at the table in discussions and decision-making with the responsible agencies for funding and services from the beginning. This is a more pro-active approach.
- Economic Self-Sufficiency
  - Encourage families to engage in pro-active financial planning when child is at a young age.

- Mentoring
  - Support older advocates mentoring younger people.
  - Support leadership of young families. Identify and build on effective mentoring programs through ADD grants of opportunity.
  
- Guardianship should be assumed as an exception -- there should be legislation to protect people with developmental disabilities.

## **Team 3: Access to Full and Valued Participation in the Community**

### **Question 1: Equality of Opportunity**

*What are the best opportunities for ADD and the DD Network to engage and support systemic improvements related to equality of opportunity for people with developmental disabilities?*

- General
  - Focus on programs that apply to a broader constituency, not just those with disabilities. Not necessarily focusing just on disability programs and services may lead to the ability to influence systems change at a broader level. (Example: transportation alliance toolkit for all citizens, not just those with disabilities.)
  - Initiate “community capacity building” and educate members with disability about the opportunities and social pathways needed to make this happen.
  - Support development of “social capital” at the individual family, association, and community levels (not just government-funded systems).
  - Have the P&As litigate against everyone who is going in the wrong direction.
  - Explore several investment strategies by testing multiple pathways to welcoming communities, such as testing the scalability of efforts like asset-based community development.
  - Rapidly build the capacity to transition persons living in institutions into integrated community and have the supports they need to live lives of full inclusion.
  - Focus on the existing successes; use existing data sets and PNS data to identify those successes. Make system change across network and DD agencies based on what works.
  - Implement strategies to get people out of private and public institutions by including and engaging self-advocates.
  
- Collaboration
  - Empower the DD network to use its influence at the State level to impact systems change in order to increase equality of opportunity. ADD should help enforce the autonomy that the DD Act entities have in their role as state systems change agents.

- ADD should provide leadership to the DD network to prioritize strategies and activities that lead to lasting systems change (funding long-lasting, sustainable projects vs. niche programs that work on individual levels, but do not impact systems change).
  - ADD should persuade CMS that use of waivers for people with disabilities can have unintended consequences of denying ordinary day-to-day freedoms, even in community settings.
  - Use the full network to encourage state-wide systems changes and engage the state DD agencies to implement recommended practices.
  - Support stakeholder leaders across the age spans, including siblings and self-advocates, to be advocates and help to lead policy formation.
- Self-Determination
    - Make self-determination the overriding foundation in DD Act. ADD and the DD network must promote self-determination clearly and explicitly, applying quality standards that are universal to all people through the network, across the lifespan. Self-determination equals citizenship and control of supports/resources.
- Use the socio-ecological model (or holistic approach) to implement system change.
    - This looks at the person, family, community and systems/schools and asks what changes need to take place at each of these levels, examining the source of the problem. Is it the individual or the environment? Should we support the individual's growth or support the environment to create more opportunities?
    - Recommend that ADD support the network and train them on how to use this framework/strategy.
    - You can use this approach to implement and to evaluate strategies.
    - This holistic approach goes beyond the person in his/her world/neighborhood and examines social paths to an inclusive, integrated community and bigger picture.

## Question 2: Welcoming Communities

*Full participation in integrated, inclusive community life for people with developmental disabilities is also a goal for ADD as described in the DD Act. What is necessary to create and support welcoming communities for people with developmental disabilities?*

- General
  - ADD should be an advocate for DD Act inclusion values, goals, and policies within the Federal government. ADD should work with all the partner agencies in developing programs, regulations and policies; reinforcing the values of inclusion so that we do not get conflicting messages and policies from various areas of government.
  - ADD should provide leadership to its grantees, encouraging change in generic systems that embrace diversity of disability.
  - ADD should promote cultural competency in everything that it does.
  
- Information and Education
  - Bring to scale, on a national basis, best practices that are accessible by all via Wikipedia for providers, stakeholders, families and individuals with developmental disabilities.
  - Increase access to healthcare across the lifespan through education and training of healthcare providers.
  
- Collaboration
  - Partner with CMS and the State and reward best practices.
  - The network should take a leadership role in developing hospitable communities by partnering with non-disability groups that are focused on developing welcoming communities and strengthening communities. Do this in part by changing perspectives and making sure people understand the contributions made to communities by persons with disabilities.
  - Support the development of networks of allies: organizations that are not disability-specific that serve as gateways to community participation/inclusion.
  - Create networks outside the system: Develop informal system of friends and family that help persons with disabilities to identify jobs. Leverage aspects of the community and local systems to make this happen.  
Example: Call church or Kiwanis to help you achieve your objective for your family member or self.
  - Promote asset-based community development (i.e., John McKnight and Mike Green's work.)

- Create State-level partnership with DD agencies, Vocational Rehab and UCEDDs. Do what works, what is needed, and what is scalable.

### **Question 3: Economic Self-Sufficiency**

*Economic self-sufficiency includes not only the chance to earn income through employment, but also includes opportunities to learn about money, save, invest, and manage personal economic resources. What can ADD and the DD Network do to further support competitive, integrated employment and other economic self-sufficiency opportunities for people with developmental disabilities?*

- General
  - Identify, promote, and support effective practices for the closure of sheltered workshops, making sure that issues of parental concerns, safety, and choice are addressed.
  - Support projects of national significance. Specifically, projects that require multiple agencies to work together in order to obtain the project.
  - Implement “employment first” policies.
  - Work on Asset Development for individuals with developmental disabilities.
  - Break down barriers to employment.
  - Work collaboratively with private and community partners. (Stop being so insular – work outside the disability field. Its time to work directly with corporate America)
  - Educate different entities that create obstacles.
  - Educate employers about the opportunities in hiring individuals with developmental disabilities.
  - Spotlight best practices.
  - Address policy barriers and how we can break them down.
  - Identify and address resource limitations and advocate work.
  - Promote teaching all people with disabilities how to control their financial resources and supports (i.e., how to bank, file their taxes, how to control their resources for supports, how to open and maintain checking and bank accounts). This should apply to everyone, even if they have a severe disability.
  - Recommend we double the number of people employed in five years (AFP goal) by identifying and implementing proven strategies.
  - Remove barriers to employment working with SSA to address fundamental change. Make legislative changes to allow development of individual accounts for people receiving benefits.

- Create processes that focus on developing employment skills, starting at an earlier age, regardless of disability or ability.
  
- Collaboration
  - Establish clear responsibilities and a coordinated plan for each member of the DD Network for creating partnerships and identifying strategies that work to increase the integrated employment of individuals who are earning competitive wages and benefits.
  - Build alliances with employers, public agencies, and other stakeholders linking people with disabilities to jobs.
  - ADD should work with CMS, BMR, DORL, SSA, DOT, ET, etc. to provide collaborative support services and employment access for persons with disabilities.
  - Emphasize employment and economic self-sufficiency outcomes through interagency collaboration. Requires unified, targeted action by the DD network.