VRTAC-QM

END OF YEAR ANNUAL PERFORMANCE AND FISCAL REPORT - YEAR 2

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End-of-Year Annual Report, Year Two

SAN DIEGO STATE UNIVERSITY RESEARCH FOUNDATION

INTERWORK INSTITUTE

Executive Summary

At the end of Year Two, the VRTAC-QM completed 12 intensive TA agreements (ITAAs). Our target for the end of Year Two was ten, so we exceeded our target by two ITAAs. The VR agencies we have ITAAs with include:

1. Arkansas Blind
2. Delaware Blind
3. Florida General
4. Hawaii Combined
5. Kansas Combined
6. Maryland Combined
7. Montana Combined
8. New Mexico General
9. Pennsylvania Combined
10. South Carolina General
11. Washington Blind
12. Wyoming Combined

As of this writing there are two more ITAAs developed. One is with New Jersey General and the other with Kentucky Combined. There has also been a SWOT completed for Colorado Combined.

Targeted TA has been extremely active for the VRTAC-QM since its inception. To date we have provided at least targeted TA to 74 of the 78 VR agencies (95%) in 781 targeted TA events serving 5,500 VR staff. These totals far exceed our target rates in every area.

Universal TA is delivered primarily through our website, which has added content regularly. We have completed multiple webinars, many in partnership with other TA Centers and have recorded 16 podcasts to date that are available on the site. The VRTAC-QM have made multiple conference presentations to CSAVR, NCSAB, NCRE and the Summit Group's Program Evaluation and Quality Assurance conference.

We launched our VR Grants Management Certificate training through Management Concepts and have developed training based on emerging topics and need in the management of the VR program including rapid engagement of VR consumers. In addition there are multiple trainings available on the VRTAC-QM website.

We added a Recruitment and retention pilot in partnership with CIT-VR which has progressed quickly and targets four VR agencies as part of the pilot. The CRA and SARA special projects are making progress but have yet to be fully implemented.

The demand for quality program and performance, and fiscal and resource management is very high and we have the capacity to continue activities and wish to continue to receive a non-competing continuation award.

Contents

Executive Summary 1
Section A: Substantial progress toward completion of goals, objectives, and outputs 4
Part 1: Program activities, outputs, and products 4
Intensive TA agreement development and progress on activities, outputs, and outcomes: 4
Arkansas Blind 5
Delaware Blind 7
Florida General 9
Hawaii Combined 11
Kansas Combined 12
Maryland Combined 15
Montana Combined 16
New Mexico General 19
Pennsylvania Combined 21
South Carolina General 24
Washington Blind 26
Wyoming Combined 28
SWOT assessment tools development and assessments conducted 31
Program Evaluation: 31
Targeted TA 31
Number of events by type, topic, agency and number served: 31
Targeted TA of Note in Year 2, Quarter 4: 34
Communities of Practice: 36
Executive Leadership Seminar Series: 40
Program Evaluation: 41
Universal TA 41
Website Analytics for Year 2 Quarter 4 41
Website Analytics for Through the End of Year 2 43
Universal TA of Note in the 4th Quarter: 44
Webinars and other web-based TA or Information: 45
Trainings: 49
Distribution Lists: 50

Collaboration with other TA Centers 50
Special Projects 50
Community Reinvestment Act Project: 51
SARA Project: 56
Recruitment and Retention Pilot Project: 56
Significant program activities, outputs, products and outcomes anticipated by September 30, 2023 63
Challenges, Opportunities and Emerging Issues 66
Impact of COVID-19 66
Section B: Work Plan 67
Project Measures Update 70
Section C: Budget ..... **Error! Bookmark not defined.**

Vocational Rehabilitation Technical Assistance Center for Quality Management
End-of-Year Annual Reporting Form

Name of individual filling out form: Chaz Compton
Organization: SDSURF – Interwork Institute
Annual report period: (Oct. 1, 2021 – September 30, 2022)
Date submitted: January 27, 2023

Section A: Substantial progress toward completion of goals, objectives, and outputs

Part 1: Program activities, outputs, and products
Intensive TA agreement development and progress on activities, outputs, and outcomes:

At the end of Year Two, the VRTAC-QM completed 12 intensive TA agreements (ITAAs) with two scheduled for completion in the first quarter of Year Three. Table 1 includes a list of all ITAAs by agency, date and project year. The project years have been color-coded as a visual aide.

Table 1
Intensive TA Agreements by Agency, Date Signed and Project Year

VRTAC-QM Intensive TA Agreements by Agency, Date Signed and Project Year				
Agency	**Date Signed**	**Revision Date**	**Project Year**	**Joint TAC**
Delaware Blind	5/11/2022		One	
Kansas Combined	3/26/2021	7/13/2021	One	NTACT:C
Montana Combined	6/4/2021		One	
Pennsylvania Combined	6/28/2021		One	NTACT:C
Arkansas Blind	1/5/2022		Two	
Florida General	4/19/2022		Two	
Hawaii Combined	4/6/2022	7/6/2022	Two	NTACT:C
Maryland Combined	10/15/2021		Two	
New Mexico General	8/15/2022		Two	
South Carolina General	5/10/2022		Two	
Washington Blind	1/12/2022		Two	
Wyoming Combined	2/15/2022		Two	

When we complete an ITAA, we establish monthly calls with the VR agency, at least at the beginning of the process), to monitor our progress in completing the activities and achieving the outputs and outcomes. These meetings are driven by a work plan that includes all of the elements of the ITAA and tracks the progress in each area. The overall progress for the center is captured

in the formal End-of-Year Program Evaluation report that is submitted concurrently with this report. The work plans for each ITAA have been embedded in this narrative and can be fully opened by double-clicking on the icon. Each work plan is also attached to the final report if that is a preferable way of viewing the files.

Arkansas Blind

1. What led to the request for TA?	DSB initially reached out to the VRTAC-QM due to their need for technical assistance (TA) and training stemming from their RSA monitoring report and resulting corrective action plan (CAP). The ITAA is focused on Fiscal and Resource Quality Management and General Quality Management.
2. Activities	The team has had three onsite visits with the DSB team. A discovery process was completed onsite to assess the agency needs including a review of their period of performance by reviewing the SWAS and the CMS, analyzing efficient use of the CMS, reviewing State of Arkansas regulations concerning obligations, reviewing contracting processes, reviewing the Federal reporting processes and practices, and reviewing agency internal controls, and fiscal structure. From that process, a comprehensive work plan was detailed with activities that would lead to completion of activities outlined in the ITAA. Training was conducted with DSA fiscal staff and DSB leadership on internal controls, Federal regulatory fundamentals including a complete markup of EDGAR and UGG, period of performance, internal controls, Federal reporting requirements, and training field staff and leadership in the Federal cost principles (A-DRAN). Additionally, QM worked with DBS staff to develop a contract monitoring process and procedure, a rate setting process and procedure, Federal reporting processes and procedures, and development of a period of performance policy and procedure. Also, assisted in mapping out an overall grants management table of contents, giving input into policies and procedures as they were developed. QM is conducting coaching of the Executive Leadership team and the supervisor group to help enhance leadership skills and development of a culture that promotes teamwork and trust. The QM team also facilitated an all staff meeting that looked at the changing landscape of VR, received input from the field on needed improvements, and mapped out a plan that was adopted by the DBS leadership for agency

	improvements based on the field input.
3. What is the intended impact of the work and how are we measuring the impact so far? Has progress been made, and if so, how much? What has changed within the agency and what has been the impact on consumers served?	To increase the fundamental knowledge of fiscal requirements so that processes can be documented and Corrective Action Plan requirements can be resolved. The continuity in documented processes will assist as team members come and go to ensure the agency can maintain compliance with Federal requirements. Also, helping the agency to develop a culture of team work and trust so that staff understand the why behind the what, and effective services can be delivered to Arkansas VR customers. Progress has been made and is tracked on a monthly workplan. All the training has been completed and staff has increased their knowledge of Federal fiscal regulatory requirements as documented in pre and post-tests. The team also sees a higher level of understanding as questions are posed by the DSB group and in conversation regarding application of requirements. Over a dozen policies and procedures have been completed and submitted for RSA review. A contract monitoring and rate setting process is developed and into the RSA team for their input. The agency has listened to needs of staff and is hiring a training position. Field staff will be surveyed next summer to gain their perspective on the impact of actions taken by leadership. Additionally, the agency is participating in the recruitment/retention pilot project to develop strategies to address staff recruitment and retention issues.
4. What has worked well and what has been a challenge?	The agency is small and staff have to wear multiple hats which can make progress in completing some activities slower than anticipated. There was a turnover in fiscal staff which has caused a slowdown in implementing some of the new grants management processes. In spite of the small staff, they are committed and work diligently to complete identified activities. They are open to feedback and are excellent to work with.
5. Describe any work with other TA Centers and how that went or is going	NTACT:C is also involved with DSB on the pre-ETS side of the work assisting with the policy/procedure rewrite, pre-ETS contract questions, and other. That work is going well.
6. Future plans for the work	QM is continuing to work through the activities outlined in the workplan, and is committed to coaching, and continuing

	to support the cultural changes within the organization to ensure long term sustainability of processes and practices.

The work plan for Arkansas Blind is embedded below.

Intensive Technical Assistance Agreement (ITAA) Workplan

Arkansas Division of Services for the Blind

Last Updated: 11.7.2022 | VRTAC-QM | Next Meeting: 12.2.2022

ID#	Activity	PRIORITY	TA CATEGORY	DVR Lead	QM Lead	DUE	DONE	Activity STATUS	Output	Output STATUS	NOTES
FM5	2.1. Review and analyze DSB's draft CAP and develop a workplan to address the items noted therein.	HIGH	Fiscal Management	Cassandra Williams-Stokes	Sarah Clardy and Carol Parlow	11/30/2021	√	1	An approved work plan	100%	
FM3	2.3. Review and analyze the VR agency's fiscal functionality within the case management system to assist leadership with development of an improvement plan for maximizing the AW ARE case management system core function, including possible system customizations.	HIGH	Fiscal Management	Cassandra Williams-Stokes	Sarah Clardy	1/31/2023	√	1	Completed improvement plan for case management system improvements and enhancements.	100%	
FM11	2.4. Review processes for fiscal reporting and make recommendations for improving accuracy, efficiency and/or automating.	HIGH	Fiscal Management	Cassandra Williams-Stokes	Sarah Clardy	7/31/2022	√	1	Documented feedback and recommendations for fiscal reporting.	100%	
FM15	2.5. Develop contract management and monitoring processes to ensure adequate oversight and compliance with Federal requirements.	LOW	Fiscal Management	Cassandra Williams-Stokes	Sarah Clardy	3/31/2023		0.5	Documented feedback on completed contract management and contract monitoring process	100%	
FM14	2.6.Develop a rate setting methodology and procedure, including a review of fee schedules and the use of a financial needs test.	MEDIUM	Fiscal Management	Cassandra Williams-Stokes	Sarah Clardy	1/31/2023		0.75	Documented feedback on a completed rate setting methodology and procedure.	100%	
FM1	2.7 Review and develop policies and procedures for all fiscal operations	HIGH	Fiscal Management	Cassandra Williams-Stokes	Sarah Clardy	6/30/2023		0.5	Completed draft/revised policies and procedures recommendations for all fiscal operations .	50%	
FM2	2.8.Review and develop written internal controls necessary for all fiscal operations.	HIGH	Fiscal Management	Cassandra Williams-Stokes	Sarah Clardy	6/30/2023		0.5	Completed draft/revised written internal controls recommendations for all fiscal operations.	50%	
FM7	2.9 Assist agency to develop and implement an internal fiscal monitoring process.	LOW	Fiscal Management	Cassandra Williams-Stokes	Sarah Clardy	6/30/2025			The establishment of an internal monitoring process with areas of review identified and timelines for regular completion.	0%	
FM8	2.2. Conduct training regarding the fiscal requirements for to address the items noted therein.	HIGH	Fiscal	Cassandra Williams-Stokes	Sarah Clardy and Carol Parlow	1/10/2022	√	100%	The number of individuals that complete the training.	100%	

Delaware Blind

1. What led to the request for TA?	Specific Conditions Letter from RSA and RSA request to assist the state agency.
2. Activities	DVI was required to correct federal financial reports for a designated period to establish financial position. Training was provided around requirements for Period of Performance to allow forensic accounting activities to be conducted and subsequent adjustments to be made to their financials. This included evaluation of the state accounting system and case management system to identify efficiencies. Training was also provided on financial reporting elements, along with follow up reviews of financial data prior to submission to RSA. The QM also trained on internal controls and development of policies and procedures.
3. What is the intended impact of the work and how are we measuring the impact so far? Has progress been made, and if so, how much? What has changed within the	The intended goal was to provide a level of assistance that allowed DVI to clear items required of their corrective action plan and ultimately be released from specific conditions. They were successful in doing both as of FFY23. The agency now has proper policies, procedures, and internal controls in place for successfully managing the federal award with staff roles clearly defined, along with

agency and what has been the impact on consumers served?	accountability. Knowing their financial position allows overall better management of the program. See work plan.
4. What has worked well and what has been a challenge?	From the beginning, the directors included core staff within the DSU and DSA, so sustainability throughout the process occurred in order to keep the work moving. This also fostered a greater collaboration between the DSA and DSU to accomplish tasks that were historically stalled like programming adjustments to the case management system to provide automation efficiencies. The DSU is ultimately better supported by the DSA and both sides have a mutual understanding of expectations. The primary challenge throughout was completing the work virtually through zoom with no onsite visits. We've learned that certain TA activities take much longer through incremental meeting sessions. The work takes longer to complete. There was also a gap in learning styles identified early in the TA work and it became apparent that a unique approach would offer greater sustainability.
5. Describe any work with other TA Centers and how that went or is going	Primary work completed by the QM.
6. Future plans for the work	We will continue efforts around policies, procedures and internal controls, including TA related to development of an internal monitoring plan.

The work plan for Delaware Blind is embedded below.

Intensive Technical Assistance Agreement (ITAA) Workplan

Delaware Division for the Visually Impaired (DVI) Last Updated: 11.9.2022

VRTAC-QM

Fiscal Administration	PRIORITY	TA CATEGORY	DVI Lead	QM Lead	DUE	DONE	Activity STATUS	Output	Output STATUS
2.1. Review and analyze DVI's fiscal management and operations to assist in developing a CAP in response to the corrective actions generated from the special conditions on their grant award.	HIGH	Fiscal & Resource		Sarah Clardy			100%	An approved CAP	100%
2.3. Review and analyze the VR agency's fiscal management and operations to assist leadership with development of an improvement plan for overall systems and operations.	HIGH	Fiscal & Resource		Sarah Clardy			100%	Completed improvement plan for overall systems and operations.	100%
2.4. Review processes for fiscal reporting and make recommendations for improving accuracy, efficiency and/or automating.	HIGH	Fiscal & Resource		Sarah Clardy			100%	Documented feedback and recommendations for fiscal reporting.	100%
2.5. Review and analyze sources of VR agency's non-federal share and its adherence to applicable match/MOE requirements and make recommendations for maximizing the Federal share.	HIGH	Fiscal & Resource		Sarah Clardy			100%	Documented feedback on allowable match and recommendations for maximizing Federal share.	100%
2.6 Review and analyze the VR agency's indirect cost/cost allocation plan for correct utilization in collaboration with RSA.	HIGH	Fiscal & Resource		Sarah Clardy			100%	RSA approved indirect cost/cost allocation plan.	100%
2.7 Review, develop, and/or revise, as needed, policies and procedures for all fiscal operations.	MEDIUM	Fiscal & Resource		Sarah Clardy			90%	Completed draft/revised policies and procedures recommendations for all fiscal operations.	90%
2.8. Review, develop and/or revise, as needed, written internal controls necessary for all fiscal operations.	MEDIUM	Fiscal & Resource		Sarah Clardy			90%	Completed draft/revised written internal controls recommendations for all fiscal operations.	90%
2.9 Assist agency to develop and implement an internal fiscal monitoring process.	LOW	Fiscal & Resource		Sarah Clardy			10%	The establishment of an internal monitoring process with areas of review identified and timelines for regular completion.	10%
2.2 Conduct training regarding the fiscal requirements for managing the VR grant related to D-RAAN (Documenting 2 CFR 200 principles: Reasonable, Allowable, Allocable & Necessary)	HIGH	Fiscal & Resource		Sarah Clardy			100%	The number of individuals that complete the training(s).	100%

Florida General

1. What led to the request for TA?

The agency requested intensive technical assistance (ITAA) as a result of:

- An interest to maximize the use of data reports to inform staff and drive program and performance improvements. Specifically, an area of high priority is assessing the value and utility of their catalogue of data reports. This would be followed by recommendations to support the desired outcomes.

2. Activities

The agency's ITAA identified five technical assistance (TA) activities targeting program and performance areas. The TA activities and progress (% complete) are listed below:

- Performance
  - 2.1 - 30%
  - 2.2 - Pre-start
  - 2.3 - Pre-start
  - 2.4 – 25%
  - 2.5 - Pre-start

3. What is the intended impact of the work and how are you measuring the impact so far?

The TA is intended to impact and improve the quality of outcome for VR participants. This will be accomplished by utilizing data reports and analytics to drive and improve decisions impacting outcomes. The impact will be measured by comparing year-to-year quality outcome indicators (wage, hours, benefits) and other key data points defined by the agency.
4. Has progress been made, and if so, how much?
See work plan
5. What has changed within the agency and what has been the impact on consumers served?
As a result of the TA, the agency has implemented or reworked practices in the following areas: • NA, activities are in process. As a result, the impact on customer served has been: • NA, activities are in process.
6. What has worked well and what has been a challenge?
While providing TA the following have been noted as promising practices: • The agency has a competent and qualified data unit whose role will be integral to achieving the ITAA outcomes. In addition, the following have been noted a challenge: • The agency has had significant turnover in leadership positions and resulting loss of institutional knowledge. Additionally, the transitional impact appears to challenge key staff capacity.
7. Describe any work with other TA Centers and how that went or is going?
TA was provided to this agency in collaboration with NA. This joint effort is or was NA.
8. Future plans for the work?
TA with this agency will continue through September 2025 or until all ITAA activities are complete.

The work plan for Florida General is embedded below.

Intensive Technical Assistance Agreement (ITAA) Workplan

Florida Division of Vocational Rehabilitation (VR)

Last Updated: 9/30/2022

VRTAC-QM

Next Meeting: 11/14/2022

LMF	Activity	PRIORITY	TA CATEGORY	VR Lead	QM Lead	DUE	DONE	Activity STATUS	Output	Output STATUS	NOTES
VRPR-U	2.1: Participate in the VR data analysis think tank to identify how the agency can use data to drive improved performance	HIGH	Program and performance	Libby Moody	Bill Colombo	9/30/2025		10%	The creation and operation of a data analysis think tank that meets regularly	10%	GANTT chart created for the think tank development and kick-off
VRPR6	2.2: Assist VR in identifying areas needing improvement through use of agency data/analytics, including the use of a statewide Statistical Adjustment Model (SAM)	HIGH	Program and performance	Libby Moody	Bill Colombo	1/31/2024		0%	Completed program improvement plan and statewide SAM with identified implementation needs, required data, roles, and responsibilities	0%	
VRPR9	2.3: Assist agency in developing strategies to utilize visual analytics for data analysis and data informed-decision making	HIGH	Program and performance	Libby Moody	Bill Colombo	5/31/2025		0%	Completed strategies and utilization of visual analytics for data analysis and data-informed decisions	0%	
VRPR3	2.4: Review, develop and/or revise, as needed, performance evaluation standards for VR Counselors (and other staff as needed) reflecting agency and WIOA standards	HIGH	Program and performance	Stephanie Wilson	Chaz Compton	8/31/2023		0%	Completed draft/revised performance evaluation standards recommendations	0%	Field services in working on developing new evaluation standards. There is a team working on this. We did send the template. Encouraged to have them send us what they have for review. Bill will sned some examples if they desire.
VRPR4	2.5:Once data analysis is complete and drivers of quality outcomes are identified, assist VR to develop and implement a program improvement plan to improve the quality of employment outcomes for VR participants	HIGH	Program and performance	Libby Moody and Antoinette Williams	Bill Colombo and Chaz Compton	9/30/2025		0%	A completed program improvement plan	0%	

Hawaii Combined

1. What led to the request for TA?	Hawaii-C reached out to VRTAC-QM requesting technical assistance following their 2019 Monitoring and subsequent CAP. Initial requests were focused on fiscal findings including internal controls and contract issues as well as training related to eligibility and IPE.
2. Activities	Training was provided onsite for all DVR staff on timely eligibility determinations and IPE development, including rapid engagement. IN addition, TA on the SEA agreement and assistance with policies and procedures revision and internal controls development has been provided. Technical Assistance specific to Fiscal Management has been delayed due to lack of critical fiscal positions filled. Technical Assistance has been provided through virtual meetings and emails on specific fiscal topics including: unliquidated obligations, accrued leave benefits, purchasing allowances, and MOE.
3. What is the intended impact of the work and how are we measuring the impact so far? Has progress been made, and if so, how much? What has changed within the agency and what has been the impact on	The overall intent is to help DVR resolve their CAP and engage in program improvement. Full resolution of two findings has occurred since the ITAA began and the agency has addressed their timely eligibility determinations, maintaining multiple months above the 90% threshold. The impact on consumers is that they have been moving through the system much faster and are getting services sooner. It is too early to know if this will impact outcomes, but the data indicates this should occur.

consumers served?	Fiscal TA specific to the ITAA has been paused until the critical fiscal staff positions are filled. Fiscal Training will be scheduled once the positions are onboard.
4. What has worked well and what has been a challenge?	The training seems to have worked well in conjunction with other monitoring efforts for eligibility determinations by the agency. Hawaii staff vacancies have been an overall challenge for effective Technical Assistance. The culture of the organization is a challenge with staff turnover and overall trust within the organization. Priorities within the agency continue to shift which poses a challenge to focus on specific tasks.
5. Describe any work with other TA Centers and how that went or is going	The QM Team collaborated with the NTACT-C to focus on Pre-ETS improvements, including the SEA agreement.
6. Future plans for the work	The QM team will continue to work on the activities within the ITAA and workplan. The focus on program and performance TA will increase in Year 3 as the agency is going to be able to focus some energy on addressing critical issues with their CMS. The Fiscal Management activities will continue once the critical fiscal vacancies are filled.

The work plan for Hawaii is embedded below.

Intensive Technical Assistance Agreement (ITAA) Workplan

Hawaii Division of Vocational Rehabilitation (DVR)

Last Updated: 8/3/2022

VRTAC-QM

Next Meeting:

Activity	PRIORITY	TA CATEGORY	Agency Lead	QM Lead	Additional TAC Lead	DUE	DONE	Activity STATUS	Output	Output STATUS	NOTES	LM#	TAC
2.1 Provide training and TA on timely and accurate eligibility determinations that includes virtual and in-person eligibility training, identification of effective practices that ensure timely eligibility determinations, and completed procedures to track and monitor the timeliness of eligibility determinations	HIGH	VR Program & Regulations	Isabel Mejia-Ramos Angie Kaleiohi	Chaz Compton		Jan 2023	√	100%	Full resolution of corrections actions in 2.1	75%	Training completed	VRPR10	VRTAC-QM
2.1 Provide training and TA on timely and accurate eligibility determinations that includes virtual and in-person eligibility training, identification of effective practices that ensure timely eligibility determinations, and completed procedures to track and monitor the timeliness of eligibility determinations	HIGH	VR Program & Regulations	Isabel Mejia-Ramos Angie Kaleiohi	Chaz Compton		Jan 2023		50%	Full resolution of corrections actions in 2.1	50%	Submitted on 7-30-22 to RSA	VRPR10	VRTAC-QM
2.2 Assist DVR to develop and implement internal control policies and procedures for case documentation that ensure case files adhere to the record of service requirements at 34 CFR § 361.47	HIGH	VR Program & Regulations	Rusnell Pasqual-Kestner Alison Lee Greg	Crystal Garry		Jan 2023		50%	Completed internal controls and full resolution of corrective actions in 2.2	50%	Submitted to RSA on 7-30-22. Will see what their feedback is.	VRPR02	VRTAC-QM

Kansas Combined

1. What led to the request for TA?
The agency requested intensive technical assistance (ITAA) as a result of: ● Difficulty in managing their data, case management system, and policies around the WIOA performance accountability system. In particular, they were performing with a 0% MSG rate and new their participants were actively achieving these gains.
2. Activities

The agency's ITAA identified 10 technical assistance (TA) activities targeting program and performance areas. The TA activities and progress (% complete) are listed below:
● Performance
  ○ 2.5 -- 100% Complete
  ○ 2.6 -- 100% Complete
  ○ 2.7 -- 50%
  ○ 2.8 -- 30%
● VR Regulations and Process
  ○ 2.3 -- 50%
  ○ 2.4 -- 35%
● SWD and Pre-ETS
  ○ 2.11 -- 25%
  ○ 2.12 -- 100% Complete
  ○ 2.13 -- 60%
  ○ 2.14 -- 100% Complete
  ○ 2.15 -- 35%
● Targeted activities indirectly relate to all activities in the ITAA but are not specifically identified or tracked. Multiple levels of training have complimented each of the TA activities, with management/leadership, and the field.

3. What is the intended impact of the work and how are we measuring the impact so far?
The TA is intended to impact the accuracy of their data, improve their performance indicator outcomes and have a better understanding of the overall reporting requirements and the ability of their CMS to meet these requirements. The outcomes will be measured by tracking their data and performance rates from year to year, as well as analyzing quarterly reports/dashboards and other internal control and data validation activities to ensure confidence in the system.
4. Has progress been made, and if so, how much?
See work plan

5. What has changed within the agency and what has been the impact on consumers served?
As a result of the TA, the agency has implemented or reworked practices in the following areas: ● Amended the tracking for MSG, CA, SWD and Pre-ETS in KMIS; ● Extensive training for the field; ● Updated policies and procedures; ● RFP for new CMS to improve their ability to meet federal requirements; ● Finalized activities related to this in their CAP; ● Improve their quality assurance plan as an agency; and ● Trust and confidence in their data and understanding of continued challenges. As a result, the impact on customer served has been: ● A clearer understanding of the functionality (pros and cons) of their current CMS (KMIS), the RSA-911 and WIOA Annual report requirements, as well as making data-informed decisions. ● Policy and training have improved in this area as well as data validation and internal controls at the administrative level. ● Agency is starting to move to program improvement.
6. What has worked well and what has been a challenge?
While providing TA the following have been noted as promising practices: ● The new administrative team has drastically improved the agencies functioning. The KS team has improved their data, knowledge, data literacy and continues to identify areas in need. In particular, KS has greatly improved their knowledge and understanding of the performance accountability system and the impact on the field, the agency, and the consumers. In addition, the following have been noted a challenge: ● The agency is limited by the abilities of their antiquated case management system. The agency has had to concede on some areas of accuracy/compliance simply by lacking the tools. However, an RFP will go out soon and data mapping and other TA activities will increase their ability to choose and implement a new system.
7. Describe any work with other TA Centers and how that went or is going?
TA was provided to this agency in collaboration with NTACT:C. This joint effort has improved the accuracy of their SWD and Pre-ETS tracking and reporting, data analysis, and implementation of the NOI flexibilities.
8. Future plans for the work?
TA with this agency is complete or will continue through 2024 or until all ITAA activities are complete. The agency is embarking on post-exit, data validation, and other practices to strengthen

their data informed decisions. Also, TA will be provided in the migration phase of implementing a new CMS.

The work plan for Kansas is embedded below.

Intensive Technical Assistance Agreement (ITAA) Workplan

Kansas Rehabilitation Services (KRS)

Last Updated: 8/24/2022

VRTAC-QM

KRS Performance Accountability	PRIORITY	TA CATEGORY	KRS Lead	QM Lead	DUE	DONE	Activity STATUS	OUTPUT	Output Status	NOTES	LMI#	TAC
2.6 Analyze VR agency readiness and capacity to track and report data for (i.e., RSA-911 and supporting documentation) the WIOA Performance Indicators	HIGH	WIOA Peformance Accountability	Beth Van Vleck	Rachel Anderson	1/31/2022		100%	Completed assessment with identified implementation strategies and timelines necessary to accurately track and report the RSA-911 and supporting documentation data for the WIOA Performance Indicators	100%		WIOAPA1	VRTAC-QM
2.7 Review, develop and/or revise, as needed, written internal controls (including data validation) necessary for the WIOA Performance Accountability System	HIGH	WIOA Peformance Accountability	Beth Van Vleck	Rachel Anderson	6/30/2022		25%	Completed draft/revised internal controls and written procedures recommendations	25%	Still working every couple of weeks with Rachel. Struggling still with MSGs and CAs. Hard to pull this data at the moment. Meeting again with Rachel on the 8th of September.	WIOAPA3	VRTAC-QM
2.8 Assist VR agency in developing strategies for data analysis and data-informed decision-making (visual analytics – Tableau, tracking reports, etc.) for meeting or exceeding WIOA performance established targets	MEDIUM	WIOA Peformance Accountability	Beth Van Vleck	Rachel Anderson	6/30/2022		25%	Completed draft/revised strategies including data analysis and data-informed decision-making recommendations	25%	Giving feedback on new system and looking at other options for data analysis. New CMS RFP is not complete and it is going to be awhile before that happens. RFP out by February, but new system not likely implemented until 2024.	WIOAPA7	VRTAC-QM

Maryland Combined

1. What led to the request for TA?	The agency contacted us as they were interested in building a data analysis tool like the one we used for Florida Blind. Maryland was specifically interested in examining outcomes by CRPs by Region.
2. Activities	The primary activity through the end of Year 2 was the development of the database and the scrubbing of existing data. This was a monumental task that required significant hours by Maryland staff and Chris Smith of the VRTAC-QM. This was accomplished and data analysis began at the end of Year 2.
3. What is the intended impact of the work and how are we measuring the impact so far? Has progress been made, and if so, how much? What has changed within the agency and what has been the impact on consumers served?	The intended impact of the work is to help DORS use tis data to make informed decisions about the purchase of services for consumers and to identify effective services that lead to high quality outcomes. One of the early outcomes is that the agency identified multiple areas where their data was not valid or accurate. The “cleaning” process has helped get the agency to a place where it can trust its data and begin the process of analyzing it with confidence that what they are seeing is a good reflection of the truth.

4. What has worked well and what has been a challenge?	From the beginning, DORS staff have been completely committed to the project. They have worked consistently and met agreed upon timelines and outcomes. It has been a challenge for them to set aside this kind of time, but they have done it.
5. Describe any work with other TA Centers and how that went or is going	Not applicable
6. Future plans for the work	We have begun analyzing data with the agency on multiple levels. This analysis will need to program improvement plans in areas where the data identifies a need.

The work plan for Maryland Combined is embedded below:

Intensive Technical Assistance Agreement (ITAA) Workplan

Maryland Division of Rehabilitation Services (DORS)

Last Updated:

VRTAC-QM

Next Meeting:

Activity	PRIORITY	TA CATEGORY	OVR Lead	QM Lead	DUE	DONE	Activity STATUS	Output	Output STATUS	NOTES
2.1. Activity 1: Gather and analyze national, state and DORS service area data across multiple domains to establish baseline and comparative data for future data analysis.	HIGH	VR Program & Regulations	Seth Masley	Melissa Kronberger	8/31/2021	√	100%	A completed report with data across multiple domains that will serve as a baseline and comparison for future data analysis.	100%	The report has been completed and delivered to DORS
2.2. Activity 2: Gather necessary data from DORS to conduct multiple levels of data analysis.	HIGH	VR Program & Regulations	Seth Masley	Chris Smith	7/31/2022		90%	Complete data set that is ready for analysis	90%	
2.3. Activity 3: Analyze data using the VRTAC-QM data analysis tool to identify areas of program strength and areas in need of development, with a focus on community rehabilitation program performance across the state.	MEDIUM	VR Program & Regulations	Scott Dennis and Seth Masley	Chris Smith	7/31/2024		75%	A fully functional data analysis tool with multiple filters that can compare performance across multiple domains.	75%	
2.4. Activity 4: Assist agency to develop evidence-based program improvement plans in response to the results of the data analysis.	MEDIUM	VR Program & Regulations	Scott Dennis	Chaz Compton and Melissa Diehl	1/31/2024		0%	Completed program improvement plans	0%	
2.5. Activity 5: Assist DORS Program Evaluation and Quality Assurance staff to accurately track, validate and report data required for the RSA 911 quarterly report.	MEDIUM	VR Program & Regulations	Scott Dennis and Seth Masley	Rachel Anderson	7/31/2024		0%	Completed analysis and recommendations for accurate and valid reporting of data for the RSA 911 quarterly report.	0%	

Montana Combined

1. What led to the request for TA?
The agency requested intensive technical assistance (ITAA) as a result of: • Difficulty in managing their data, challenging transition to a new case management system, and internal controls around the WIOA performance accountability system.

On the fiscal side: Montana initially reached out to the VRTAC-QM due to their need for technical assistance (TA) and training stemming from their RSA monitoring report and resulting corrective action plan (CAP).

2. What activities did you do, or are you doing?

The agency's ITAA identified 6 technical assistance (TA) activities targeting program and performance areas. The TA activities and progress (% complete) are listed below:

- Performance
  - 2.5 -- 100% Complete
  - 2.6 – 50%
  - 2.7 -- 30%
- VR Regulations and Process
  - 2.3 – Not started
  - 2.4 -- 50%
  - 2.11 -- 100% Complete (without QM support)
- MT has been heavily involved in their CAP and implementation and ongoing development of their case management system. There has been very little TA under this ITAA however, the agency continues to make progress on these activities.

On the fiscal side: QM conducted training regarding the fiscal requirements for managing the VR grant, period of performance, and A-DRAN. An onsite training was conducted on A-DRAN with field staff in May 2022. Originally, QM was asked to assist in reviewing the written internal controls for all fiscal operations, but the agency submitted those directly to RSA without QM review.

3. What is the intended impact of the work and how are you measuring the impact so far?

The TA is intended to impact the accuracy of their data, improve their performance indicator outcomes and have a better understanding of the overall reporting requirements and the ability of their CMS to meet these requirements.

The outcomes will be measured by tracking their data and performance rates from year to year, as well as analyzing quarterly reports/dashboards and other internal control and data validation activities to ensure confidence in the system.

On the fiscal side - Training was meant to increase knowledge on the fiscal management of the grant and give field staff the tools they need in working with the gray areas of purchasing.

4. Has progress been made, and if so, how much?

See #4

5. What has changed within the agency and what has been the impact on consumers served?

As a result of the TA, the agency has implemented or reworked practices in the following areas:

- Updated policies and procedures and internal controls;
- TA related to MADISON functionality and RSA-911 compliance; and
- Trust and confidence in their data and understanding of continued challenges.

As a result, the impact on customer served has been:

- A clearer understanding of the functionality (pros and cons) of their new CMS (MADISON), the RSA-911 and WIOA Annual report requirements, as well as making data-informed decisions.
- MT hired a data analyst that has help the agency greatly improve their data analysis and accuracy;
- Agency has a better understanding of where they are at, improvements that need to be made for the field and the impact it has on their clients.

6. What has worked well and what has been a challenge?

While providing TA the following have been noted as promising practices:

- The new data analyst has been a great addition to the MT team and it appears their data quality and accuracy in submissions have improved.

In addition, the following have been noted a challenge:

- The agency is limited by the abilities of their new CMS (MADISON) and the limited capacity of staff to tackle all of the priorities. QM has not provided too much support in these areas as of yet because MT has been working on them internally, reaching out when they have targeted needs or have put things on hold/delay.

Staff were eager to participate in fiscal training. The staff is small and wears multiple hats. It has been challenging in getting traction on assisting the agency effectively.

7. Describe any work with other TA Centers and how that went or is going?

TA was provided to this agency in collaboration with _____. This joint effort has _____.
NA

8. Future plans for the work?

TA with this agency is complete or will continue through 2024 or until all ITAA activities are complete. The agency is continuing their efforts in accuracy, data quality and program improvement.\

On the fiscal side - Internal monitoring using the new QM tool will be conducted in year three. Additional work may be added to the ITAA in reviewing the new CMS functionality as it relates to period of performance. Also, looking into possible MOE and reallotment TA this upcoming year.

The work plan for Montana Combined is contained below:

Intensive Technical Assistance Agreement (ITAA) Workplan

Montana Vocational Rehabilitation and Blind Services (VRBS)

Last Updated: 9/23/2022

VRTAC-QM

OVR Performance Accountability	PRIORITY	TA CATEGORY	OVR Lead	QM Lead	DUE	DONE	Activity STATUS	OUTPUT	Output STATUS	NOTES
2.5 Analyze VR agency readiness and capacity to track and report data for (i.e., RSA-911 and supporting documentation) the WIOA Performance Indicators	HIGH	WIOA Performance Accountability	Rachel Heaton	Rachel Anderson	8/31/2022		100%	implementation strategies and timelines necessary to accurately track and report the RSA-911 and supporting documentation data for the WIOA Performance Indicators	100%	Analysis is done
2.6 Review, develop and/or revise, as needed, written internal controls necessary for the WIOA Performance Accountability System	HIGH	WIOA Performance Accountability	Anna Gibbs	Rachel Anderson	7/31/2023		50%	Completed draft/revised internal controls and written procedures recommendations	50%	Written and submitted. Stuff related to CAP is complete, but may be other areas that need to be addressed.
2.7 Assist VR agency in developing strategies for data analysis and data-informed decision-making (visual analytics – Tableau, tracking reports, etc.) for meeting or exceeding WIOA performance established targets	MEDIUM	WIOA Performance Accountability	Steve McCann	Rachel Anderson	8/31/20241		25%	Completed draft/revised strategies including data analysis and data-informed decision-making recommendations	25%	Have made a lot of progress here with Steve's skills. They have some cool visual analytics now.

New Mexico General

1. What led to the request for TA?

The agency requested intensive technical assistance (ITAA) as a result of:

- Difficulty in managing their data, case management system, and policies around the WIOA performance accountability system. In particular, they are struggling with tracking and reporting data for the MSG/CA indicators and have had to resubmit quarterly reports (directed by RSA) due to inaccuracies and missing performance data. They also struggle with understanding the coding in their CSM and how it aligns with the federal reporting requirements.

2. What activities did you do, or are you doing?

The agency's ITAA identified 15 technical assistance (TA) activities targeting program and performance areas. The TA activities and progress (% complete) are listed below:

- Performance
  - 2.2 -- 25%
  - 2.3 -- 25%
  - 2.4 -- 25%
- VR Regulations and Process
  - 2.1 -- 10%
- NM-G has been a highly intensive with targeted TA, until finally entering into an ITAA this year. Activities are just starting, but already progress has been made. TA with the data unit, program staff and management has occurred along with training to complement each of the TA activities, with management/leadership, and the field.

3. What is the intended impact of the work and how are you measuring the impact so far?
The TA is intended to impact the accuracy of their data, improve their performance indicator outcomes, and for the management team to have a better understanding of the overall reporting requirements and the ability of their CMS to meet these requirements. The outcomes will be measured by tracking their data and performance rates from year to year, as well as analyzing quarterly reports/dashboards and other internal control and data validation activities to ensure confidence in the system.
4. Has progress been made, and if so, how much?
See #4
5. What has changed within the agency and what has been the impact on consumers served?
As a result of the TA, the agency has implemented or reworked practices in the following areas: • Updated policies and procedures and internal controls (in progress); • RSA-911/Aware data mapping to analyze accuracy in coding and use; • Assisted with activities in their CAP; • Train management and the field on all aspects of the performance accountability system to promote better outcomes and tracking of participants; and • Trust and confidence in their data and understanding of continued challenges. As a result, the impact on customer served has been: • A clearer understanding of the functionality (pros and cons) of their CMS (Aware), the RSA-911 and WIOA Annual report requirements, as well as establishing goals for making data-informed decisions. • Staff have strengthened their skills and knowledge to greatly improve their data analysis and accuracy; • Agency has a better understanding of where they are at, improvements that need to be made for the field and the impact it has on their clients.
6. What has worked well and what has been a challenge?
While providing TA the following have been noted as promising practices: • The RSU team, leadership, and program staff (e.g., data, fiscal) work wonderfully together. Its refreshing to see any agency dissolve silos and establish roles and understanding across teams. They have the right structure to make vast improvements over the next few years. In addition, the following have been noted a challenge:

- The agency is limited by their capacity and knowledge of the requirements but are working diligently to move into compliance and beyond.

7. Describe any work with other TA Centers and how that went or is going?

TA was provided to this agency in collaboration with NTACT:C. This joint effort has provided a bridge between education and VR to help with knowledge translation, tracking and reporting efforts, staff training and compliance related to SWD and Pre-ETS.

8. Future plans for the work?

TA with this agency will continue through 2024 or until all ITAA activities are complete. The agency is continuing their efforts in accuracy, data quality and program improvement.

The work plan for New Mexico General is embedded below:

Intensive Technical Assistance Agreement (ITAA) Workplan

New Mexico Division of Vocational Rehabilitation (NMDVR) Last Updated: 10/4/2022 VRTAC-QM Next Meeting: 12/6/2022

Activity	PRIORITY	TA CATEGORY	Agency Lead	QM Lead	Additional TAC Lead	DUE	DONE	Activity STATUS	Output	Output STATUS	NOTES
2.2. Activity 2: Analyze VR agency readiness and capacity to track and report data for (i.e., RSA-911 and supporting documentation) the WIOA Performance Indicators	HIGH	WIOA Performance Accountability	Casey Stone-Romero	Rachel Anderson		July 31, 2023		25%	Completed assessment with identified implementation strategies and timelines necessary to accurately track and report the RSA-911 and supporting documentation data for the WIOA Performance Indicators	25%	Ongoing meetings with DVR to assess various sections in their CSM and reporting deficiencies.
2.3. Activity 3: Assist VR agency's data/case management system and program staff to develop/revise data collection processes for the WIOA Performance Indicators (MSG and CA)	HIGH	WIOA Performance Accountability	Casey Stone-Romero	Rachel Anderson		January 31, 2025		25%	Completed recommendations and/or implementation for data collection processes for the WIOA Performance Indicators	25%	Ongoing meetings with DVR to assess various sections in their CSM and reporting deficiencies, including Educational Goals for MSG/CA and post-exit reporting.
2.4. Activity 4: Review, develop and/or revise, as needed, written internal controls necessary for the WIOA Performance Accountability System	MEDIUM	WIOA Performance Accountability	Casey Stone-Romero	Rachel Anderson		September 30, 2025		25%	Completed draft/revised internal controls and written procedures recommendations	25%	Ongoing.

Pennsylvania Combined

1. What led to the request for TA?

The agency requested intensive technical assistance on the program and performance side as a result of difficulty in managing their data, case management system, and policies around the WIOA performance accountability system. In particular, they were not able to track and report data for the MSG/CA indicators and needed extensive TA to implement new reporting mechanisms in their case management system (CWDS).

On the fiscal side, At the initial request, PA had significant turnover in the fiscal unit, with new staff lacking knowledge and understanding of VR fiscal requirements. Additionally, they desired to reevaluate their fiscal unit structure and staff responsibilities. They requested TA to assist with staff training and evaluation of organizational structure with recommendations for efficiencies.

2. Activities

The agency's ITAA identified 15 technical assistance (TA) activities targeting program and performance areas. The TA activities and progress (% complete) are listed below:

- Training
  - 2.2 -- 90%
  - 2.3 -- 90%
- Performance
  - 2.5 -- 100% Complete
  - 2.6 – 75%
  - 2.7 -- 100% Complete
  - 2.8 -- 100% Complete
  - 2.9 -- 50%
  - 2.10 -- 50%
- VR Regulations and Process
  - 2.11 – 75%
  - 2.12 -- 100% Complete
  - 2.13 -- 90%

PA has been a highly intensive state for two years, but toward the end of Yr2, the TA has been able to taper, and activities have been completed. Additionally, there have been targeted activities indirectly related to all activities in the ITAA but are not specifically identified or tracked. Multiple levels of training have complimented each of the TA activities, with management/leadership, and the field.

On the fiscal side, an onsite TA visit in February 2022 included Julya Doyle, representing the fiscal and resource management area. At this meeting, needs were explored along with development of a training plan. While some of the work began as identified in established priorities, PA experienced another shift in personnel, resulting in a need to reevaluate priorities again and restart some of the work. An onsite visit is planned for January 2023 to develop a new work plan at PA's request.

3. What is the intended impact of the work and how are we measuring the impact so far?

The TA is intended to impact the accuracy of their data, improve their performance indicator outcomes, and for the management team to have a better understanding of the overall reporting requirements and the ability of their CMS to meet these requirements.

The outcomes will be measured by tracking their data and performance rates from year to year, as well as analyzing quarterly reports/dashboards and other internal control and data validation activities to ensure confidence in the system.

On the fiscal side, The intent is to get new fiscal staff grounded in the fiscal requirements and assist with process efficiency and redesign. Due to the turnover, it is difficult to assess progress at this point. We are beginning with a brand new team.

4. Has progress been made, and if so, how much?

See work plan

5. What has changed within the agency and what has been the impact on consumers served?
As a result of the TA, the agency has implemented or reworked practices in the following areas: • Updated policies and procedures and internal controls; • Developed and implemented elaborations in their CMS (CWDS) related to educational tracking (MSG/CA), IPEs, and application and referrals. • Finalize activities in their CAP; • Fixed duplication and accuracy of SWD tracking and reporting; • Train management and the field on all aspects of the performance accountability system to promote better outcomes and tracking of participants in PA OVR; and • Trust and confidence in their data and understanding of continued challenges. As a result, the impact on customer served has been: • A clearer understanding of the functionality (pros and cons) of their CMS (CWDS) and potential future elaborations, the RSA-911 and WIOA Annual report requirements, as well as making data-informed decisions. • PA's management completely overturned during the ITAA, and new staff have strengthened their skills and knowledge to greatly improve their data analysis and accuracy; • Agency has a better understanding of where they are at, improvements that need to be made for the field and the impact it has on their clients.
6. What has worked well and what has been a challenge?
While providing TA the following have been noted as promising practices: • The new management team has been able to finalize and improve policies and procedures, streamline training, and finalize many of the CWDS requests. In addition, the following have been noted a challenge: • The agency is limited by the abilities of their CMS which is used by all the core programs in PA. They are also limited by the Union that drives many of their approaches to change and staff accountability. • The primary challenge for fiscal TA has been staff turnover and retention
7. Describe any work with other TA Centers and how that went or is going?
TA was provided to this agency in collaboration with NTACT:C. This joint effort has provided a bridge between education and VR to help with knowledge translation, tracking and reporting efforts, staff training and compliance related to SWD and Pre-ETS. TA was also provided in collaboration with the QE. We partnered on developing a statewide training plan, however, QE activities continued to be put on hold while PA focused on crucial management activities.

8. Future plans for the work?
TA with this agency is complete or will continue through 2023 or until all ITAA activities are complete. The agency is continuing their efforts in accuracy, data quality and program improvement. Future fiscal TA plans: The onsite visit planned for January 2023 will include training on Period of Performance and Internal Controls, along with an in depth look at existing processes and controls. Collectively, we will outline a more comprehensive training work plan to identify work and details for moving forward.

The work plan for Pennsylvania Combined is embedded below:

Intensive Technical Assistance Agreement (ITAA) Workplan

Pennsylvania (PA) Office of Vocational Rehabilitation (OVR)

Last Updated: 5/23/2022

VRTAC-QM

Pre-Employment Transition Services (Pre-ETS) Collaboration with NTACT:C	PRIORITY	TA CATEGORY	OVR Lead	NTACT:C Lead	QM Lead	DUE	DONE	Activity STATUS	Output	Output STATUS	NOTES
2.14 TA regarding funding (activities/positions) between BSE and OVR to support the implementation of the Interagency Agreement (MOU) and services to students with disabilities, using the 15% reserve, includes recommended contract/agreement	HIGH	Pre-ETS	Kim Robinson	Brenda Simmons	Melissa Diehl	9/30/2021	√	100%	Draft/recommended contract/agreement	100%	MOU's are final.
2.15 Analyze OVR's ability to accurately track and report VR requirements for students with disabilities (SWD) and pre-employment transition services (including potentially eligible SWD), includes completed assessment and strategies	MEDIUM	Pre-ETS	Kim Robinson	Melissa Diehl	Rachel Anderson	6/30/2022		75%	Completed draft of revised procedure for documenting and reporting or written recommendations	75%	We have fully analyzed OVR's SWD and Pre-ETS reporting. CWDS has undergone many revisions to improve accuracy. SWD counts are now accurate. The team will meet to verify all of the tracking (including service provision) and any additional strategies needed.
2.16 Staff training on allocation of allowable costs (including tracking and reporting)	LOW	Pre-ETS	Kim Robinson	Melissa Diehl	Rachel Anderson	11/30/2021	√	100%	Number of people trained	100%	OVR has conducted multiple rounds of training with QM and NTACT:C TA and support. OVR will wrap up final training this month.
2.17 Assist OVR in identifying areas needing improvement and/or impact of state and local transition practices and activities through use of agency data/analytics, includes completed plan and implementation needs	LOW	Pre-ETS	Kim Robinson	Melissa Diehl	Rachel Anderson	9/30/2021		25%	n/a	25%	OVR is setting goals for SWD, Pre-ETS and Act 26 – Will meet as a team to identify TA needed in this area once OVR is ready.

South Carolina General

What led to the request for TA?	SCVRD initially reached out to the VRTAC-QM due to their need for technical assistance (TA) and training stemming from their recent RSA monitoring. The ITAA is focused on Program and Performance and Fiscal and Resource Quality Management.
What activities did you do, or are you doing?	The QM team has been onsite twice. A comprehensive work plan was detailed with activities that would lead to completion of activities outlined in the ITAA. Training was conducted with SCVRD fiscal staff and agency leadership on internal controls, Federal regulatory fundamentals including a complete markup of EDGAR and UGG, period

	of performance, internal controls, A-DRAN, Federal reporting requirements, rate setting, contract monitoring, policy and procedure basics, and the changing landscape in VR. The team has met every other week with the policy team in working through a complete revision of their policy and procedure manual. This has included developing a policy template, review process, and focus on changing language within policies to be more positive and focused on what the agency can do versus what it can't do. The QM team has reviewed 31 batches of consumer services policies. Additionally, QM has started work on the fiscal policies/procedures, and internal controls. To date, the prior approval policy/procedure and a contract monitoring policy/procedure have been completed and submitted to RSA for review as part of the CAP. The prior approval policy/procedure was approved by the RSA team with no further action needed.
What is the intended impact of the work and how are you measuring the impact so far? Has progress been made, and if so, how much? What has changed within the agency and what has been the impact on consumers served?	To ensure the agency is operating with up to date policies and procedures that are reflective of Federal regulatory requirements and written in a spirit that is focused on achieving CIE for customers. Also, to develop written fiscal policies/procedures/internal controls that will ensure continuity of completion of critical grants management functions as staff come and go by having thorough written documentation that can be used by any new person coming in the door. About 50% of the consumer services policies and procedures have been completely redone. There has been a noticeable change in the agency culture and approach on what they can do, versus what they cannot do. They have also enlisted feedback from the CAP which was greatly appreciated by CAP staff. Implementation of the revised consumer services policies will ultimately impact the consumer experience and service delivery.
What has worked well and what has been a challenge?	The turnover in fiscal staff has been challenging for their team in terms of time to dedicate in completing the fiscal policies/procedures/internal controls. The agency leadership on down is deeply committed to the work at hand and is receptive to feedback, responsive to the completion of work, and committed to the customers served. They are a delight to work with.
Describe any work with other	There has been discussion with the VRTAC-QE for

TA Centers and how that went or is going	assistance with customized employment. There are still some issues with ensuring that SCVRD is getting the level of support needed to develop that program.
Future plans for the work	Training field staff and leadership in the Federal cost principles (A-DRAN). Finish the overhaul and implementation of the consumer services policy manual, defining the schedule for completion of the fiscal policies, procedures, and internal controls, and completion of the rate setting process.

The work plan for South Carolina General is embedded below:

Intensive Technical Assistance Agreement (ITAA) Workplan

South Carolina Vocational Rehabilitation Department-SCVRD

Last Updated: 10.18.22

VRTAC-QM

Next Meeting: November 15, 2022

LM#	Activity	PRIORITY	TA CATEGORY	OVR Lead	QM Lead	DUE	DONE	Activity STATUS	Output	Output STATUS	NOTES
FM-8	2.1.Conduct training regarding fiscal requirements for managing the VR grant including period of performance,internal controls, and D-RAAN.	HIGH	Fiscal Management	Breta Rheney	Sarah Clardy	11/1/2022		50%	Training events for SCVRD fiscal team	50%	The Executive Leadership team and key personnel were trained the last week of July. The field staff and also supervisors will be trained this fall. UPDATE: Supervisors training will be held in January. Field staff will have 3 dates in February.
FM-1	2.2 Review, develop and/or revise policies and procedures for all fiscal operations	HIGH	Fiscal Management	Breta Rheney	Sarah Clardy	8/1/2023		10%	Completed draft/revised policies and procedures for all fiscal operations	10%	The process was started and Breta and her team were trained is some key ideas for development of this product. 10.18 Breta will send dates and we will schedule a meeting to scope out the next steps.- The thinking is to combine policy/procedure/internal controls into one with this process.
FM-2	2.3 Review, develop/revise as needed the written internal controls for all fiscal operations	HIGH	Fiscal Management	Breta Rheney	Sarah Clardy	8/1/2022		10%	Completed draft/revised policies and procedures for all fiscal operations	10%	Initial training was completed on internal controls. This work will fold into the policy and procedure work.
FM14	2.5 Develop a rate setting methodology and procedure including a review of current rate structure	HIGH	Fiscal Management	Carol Anderson	Carol Pankow	6/1/2023		10%	Completed draft processes and revisions as nee	0%	Training was conducted with key personnel and discussion of a possible flow with examples given. Carol and team to discuss and circle back for more assistance. UPDATE: work will be incorporated into SCVRD bi-weekly calls. 10.18- Refresher on rate setting info to incorporate into an overarching policy -Carol A to send dates for a meeting dedicated to this.
FM15	2.4 Develop contract management and monitoring processes to ensure adequate oversight and compliance with federal requirements	HIGH	Fiscal Management	Betsy McWhite	Carol Pankow	10/31/2022		75%	Completed draft processes and revisions as necessary based upon feedback	75%	Staff was trained during the onsite visit. A draft procedure was reviewed and comments made for further refinement and consideration. 10.18 A second pass was made at these and they are prepped for submission with the October 30 packet to RSA on the CAP report.

Washington Blind

1. What led to the request for TA?	Washington DSB initially reached out for TA related to their Corrective Action Plan as a result of their monitoring. In the course of discussions with them, they branched out in their TA requests to include areas not identified in their monitoring. Leadership was concerned that the isolation and remote work resulting from COVID adversely impacted the culture of the organization and may have resulted in a loss of focus on their primary mission. They also wanted to strike a balance between the need to gather and report data

	and the need to effectively counsel their participants.
2. Activities	We conducted a staff training needs assessment and started a year-long leadership training with their staff. There are other program and performance areas that we are working on that are included in the attached work plan.
3. What is the intended impact of the work and how are we measuring the impact so far? Has progress been made, and if so, how much? What has changed within the agency and what has been the impact on consumers served?	The intended goals are to assist the agency to develop their leadership staff, develop a succession plan, complete a staff training needs assessment, conduct strategic planning, and develop or revise need policies and procedures. The agency agreed to purchase the book "The Leadership Challenge" for all leadership staff. We are working together to go through the exemplar practices with them in a series of meetings throughout 2023.
4. What has worked well and what has been a challenge?	The commitment of staff has been great and the engagement level of the director and deputy has been exemplary. One challenge has been finding the time to do the work we hope to do considering the demands on a small agency with limited staff.
5. Describe any work with other TA Centers and how that went or is going	Primary work completed by the QM.
6. Future plans for the work	We will continue with the leadership training and working with the agency on their policies and procedures and internal controls.

The work plan for Washington Blind is embedded below:

Intensive Technical Assistance Agreement (ITAA) Workplan

<Insert Agency Name> Last Updated: 9/28/2022 VRTAC-QM Next Meeting:

Activity	PRIORITY	TA CATEGORY	Agency Lead	QM Lead	Additional TAC Lead	DUE	DONE	Activity STATUS	Output	Output STATUS	NOTES
2.1. Activity 1: Conduct a staff training needs assessment	HIGH	VR Program & Regulations	Lisa Wheeler	Chaz Compton		Feb 28, 2022	√	100%	Completed needs assessment report with staff training needs identified for different job classifications.	100%	Training needs assessment was completed begimning in May with a final report sent to DSB in August 2022.
2.2. Activity 2: Conduct staff training on areas requested by DSB	LOW	VR Program & Regulations	Lisa Wheeler	Chaz Compton and Rachel Anderson		April 30, 2024		0%	Number of staff that complete training for each of the identified topic areas.	0%	
2.5. Activity 5: Assist DSB to develop and implement a succession plan that will develop staff to become future leaders of the agency and ensure the continuity of established values and desired workplace culture.	LOW	VR Program & Regulations	Lisa Wheeler	Chaz Compton and Rachel Anderson		January 31, 2023		0%	A completed and implemented succession plan.	0%	

Wyoming Combined

What led to the request for TA?	DVR has reached out to the VRTAC-QM for a variety of targeted technical assistance, including grounding the new administrator in the fiscal responsibilities of VR. The previous administrator retired after 40+ years of service, and the new administrator was hired from within the field services unit and had come up through the ranks. She has a strong counselor background but has requested assistance navigating the financial aspects of the VR program. She has a strong desire to learn and understand, not just for herself, but for her core executive team. Additionally, the long-term DVR fiscal staff retired after a long tenure with the agency. The designated state agency (DSA) took over the administration of all fiscal responsibilities for DVR. Turnover of personnel on the DSA fiscal team has led to a lack of understanding about critical regulatory requirements, resulting in Federal financial reporting challenges requiring technical assistance. Wyoming was then selected by RSA for onsite monitoring in May of 2022, and the agency asked for help with monitoring preparation. The ITAA is focused on Fiscal and Resource Quality Management.
What activities did you do, or are you doing?	The QM team has had four onsite visits including participation in the onsite RSA monitoring. A discovery process was completed onsite to assess the agency needs including a review of their period of performance by reviewing the SWAS and the CMS, reviewing State of Arkansas regulations concerning obligations, reviewing

	contracting processes, reviewing the Federal reporting processes and practices, and reviewing agency internal controls, and fiscal structure. From that process, a comprehensive work plan was detailed with activities that would lead to completion of activities outlined in the ITAA. Training was conducted with DSA fiscal staff and DVR leadership on internal controls, Federal regulatory fundamentals including a complete markup of EDGAR and UGG, period of performance, internal controls, Federal reporting requirements, and training field staff and leadership in the Federal cost principles (A-DRAN). Extensive time was spent in reviewing Federal reporting problems, identifying issues, and assisting with creating a plan for correction. Reviewed corrected reports and assisted the agency in documenting procedures for completing reporting processes consistently. Also, assisted the agency with accurately determining their financial position, assisted with the use of carryover funds, and created a spending plan for the upcoming FFY.
What is the intended impact of the work and how are you measuring the impact so far? Has progress been made, and if so, how much? What has changed within the agency and what has been the impact on consumers served?	QM wants to ensure that agency fiscal policies/procedures/internal controls are documented in a manner so turnover in staff does not impact the program's ability to carry out the required grants management duties according to Federal regulatory requirements. The agency has been able to secure a fiscal position on the DSU side that serves as a bridge between the DSU and DSA. Additionally, the agency was able to contract with the former Fiscal Director to assist with transfer of knowledge, documentation of processes, and correction of reports. That resulted in her identifying sources of match that were unknown to the current team which allowed them to maximize their use of Federal Feds as much as possible. In turn this allowed funds to be spent on consumers. The team checks in monthly with DVR and assesses completion of the workplan activities. All Federal reports were corrected, submitted to RSA, and accepted by RSA. By having the foundational fiscal knowledge and understanding the DVR leadership is better able to evaluate service delivery opportunities and efficiencies. Additionally, by providing foundational training to the DSA, the VR Director is better able to maintain control of the allocation and expenditure of VR funds.
What has worked well and what	Initially there was a challenge with turnover in the DSA

has been a challenge?	fiscal staff. The DSA and DVR have a deep commitment to correcting issues and are receptive to guidance. They are truly a pleasure to work with. This has helped tremendously in making strides to completing activities that will set up the program for long term success.
Describe any work with other TA Centers and how that went or is going	The NTACT:C has been involved with the Pre-ETS side of the program. That worked has started and is progressing at the speed Wyoming is able to commit.
Future plans for the work	We will continue to work on the activities identified in the workplan, fiscal policies/procedures/internal controls.

The work plan for Wyoming Combined is embedded below:

Intensive Technical Assistance Agreement (ITAA) Workplan
Wyoming Division of Vocational Rehabilitation (DVR)
Last Updated: VRTAC-QM Next Meeting:

Line	Activity	PRIORITY	TA CATEGORY	DVR Lead	QM Lead	DUE	DONE	Activity STATUS	Output	Output STATUS
PM3	2.1. Review and analyze DVR's fiscal management and operations to assist in developing a workplan.	HIGH	Fiscal Management	Nicky Harper	Sarah Clardy and Carol Parkow	1/31/2022	✓	100%	An approved work plan	100%%
PM11	2.2. Review processes for fiscal reporting and make recommendations for improving accuracy, efficiency, and automation.	HIGH	Fiscal Management	Nicky Harper	Sarah Clardy	4/30/2022	✓	100%%	Documented feedback and recommendations for fiscal reporting.	75%
PM3	2.3. Review and analyze VR agency's fiscal management and operations to assist leadership with the development of an improvement plan for overall systems and operations.	HIGH	Fiscal Management	Nicky Harper	Sarah Clardy	1/31/2023		75%	Completed improvement plan for overall systems and operations.	75%
PM11	2.4. Review and analyze the VR agency's fiscal functionality within the case management system to assist leadership with the development of an improvement plan for maximizing the Libera case management system core, functions, including possible system customization.	HIGH	Fiscal Management	Nicky Harper	Sarah Clardy	9/30/2022		75%	Completed improvement plan for case management system improvements and enhancements.	75%%
PM15	2.5. Develop contract management and monitoring processes to ensure adequate oversight and compliance with Federal requirements.	HIGH	Fiscal Management	Nicky Harper	Sarah Clardy	2/28/2023		0%	Documented feedback on completed contract management and contract monitoring process	0%%
PM12	2.6. Review and analyze the VR agency's indirect cost rate for correct utilization in collaboration with RSA	LOW	Fiscal Management	Nicky Harper	Sarah Clardy	3/31/2023		10%%	RSA approved indirect cost rate.	10%
PM1	2.7 Review and develop policies and procedures for all fiscal operations	HIGH	Fiscal Management	Nicky Harper	Sarah Clardy	3/31/2024		10%	Completed draft/revised policies and procedures recommendations for all fiscal operations	10%
PM2	2.8 Review and develop written internal controls necessary for all fiscal operations.	HIGH	Fiscal Management	Nicky Harper	Sarah Clardy	3/31/2024		10%	Completed draft/revised written internal controls recommendations for all fiscal operations.	10%
PM6	2.9 Review and develop recommendations for Infrastructure Agreements.	LOW	Fiscal Management	Nicky Harper	Sarah Clardy	9/30/2022		10%	Documented feedback.	10%
PM8	2.11 Conduct training regarding the fiscal requirements for managing the grant	HIGH	Fiscal Management	Nicky Harper	Sarah Clardy	1/31/2025		100%	Training is conducted for the DVR Leadership team, Field staff as applicable, and DSA fiscal staff. From logic model: The number of individuals that complete the training(s).	100%
PM8	2.11 Conduct training regarding the fiscal requirements for period of performance	HIGH	Fiscal Management	Nicky Harper	Sarah Clardy	1/31/2025		100%	Training is conducted for the DVR Leadership team, Field staff as applicable, and DSA fiscal staff. From logic model: The number of individuals that complete the training(s).	100%
PM8	2.11 Conduct training regarding the fiscal requirements for internal controls	HIGH	Fiscal Management	Nicky Harper	Sarah Clardy	1/31/2025		100%	Training is conducted for the DVR Leadership team, Field staff as applicable, and DSA fiscal staff. From logic model: The number of individuals that complete the training(s).	100%
PM8	2.11 Conduct training regarding the fiscal requirements for D-RAAN.	HIGH	Fiscal Management	Nicky Harper	Sarah Clardy	1/31/2025		100%	Training is conducted for the DVR Leadership team, Field staff as applicable, and DSA fiscal staff. From logic model: The number of individuals that complete the training(s).	100%

SWOT assessment tools development and assessments conducted

There have been 14 SWOT analyses conducted through the end of Year 2. Two of the SWOTS were conducted in Year 2 but did not result in the development of an ITAA until the first quarter of Year 3. These include New Jersey General and Kentucky Combined.
The assessment tool developed, reviewed and approved by RSA remains the tools that we use in conducting SWOTs. The SWOTs have been conducted via Zoom and also in-person. The assessments are very helpful when developing the ITAAs and have helped to illuminate areas of TA need not specified in the original request from the VR agency.

Program Evaluation:

The comprehensive annual program evaluation report contains all of the detailed program evaluation information for progress and impact through the end of Year 2.

Targeted TA

The requests for targeted TA have remained frequent and have touched 95% of VR agencies through the end of the second year of the project. Table 2 identifies the targeted TA for the fourth quarter of Year 2. The totals for the project are found in the update on project measures later in the report.

Number of events by type, topic, agency and number served:

Table 2: *Targeted TA and Training during the 2nd Quarter of Year Two*

Targeted TA in Year 2 Quarter 4		
Agency	**Request**	**Number Receiving TA**
Alaska Combined	Rapid Engagement	1

Targeted TA in Year 2 Quarter 4		
Agency	**Request**	**Number Receiving TA**
American Samoa	Counselor training	2
Arizona Combined	Fiscal; dual VR cases	4
Arkansas Blind	Recruitment and retention pilot; internal controls; self-assessment tool; SE P&P revision and rate setting; leadership development; Program evaluation.	21
California Combined	Reporting, data analysis; pre-ETS fiscal; leadership development; NRLI	14
CNMI Combined	Multiple management and case review Q&A; Leadership; reporting; internal controls; WIOA performance	7
Colorado Combined	Fiscal; period of performance;	19
Connecticut General	General QM; recruitment and retention pilot	15
Delaware General	Fiscal TA	2
District of Columbia	WIO performance and reporting, internal controls	3
Georgia Combined	P&P and internal controls for WIOA performance; SE	9
Guam Combined	Policies and procedures; eligibility; service delivery	4
Hawaii Combined	CMS reporting; fiscal; P&P, internal controls; data validity;	12
Idaho General	P&P and internal controls, reporting, program improvement	2
Indiana Combined	P&P, Internal controls	2
Iowa Blind	P&P, Internal controls; reporting	2
Iowa General	Fiscal and resource TA	2
Kentucky Combined	Program and performance TA; fiscal and resource TA; internal controls;	10
Maine Blind	Fiscal and resource management	7
Maine General	Fiscal and resource management	4
Maryland Combined	Supervisor training; CoP	12
Massachusetts Blind	CSAVR presentation	2
Michigan Blind	Policy and procedure revision, internal controls	2
Michigan General	Pre-ETS fiscal, internal controls; fiscal TA;	13
Minnesota Blind	Program and performance	4
Minnesota General	Training resources; fiscal TA;	6

Targeted TA in Year 2 Quarter 4		
Agency	**Request**	**Number Receiving TA**
Mississippi Combined	Reporting; policy and procedure revision; Blind program position descriptions	4
Missouri General	Reporting for 911	1
Multiple States	NRLI; Training Director CoP; fiscal forum	75
Nebraska Blind	Pre-ETS fiscal and allowable costs	2
Nevada Combined	CMS data collection, data analytics for program improvement, reporting and staff performance standards; policy review; program income	4
New Jersey General	WIOA performance; fiscal; period of performance;	9
New Mexico General	CMS data collection, P&P and internal controls, reporting and tracking SWD; reporting; performance calculations;	5
New York General	MOE waiver and fiscal forecasting; P&P and internal controls	3
North Carolina General	Q&A on pre-ETS fiscal	1
North Dakota Combined	P&P review and internal controls; WIOA performance	3
Ohio Combined	Training resources	1
Oklahoma Combined	Recruitment and retention pilot	7
Oregon General	Pre-ETS P&P review and revision	4
Oregon Blind	Monitoring assistance; best practices and resources; DEI P&P; indirect cost allocation	17
Rhode Island Combined	P&P review and internal controls	2
South Carolina General	Pre-ETS fiscal tracking	2
Tennessee Combined	Program and performance, internal controls, reporting	1
Texas Combined	Policy review ands revision	1
Utah Combined	CMS data collection and reporting; pre-ETS fiscal; P&P review	5
Vermont General	Monitoring review; systems change and community partnership; internal controls	5
Virgin Islands	Cap update and review; work plan development; Further CAP review	12

Targeted TA in Year 2 Quarter 4		
Agency	**Request**	**Number Receiving TA**
Virginia General	Fiscal TA	1
Washington Blind	Pre-ETS fiscal; P&P and internal controls	7
Washington General	Monitoring participation	14
Totals = 53 agencies (including multiple listings of multiple agencies); 101 targeted TA events (separated by semi-colon in list above including ten events in multiple listings)		**367**

A total of more than 53 SVRAs requested some form of targeted TA during the fourth quarter. There were 367 VR staff that received the TA directly, though this is not an unduplicated count. Since the inception of the VRTAC-QM, we have provided at least targeted TA to 74 of the 78 VR agencies (95%). There have been a total of 781 targeted TA events since the QM began and 5,500 SVRA staff that have participated in these events (not an unduplicated count).

Targeted TA of Note in Year 2, Quarter 4:

1. Arkansas Blind – Arkansas Blind is a participant in our recruitment and retention pilot project. Phase I of the Recruitment and Retention (R&R) Pilot Project involves performing a guided assessment using the R&R Assessment Tool. The two facilitators for this session worked with AR-B administrative staff to gather information regarding factors that are contribution to staff attrition issues with the goal of assisting the agency to develop a work plan to address these factors and improve retention and recruitment of staff. Session 1 was held on 6/2/2022. Session 2 finalized the assessment process. In addition, we worked with AR-B on their revision of Supported Employment policies and procedures and fee structures, leadership development and program evaluation. AR-B is a good example of an agency we developed a specific ITAA with (fiscal), that has begun to include more and more targeted TA around multiple program and performance topics. It is likely that their ITAA will expand to include some of these areas as they develop.
2. Kentucky combined – The VRTAC-QM team provided a considerable amount of TA and training to Kentucky Combined staff in the fourth quarter of Year 2. This led to the development on an ITAA with the agency shortly after the end of the quarter. The TA revolved around the fiscal and performance areas.
3. Maryland Combined – We began working with a team from Maryland Combined to co-create a training framework for those new to supervision and training for existing supervisors to expand skills. This is in addition to the work we have been doing with them in their ITAA.
4. Mississippi Combined - Agency went through a reclassification per the state and they have the blind agency staff in position classifications that do not match their jobs. Dorothy is working with the state to reclassify her staff, particularly her BEP and ILOB staff. Provided some TA and resources of other state structures, classifications and examples of PDs.

5. New Jersey General – Our staff provided a significant amount of TA to NJ-G in the fourth quarter of Year 2. The TA was focused on the results of their monitoring and resulted in a SWOT conducted by us in this quarter. We subsequently developed an ITAA with the agency prior to the writing of this report.
6. New Mexico General – We have been providing targeted TA for several months as a result of their monitoring. This TA has focused primarily on the program and performance side, especially related to their CMS and data gathering and reporting. Policy and procedure revision and internal controls development have also been a focus. The targeted TA resulted in the development of an ITAA in this quarter.
7. Oklahoma Combined - OK-C is part of the Recruitment and Retention Pilot Project. This session was to review the Assessment Report to check for accuracy and to review recommendations/suggestions based on the assessment process. The leadership team from OK-C combined was asked to work as a team to review the document and to start to prioritize recommendations for additional work. In the September session -This session was to review the recommendations from the Assessment Report and to assist agency leadership to develop their work plan. There are several priorities for the leadership including developing strategies to address a disconnect between executive leadership and program managers, exploring the use of employee engagement surveys and stay interviews to obtain data that will assist in change initiatives to help in retaining staff, and develop a five-year plan to increase base salaries for all staff. There were other items that needed to be addressed, but these were the priorities of agency leadership at this time.
8. Oregon Blind - Continued work on their mapping of services provided to potentially eligible and eligible VR students with disabilities and the coding of services. Reviewed the 48 codes RSA highlighted and worked with data and program staff to map if they were used during the 3-year period and to date, who used them (PE or VR) if they were indeed a req service, or a service covered under the NOI and if so, was a direct service also provided in order for that to be allowable.
9. Virgin Islands Combined - VI seeking additional TA - new assistant administrator. Not made progress on their CAP. Asked us to participate in CAP review with RSA. Assisted agency in providing TA in between their 1st and second weeks of CAP meetings with RSA with deliverables. Working in concert with RSA team - will be creating a priority list of TA activities and outputs and outcomes with RSA team post review.

Communities of Practice:

Customized Employment Community of Practice (CoP)

Goal:

The goal of the monthly CE CoP meetings is to facilitate the exchange of information between state agencies that supports the improvement of Customized Employment (CE) delivery, sustainability and program evaluation. This CoP offers state agencies the opportunity to share information, progress, challenges and questions with other agencies who are implementing CE in their state. Participants report this exchange of information by VR agency CE experts, enhances their ability to deliver and sustain CE services in their state.

The CE CoP is lead jointly by VRTAC-QM and Cornell University with VRTAC-QE participating regularly.

Meeting Summary:

The CE CoP met eight times this year on: October 27, January 26, February 23, April 27, June 29, July 27, September 28, August 31st. The December meeting was canceled due to the Holidays and the group decided to change to a every other month meeting schedule effective in February instead of the previous once a month schedule.

The following State VR agencies participated this year were: Arizona C., California G., Colorado C., Florida C., Idaho C., Louisiana C., Kentucky C., Michigan G., Minesota G. & B, Montana C., New Jersey G., South Dakota C., Texas C., Virginia C., Utah C., and Washington G., for a total of 17 VR agencies and 25 VR staff.

Agenda Summary:

- Updates from VRTAC-QM, VRTAC QE and Cornell University regarding TA support available
- State roundtable updates and cross-agency exchanges on a variety of topics including:
  - Mandated training requirements for VR staff on Customized Employment
  - CE Credentialing requirements for CE providers including training, prior experience, etc.
  - Quality control/fidelity in achieving high quality CE service delivery
  - Provider capacity challenges in terms of turnover and cultivating high quality provider staff
  - Developing more internal state capacity to deliver quality CE training and mentoring
  - Utilizing provider CE CoP forums to help build provider quality and capacity
  - Building effective partnerships with CRPs to successfully deliver CE Services
  - Developing specialized independent contractors to provide CE services
  - Utilizing Colorado's "Sequencing of Services" model to deliver services across partner agencies; see https://www.cde.state.co.us/sequencingofservices
  - Developing incentives within rate setting structure to help acquire and sustain high quality providers
  - Growing capacity for providing CE and developing a sustainable plan

- Developing a tracking scale based on the Essential Elements of CE, to help ensure good Q/C
- Preliminary discussions about how Pre-ETS can interface with CE
- National Center on Deaf Blindness provided an overview of work they are doing related to CE
- Utilizing local/state partner agencies such as the state UCED's to provide CE training

Supported Employment CoP

This Community of Practice was originally facilitated by members of the WINTAC SE/CE team. This group focuses on the provision of supported employment services to individuals with the most significant disabilities. CIT-VR took over the facilitation of this group with support from staff of the VRTAC-QM and participation by staff from VRTAC-QE and the Yang-Tan Institute at Cornell University. The community addresses a number of topical areas including the following:

- Rate Setting Methodology
- Training Requirements for SE Providers
- Accreditation Requirements for SE Providers
- Job Stabilization
- Quality reporting documents or agreements
- CRP Capacity Building
- Monitoring practice for CRPs

The community meets bi-monthly via Zoom, i.e., every other month, for 90-minute sessions. Members also have access to a closed group on the social media platform, NING, in which members can lead discussion threads on particular topics and share resources. All resources from meetings are also posted in the Resource section of the group. A typical CoP meeting will include 20 - 25 participants representing 10 – 15 State VR agencies.

Case File Review CoP

Agencies	
1. Delaware Division for the Visually Impaired*	9. New Jersey Division of Vocational Rehabilitation Services* 10. Oregon Commission for the Blind

2. Hawaii Division of Vocational Rehabilitation* 3. Kansas Rehabilitation Services* 4. Michigan Bureau of Services for Blind Persons 5. Michigan Rehabilitation Services 6. Minnesota State Services for the Blind 7. Mississippi Department of Rehabilitation Services 8. Montana Vocational Rehabilitation & Blind Services*	11. Oregon Office of Vocational Rehabilitation Services 12. South Dakota Division of Rehabilitation Services 13. Washington Division of Vocational Services 14. Wisconsin Division of Vocational Rehabilitation 15. Wyoming Division of Vocational Rehabilitation* ***ITAA 6 Combined/5 General/4 Blind**

TAC-QM Lead(S)
Crystal Garry & Bill Colombo
Background and Activities
The Case Review Community of Practice/Workgroup (CoP) was established to help State Vocational Rehabilitation agencies (SVRA) identify, understand, and implement case review practices which may partially satisfy the SVRA's requirement to "monitor its activities under Federal awards to assure compliance with applicable Federal requirements and performance expectations are being achieved" as outlined in 2 CFR 200.329(a). The CoP has served as a workgroup for which each SVRA representative is actively engaged, on behalf of the respective agency, to develop and present a final product for implementation within the SVRA to promote the quality management of the VR program.
Intended impact of the work and measurement
The overarching objective of the CoP is to facilitate the design of an agency-specific tool that the SVRA will use to monitor the compliance and effectiveness of case activities.

The impact of the CoP will be formally assessed by the VRTAC-QM evaluation team on close-out.
How progress is measured
The CoP is a time-limited activity with a closed cohort of SVRA representatives. This cohort is set to close-out in January 2023. Progress toward the objective will be assessed by upcoming SVRA final product report-outs.
What has worked well and what has been a challenge
While providing TA the following have been noted as promising practices: • The invitation by the co-leads to CoP members for a dedicated "Huddle" session to collaborate on agency specific interests around case file reviews. • Presentations by SVRA's with model case file review practices. • Presentations by VRTAC-QM and NTACT:C staff on targeted case file review areas. • Use of the CoP forum for communication and posting resources. In addition, the following have been noted a challenge: • Feedback from CoP members during live Zoom sessions.
Collaboration with other TA Centers
TA was provided to CoP members in collaboration with NTACT:C. Brenda Simmons presented on targeted case file review specific to pre-employment transition services. In addition, she provided direct TA consultations and material reviews with CoP members. Her contributions are valued by the CoP members and co-leads.
Future plans for the work
The Case File Review CoP will be evaluated for effectiveness. A second cohort may be considered for FFY'24 based on the evaluation results, SVRA needs, and internal capacity. The activity has resulted in the development of infrastructure and materials which would aid the implementation of a second cohort or similar topical initiatives.

Fiscal Forum CoP

The VRTAC-QM implemented a virtual Fiscal Forum in June 2022 to support participants in the VR Grants Management Certificate program conducted by Management Concepts (MC). The Fiscal Forum is held monthly to address any VR-specific fiscal-related questions that may not

have been answered through the MC training and support the fiscal work of SVRAs. Since June 2022, over 80 participants from across the country have been present. Topics have included fiscal resources, period of performance, RSA-17 reporting, spending strategies, marketing, and maintenance of effort. The Fiscal Forum participation increases each month as SVRA staff enroll in the certificate program.

Monitoring CoP

VRTAC-QM, in collaboration with CSAVR, facilitates a Monitoring Community of Practice for SVRAs selected for RSA 107 monitoring each year. The VRTAC-QM developed tools to support the CoP participants, including a monitoring prep checklist, fiscal monitoring tips, and an Excel monitoring guide prep workbook. Five meetings were set up with SVRAs to go through the tools, offer an opportunity for SVRAs to share their preparation plans, and discuss how the monitoring process was proceeding. All agencies, except for two, participated in the CoP meetings. Participants indicated they received a lot of value from listening to how their colleagues were preparing and dealing with the monitoring process.

Executive Leadership Seminar Series:

The Executive Leadership Seminar Series continued throughout the year as cohort N worked on completion of their final projects. Although these technically completed in the first quarter of year 3, we attached them so that RSA can review the work that has been completed. NRLI remains the chief way that we deliver in-depth TA on leadership development. The four topic areas completed by the group include:

1. Streamlining Processes So Participants Do Not Feel "Left on Read" 1: Five Ways Vocational Rehabilitation Can Exceed Expectations
2. Rebuilding a Culture: Piece by Piece LEGO® Approach (Leadership, Engagement, Guidance, and Outcomes)
3. Rethinking Organizational Change: Maximizing Internal Employment and Business Engagement Resources
4. Strengthening the Image of the Public VR Program

Each of these topics is critical to the quality management of the VR program and provides important information for participants to implement changes in their VR programs that will improve service delivery and outcomes. Participants continue to receive individual coaching throughout the year to support their professional development and help them work through challenges they may face in making the changes.

Program Evaluation:

Full program evaluation results are included in the PE report that accompanies the submission of this report.

Universal TA

Universal TA and training includes information on outreach activities, website development and analytics, and webinars or conference presentations that are intended for a general audience rather than a targeted to a specific VR agency.

Website Analytics for Year 2 Quarter 4

Website Traffic Overview

Overview	Counts	Quarterly Difference
Unique visitors	2,088	-932
Page views	9,463	-4150
Visits	4,002	-1766
Returning Visitors	-5.7%	-33%
New Visitors	105.7%	33%
Pages per Visit	2.4	0.00
Average Duration per Visit	1 m 10 s	1s decrease

Top 10 Pages Visited

Pages	Page Views	Percentage
1. Home | VRTAC-QM	2,011	21%
2. VR Grants Management Certificate | VRTAC-QM	807	9%
3. VRTAC-QM Training | VRTAC-QM	720	8%
4. VR Program Fiscal Management | VRTAC-QM	363	4%
5. Resources | VRTAC-QM	299	3%
6. Program & Performance Quality Management | VRTAC-QM	289	3%
7. Fiscal & Resource Quality Management | VRTAC-QM	262	3%

Pages	Page Views	Percentage
8. Management Concepts Training Application Form | VRTAC-QM	214	2%
9. VRTAC-QM CoP | VRTAC-QM	204	2%
10. About Us | VRTAC-QM	178	2%

Traffic Overview by States – 10 States with Higher Traffic

Region	Total users	New users	Engaged sessions	Engagement rate	Event count
1. Virginia	208	193	293	81%	2,862
2. California	184	165	273	88%	1,963
3. Florida	102	88	176	88%	1,392
4. South Carolina	45	28	151	90%	1,280
5. Washington	118	98	151	87%	987
6. New York	99	81	132	81%	1,707
7. Michigan	51	35	121	80%	1,011
8. Pennsylvania	58	48	119	85%	1,043
9. Minnesota	30	23	114	86%	1,147
10. Kentucky	53	36	100	86%	1,083

Website Analytics for Through the End of Year 2

Website Traffic Overview

Overview	Counts	Annual Difference
Unique visitors	12,362	8533
Page views	76,038	44660
Visits	19,257	11283
Returning Visitors	0.2%	0%
New Visitors	99.8%	0%
Pages per Visit	3.9	0.01
Average Duration per Visit	1 m 28s	14s decrease

Top 10 Pages Visited

Pages	Page Views	Percentage
11. Home | VRTAC-QM	17,010	22%
12. Program & Performance Quality Management | VRTAC-QM	2,908	4%
13. VR Program Fiscal Management | VRTAC-QM	2,663	4%
14. VRTAC-QM Training | VRTAC-QM	2,642	3%
15. About Us | VRTAC-QM	2,485	3%
16. Training Portal | VRTAC-QM	2,421	3%
17. VR Grants Management Certificate | VRTAC-QM	2,200	3%
18. Fiscal & Resource Quality Management | VRTAC-QM	2,031	3%
19. WIOA Performance Accountability System | VRTAC-QM	1,345	2%

Pages	Page Views	Percentage
20. Management Concepts Training Application Form | VRTAC-QM	1,109	1%

Traffic Overview by States – 10 States with Higher Traffic

Region	Total users	New users	Engaged sessions	Engagement rate	Event count
11. Virginia	1,552	1,524	1,330	76%	20,041
12. Wyoming	1,485	1,475	958	72%	8,412
13. California	814	788	710	82%	24,584
14. Florida	510	503	708	79%	9,337
15. Washington	507	488	594	77%	7,090
16. South Carolina	152	151	514	81%	5,847
17. Minnesota	216	193	483	69%	11,716
18. New York	509	491	474	78%	8,454
19. Michigan	187	184	387	74%	5,894
20. Pennsylvania	238	233	370	73%	5,501

Variable	Definition
Engaged Session	The number of sessions that lasted longer than 10 seconds, or had a conversion event, or had 2 or more screen or page views.
Engagement rate	% of engaged session (Engaged session divided by Sessions)
Event count	Number of times users triggered an event

Universal TA of Note in the 4th Quarter:

1. QM developed a webinar- Conflict Resolution: He Says....She Says....They Say....And the Ties That Bind Them Together. 101 registered and 59 participated. All registrants receive the PowerPoint and also the recording. I wasn't sure which number you wanted.
2. Podcasts for July – 314 downloads
3. Developed Lon Covid considerations for VR
4. August podcasts = 267
5. Episode 17- Listen to VR Legend RoseAnn Ashby, with her VR Reflections- Looking Back and Looking Forward RoseAnn retired from being the Chief of the Technical Assistance Unit at RSA in 2021. She talks about significant changes that shaped what VR is today, including independent living, informed choice, and the impact of technology. RoseAnn elaborates on areas that VR is doing well, and areas VR can improve upon

moving forward. RoseAnn is currently contracting with VRTAC-QM, and you can find her work on Long COVID on the web at https://www.vrtac-qm.org/resources.

6. Podcast was published Re-envisioning VR Service Delivery with Dee Torgerson- Minnesota General - Meeting People Where They Are At Dee Torgerson, Director of VR General in Minnesota, joins Carol Pankow in the VRTAC-QM Studio to take a close look at VR service delivery through a post-pandemic lens. Dee presented at CSAVR and was part of the National Rehabilitation Leadership Institute (NRLI) that produced a paper titled, "Now is the Time: Advancing Services to Individuals with Disabilities by Re-envisioning VR Services." The pandemic forced VR agencies to offer services in new and flexible ways to meet the evolving needs of individuals with disabilities and employers, and Dee and her team at Minnesota General rose to the occasion. Listen in as Dee talks about bringing her vision to life.
7. Podcast stats for September- 314 downloads. Total of 3970 all-time downloads. The trend continues that individuals listen to the latest podcast and then go back and listen to others from the past.
8. Developed onboarding practices for new hires for CIT-VR. This training was developed to provide agencies with meaningful background information and promising practicing for onboarding new hires. 78 people.

Webinars and other web-based TA or Information:

The following universal TA tools and trainings have been developed in year 2:

Trainings and Webinars

- Data literacy in VR
    - Module 1 – The essential role of data in the VR program
    - Module 2 – Data: A VR cultural shift
    - Module 3 – Data: VR talent and tools
    - Module 4 – VR data and analytics
- Case service report training for VR counselors
- Case service report (RSA 911) PD 19-03 training series
- Credential attainment rate
- SRC training series
- Pre-ETS Tracking – Summit Group Winter Forum
- Data validation – Summit Group Winter Forum
- Case File Review System – Summit Group Winter Forum
- Managing the Shift: The Art of Moving from Peer to Supervisor without driving Yourself and Others Crazy

- Pre-employment transition services flexibilities based on the Notice of Interpretation - 750
- Pre-employment transition services – A collaborative approach part 1 - 370
- Pre-employment transition services – A collaborative approach part 2 - 211
- Strategies for the reservation of pre-employment transition services funds - 56
- Coaching Strategies for Performance Excellence
- Ethics, Supervision, and Technology - Ethical Dilemmas, Boundaries and Contemporary Ethical Considerations
- The Crossword Puzzle of Management- Managing Up and Across
- Performance Management- #NotyourGreatGrandmothersReviewProcess
- Onboarding- Lessons Learned and a Path Forward
- Long Covid
- Advancement in Employment
- Rapid Engagement module 1 part 1 and 2
- Rapid Engagement Module 2
- Conflict Resolution- He Says....She Says...They Say and the Ties that Bind them Together- Done in consultation with CSAVR, RSA, and NDRM
- Traits of Effective Manager/Supervisor
- Presentation Changing Landscape in VR #notyourmothersVR

MICRO TRAINING

5 in 15- Non-Delegable Functions

Fiscal Fitness-Prior Approval

Media – Podcasts:

October 2021- New employment initiatives and practices to Move the needle

November- Is your fiscal management managed? Building a solid foundation for financial fitness

December- RSA Monitoring: Surviving and Thriving Before, During, and After the Process.

January Education and VR a Partnership that Works

February-- Rapid Engagement

March- Leveraging Employment First initiatives to improve customer service across agencies in CO

April- Finding the Incentives in Work Incentives Counseling with Virginia DARS

May-Putting Customers First-How Utah Makes Rapid Engagement Work!

June- Everything is Bigger in Texas- Learn How Texas Leverages SSA Reimbursement

July-Moving the Employment Needle to Quality- Learn how the Massachusetts Rehabilitation Commission has used Engagement and Partnership to Pave the Path to Quality Employment.

August- Listen to VR Legend RoseAnn Ashby- Looking Back and Looking Forward

September- Re-envisioning VR with Dee Torgerson- MN General

Tools, Guides and Content on the Website:

- Record Retention Tool
- Internal Control Assessment and Plan
- Policy and Procedure Guide
- Contract Guide
- Agreement between general and blind agency
- Job Jeopardy FAQs
- Rate setting guide
- Monitoring Tips sheet updated
- Fiscal monitoring Tip updated
- Monitoring Prep workbook updated
- Updated Plenty with Twenty Tips
- Updated prior approval tool
- Drafted question for RSA on Virtual presence in the state
- Updated tool for Administrative Regulations Highlights
- Developed joint tool with NTACT C on developing a pre-ets policy/procedure
- Pre-ETS Services Set Aside Determination Guide
- Fiscal Bootcamp Tips
- Annual reports
- WIOA Performance Calculations
- WIOA Performance Indicators
- Other Measures that Matter
- PD 19-03 Implementation Checklist
- Case Service Report (RSA-911) Training Series
- Measurable Skill Gains (MSG) RSA-911 FAQ
- Pre-Employment Transition Services (Pre-ETS) RSA-911 FAQ
- WIOA Performance Accountability System: Implementation & Stability Checklist (under construction)
- Calculating VR Performance for MSG Tool

- Credential Attainment Guide
- Measurable Skill Gains (MSG) Guide
- Effectiveness in Serving Employers Crosswalk
- Reason for Exit Tool
- Credential Attainment Scenarios
- VR Agency Federal Reports and Deadlines
- Transition Programs (WIOA/IDEA/Perkins V) Performance Indicator Crosswalk
- Vocational Rehabilitation: MSG & Credential Attainment in Secondary Education
- Project Search – MSG FAQ
- Registered Apprenticeship – RSA-911 Guide
- PD 19-03 Implementation Checklist
- Case Service Report (RSA-911) Training Series
- Measurable Skill Gains (MSG) RSA-911 FAQ
- Pre-Employment Transition Services (Pre-ETS) RSA-911 FAQ
- VR Agency Federal Reports and Deadlines
- PD 19-03 Implementation Checklist
- RSA Formula Grant Programs: Federal Reports and Deadline
- Advancement in Employment
- Informed Choice
- Transition
- Section 511
- Competitive Integrated Employment (CIE) including Customized and Supported Employment (coming soon)
- Randolph-Sheppard Program (Business Enterprise Program)
- Systems Thinking & Design
- Workforce Development System
- Employment First Systems
- Community Rehabilitation Programs (CRPs)
- Other Service Providers
- Plenty with 20: The Top 20 Tips for Acclimating New Administrators to VR
- Strategies for Managing Large Caseloads!
- VR Acronyms
- Combined/Unified State plan
- CAP
- Cash Management
- Indirect Cost Rates and Cost allocation plans

- OOS
- Policy and Procedures
- Organizational Structure
- Financial Need
- Statewideness
- VR Funds for Marketing/Outreach
- Randolph Sheppard
- VR Funds for Conferences
- Advancement in Employment
- Informed Choice
- Long COVID

Trainings:

The summary of online trainings and CRC certificate completion is contained in Table 3:

Table 3:
Training Summary to date

Training	Enrollment	Certification of Completion	CRC Verification
Ethics, Supervision, and Technology (QM2021-0301)	326	159	159
Managing the Shift (QM2021-0302)	218	78	78
Resolving Conflict (QM2021-0303)	217	77	77
Non-Delegable Responsibilities (QM2021-0305)	139	7	N/A
SRC (QM2021-0306)	276	57	46
Data Validation (QM2022-0101)	40	10	10
Case File Review Systems (QM2022-0102)	70	25	25
Pre-ETS Tracking (QM2022-0103)	80	16	16
Credential Attainment Rate (QM2022-0301)	342	100	N/A
Coaching Strategies (QM2022-0302)	119	25	25
The Crossword Puzzle of Management - Managing Up and Across (QM2022-0303)	102	21	21
Rapid Engagement in VR (QM2022-0304)	163	40	40

Training	Enrollment	Certification of Completion	CRC Verification
Performance Management (QM2022-0305)	117	42	42
Case Service Report (RSA-911) PD 19-03 Training Series (QM2022-0901)	19	0	N/A
Case Service Report (RSA-911) Training for VR Counselors (QM2022-0902)	52	6	6
Total	**2280**	**676**	**553**

Distribution Lists:

Distribution List	Number of Subscribers
Program & Performance QM	1519
Fiscal QM	1467
General QM of Organization	1482
Total Subscribers	**1545**

Collaboration with other TA Centers

We continue to lead collaboration efforts among the TA Centers as evidence by the following:

1. We have joint ITAAs with the NTACT:C in three agencies: Kansas, Pennsylvania and Hawaii.
2. We work closely with the CIT-VR for multiple trainings including supervisor training and webinars, the monitoring CoP, the recruitment and retention pilot project (see next section) and others.
3. We developed joint webinars with the NTACT:C:
4. We meet with the VRTAC-QE on a bi-weekly basis to review joint VR agencies and keep each other informed; and
5. We continue to lead the TAC collaborative monthly calls.

Special Projects

This section includes information on the progress of our special projects. Please note that the Employment First Systems Change projects have been folded into our general TA provision as they were more indicative of community partnership development. In addition, we included the recruitment and retention pilot project in this report as it has developed into a special project.

Community Reinvestment Act Project:

The NDI Team began the federal fiscal year with the objective of having two SVRA and Bank partnerships established by the end of the year. These partnerships were to include a bank contribution to be used by SVRA's to match federal funds to be used to generate career outcomes for SVRA participants meeting SVRA outcome objective and Bank desired outcomes from their investment. These goals were not realized during this year.

Team engagement with SVRA's during the second year, with support from VRTAC-QM leadership and partners, including most notably the CSAVR, resulted in five SVRAs with a desire to establish bank partnerships under this structure. Two of these five, Ohio and Iowa, have proposals prepared for bank partnership outreach and negotiation, though Iowa's general agency has just fully met their federal match requirements and no longer can use this strategy to match available federal funds. Iowa is looking to see if this approach will be useful for them in future years. Two others, Indiana combined and Florida Blind, are just about ready with partnership proposals to banks. Texas combined has also expressed interest and will develop a partnership proposal with additional clarification on a couple of questions from RSA.

The team has engaged representatives from banks and banking regulators (Federal Deposit Insurance Corporation – FDIC – and the Office of the Comptroller of the Currency – OCC), as well as the Advisory Group for the Center on Disability Inclusive Community Development (CDICD). Because this is a new type of partnership for banks, a number of questions have emerged with regard to accountability and security which have suggested greater comfort for the banks in working through an intermediary in these partnerships. Many banks work with organizations referred to as CDFI's (Community Development Financial Institutions) for this purpose. After determining that NDI could not operate in this capacity as an intermediary, due to their role as a part of the VRTAC-QM, meetings were held with two CDFI's to explore the establishment of SVRA and Bank partnerships with their involvement.

With support to continue this project focus through a third year, the objective remains to establish a minimum of two SVRA – Bank partnerships by 9/30/23.

Year 2 Activities by Focus

Activities with financial institutions and bank regulators

<u>Banks and Financial Institutions</u>:

1) The NDI team continued to engage banks and discuss this unique opportunity for CRA credit with
   - Bank 34
   - Arvest
   - Wells Fargo
   - M&T Bank
   - Bank United
   - JP Morgan Chase & Co.
   - Regions Bank

- Amalgamated
- TD Bank
- Bank of America

2) Additional discussions also took place with potential intermediaries between banks and SVRAs:
    a. 7/14/22 Disability Opportunity Fund (DOF), a Community Development Financial Institution (CDFI),
    b. 8/30/22, Self-Help Credit Union

Banking Regulators:
A strategy was developed to meet with representatives from the OCC and FDIC in the Southeast and Midwestern regions to generate their advice and recommendations on how best to approach banks with regard to their participation in the Pilot project. This activity is important as they monitor banks activity related to the CRA and are in a position to support banks in their partnership with SVRAs in this pilot. The initial meeting was held with the Southeast Region representatives. These individuals have offered recommendations on language to use on making a more effective presentation to banks, by NDI on behalf of SVRAs.

SVRA Activities

- SVRAs currently engaged in exploration of potential bank partnership:
    - **Indiana Combined** – *Due to a potential partnership interest expressed by a bank serving communities in the state of Indiana, this team has contacted the VR agency. An exploratory discussion was held with representatives of Indiana's Vocational Rehabilitation division of the state's Family and Social Services Administration in June (2022). Two individuals from the division's leadership have indicated a potential interest in developing a bank partnership consistent with the VRTAC pilot and will take information provided to them by the VRTAC team and explore opportunities this partnership could have in meeting state plan objectives.* ***Current Status: completing final draft of presentation to banks, and outreach to banks is in process.***
    - **Florida Blind** – *The Florida Department of Education's Division of Blind Services have explored the legality and advisability of bank partnership to draw federal match under state statutes and have found that this strategy is both allowable and beneficial for all involved. They have four scenarios in which this strategy might be used and will narrow it down to a single focus and develop their proposal.* ***Current Status: Final Draft of Presentation, but outreach for bank partnerships is in process.***
    - **Ohio Combined** – *Opportunities for Ohioans with Disabilities (OOD) have completed a proposal narrative, and an infographic similar to Iowa's. They are finalizing their presentation, which will be used in presentations made directly to banks by VRTAC SME's.* ***Current Status: Final Draft of Presentation***
    - **Iowa General** – *Iowa Vocational Rehabilitation Services (IVRS) have a completed proposal available for presentation to banks. This is in the form*

of an infographic they have developed, which has been used as a model with other SVRAs. They have a general presentation prepared (from the "Creating your Story" template provided by the team), and an additional presentation, specific to Wells Fargo Bank, developed from the structure of the Wells Fargo application for CRA partnerships. This information is being used by VRTAC SMEs in partnership discussions directly with banks. ***Current Status: On Hold*** *Since beginning this activity, IVRS has attained full match with current year's match. They are exploring need for coming year.*

- **Texas Combined** – *Texas' Vocational Rehabilitation Division is interested in developing partnerships with banks to increase work-based learning opportunities, particularly on-the-job training. They have set a floor of a one-million-dollar donation from a bank if a partnership on this scale can be developed after the RSA responses are provided to the questions presented by VRTAC-QM.* ***Current Status: On Hold*** *waiting for RSA response to questions.*

Activities with Rehabilitation Services Administration (RSA)

- We are still awaiting responses to our questions submitted to RSA in February, 2021, which would help build the relationships between selected banks and SVRAs.

Questions that remain unanswered:

1. Contributions by private entities, per 361.60 (b)(3) are to be deposited in the state agency's account. Can these funds be initially deposited into another state account (i.e. treasury, the SDA, etc.) and then be transferred to the SVRA account?
2. 361.60 (b)(2)(cc)(ciii) states in part can use the donated funds "Any other purpose under the vocational rehabilitation services portion of the Unified or Combined State Plan, provided the expenditures do not benefit in any way the donor, employee, officer, or agent, any member of his or her immediate family . . ." Does "in anyway" include IPE vocational rehabilitation services provided to an individual who is an employee in a business with multiple locations and hundreds or thousands of employees?
    a. Banks are by the very nature shares financial or other interests because of loans or other financial dealings with a myriad number of businesses and organizations. Would 361.60 (b) (2) (cc) (ciii) apply to these entities and if so might an SVRA determine and document that an individual, entity or organization shared such a financial interest?
3. Are there any requirements of contributions by private entities *(other than those identified in 361.60 (b)(2)(cc)(ciii))*; § 361.60 Matching requirements; §361.27 Waiver of statewideness; 361.62 Maintenance of effort requirements; § 200.303 Internal controls; and § 200.306 Cost sharing or matching should VRTAC-QM review?
4. Can RSA point us to any states with internal controls best practices for contributions by private entities or general non-federal match controls.

5. Is an agreement or MOU needed for a private entity's donation to a SVRA and if so what is the required to be in the agreement or MOU?

Update on goals mentioned in prior report

- SVRA commitment to bank partnership in meeting agency objectives:
    - As noted in the SVRA activity earlier in this report,
        - 2 SVRAs have partnership presentations for banks (Iowa General, Ohio Combined), though one (Iowa) no longer has a current requirement for federal match.
        - 2 SVRAs are in final stages of partnership presentation preparation (Florida Blind, Indiana Combined)
        - 1 SVRA is developing strategies for possible bank partnerships (Texas Combined)
    - In the development of proposals or presentations to banks, the VRTAC team has worked with the SVRA agencies to clarify detail in partnership activity, including the numbers of individuals in the low- and moderate-income (LMI) population that will be included in the activity, and what the impact will be for those individuals. This is information that will be necessary for banks in order to receive CRA credit for their participation. Tools utilized in this activity include the use of a "Creating your Story" template developed by an advisory group of bank representatives and regulators for the Center of Disability Inclusive Community Development, and the sharing of an infographic developed by the Iowa Vocational Rehabilitation Services for presentation purposes.
- Earlier this year, it was stated "Banks may be able to benefit from this more concrete description of how bank CRA dollars would be used in support of VR services to advance employment outcomes for individuals with disabilities." Feedback from discussions with banks and regulators indicate the importance of this emphasis, and the support to those agencies in developing their presentations to banks centers on these components most relevant to banks regarding how their activity meets CRA criteria. This is an area of emphasis for the NDI team in its support to SVRAs. In a couple of proposals, the return on investment (cost per client outcome) for some activities may be considered high by banks but we've yet to test bank responses. These include the high cost of business investment per individual entrepreneur (Ohio Business Enterprise activity) and a couple of Florida Blind's partnership opportunities as the residential and support costs are included for participants. Each bank will consider the ROI on their own terms, however.
- New regulations for CRA are currently out for public comment, and the VRTAC SME team is monitoring potential changes that this might have for the bank partnership pilot activity. With the proposed changes, there is no change to the partnership opportunity currently seen. There is likely going to be stronger support for banks to contribute funding related to workforce development support. This will include a list of qualifying activities articulated for reference, which has relevance to those services provided by VR agencies.

Next steps/goals for next year

1) Establish a minimum of two SVRA – Bank partnerships.
2) Complete Bank presentations on behalf of five SVRAs
3) Generate support to banks with guidance from banking regulators in the VRTAC pilot activity
4) Continue to seek guidance from RSA on outstanding questions.

Conclusion

A lot has been learned through the discussions with SVRAs, bank representatives and bank regulators in the past year that provide a deeper understanding of how the partnerships with banks can be established for the mutual benefit of both entities – and individuals with disabilities.

1) Progress with financial institutions
    - Discussions with financial institutions up to this point has been on a formative level to explore possibilities for partnership, but they have not come to the point of making specific presentations to banks on partnership opportunities for a specific SVRA yet. An example is with the Iowa agency. Our team is in the process of identifying a CRA officer with the Wells Fargo bank (Wells Fargo operates state-wide in Iowa) with which we will be able to discuss the opportunity available to them with a VR partnership. Up to this point, discussions with banks have served to discuss geography and to identify the factors that might make a VR partnership attractive to banks and the critical information that the VR agencies will need to include in their presentations so that the activity will most readily resonate with banks and their community impact planning.
    - Our team has run across a concern raised in which a bank might have an issue with investing directly in a "state government" level agency. This has come up in a couple of discussions, so initial conversations have been initiated with a Community Development Financial Institution (CDFI) to explore the possibility of operating as a fiscal agent in a SVRA and Bank partnership.
2) Progress with regulators: contacts at fed and state(s)
    As a result of consultation with the Center for Disability Inclusive Community Development and their CRA Advisory Committee, the VRTAC team has adopted a strategy of meeting with the OCC and FDIC bank regulators operating in the areas in which there are SVRAs interested in participating in this pilot. Our initial meeting with regulators operating in the Florida area has clarified the importance of providing additional information and assurances in advance of discussions with banks. These regulators are supportive of the pilots in concept but will need to have their questions addressed. As assurances of security and ability to report service data that will support banks in meeting their CRA criteria are met the regulators will be in a position to support banks in their partnerships with SVRAs. This team is in a process of engaging the regulators operating over banks in each of the areas encompassing the SVRAs participating in the VRTAC pilot.
3) Progress with VR
    With the support of CSAVR and other VRTAC partners, this team has engaged 5 SVRAs who have an interest in participating in this pilot. Two have completed partnership

strategies and plans that will be used by the VRTAC team in facilitating the development of bank partnerships, two are in the final stages of partnership proposal development, and one is in an explorational stage.

4) Progress with RSA
    - VRTAC-QM has five questions into RSA that have not been answered yet. Guidance related to these questions will support the comfort of the SVRAs in their participation in this pilot activity and support the VRTAC-QM team in their work with the participating SVRAs.

The relationship of RSA in support to the SVRAs in developing beneficial partnerships with banks is not very different than the relationships between the OCC and FDIC regulators in their support to bank in their partnerships with the SVRAs. Support from regulatory agencies on both sides will increase the willingness and comfort of banks and SVRAs to engage in these partnerships.

SARA Project:

Administrative Activities

In this year, SARA conducted the following administrative activities in order to administer the project.

1) Conducted outreach to potentials agencies for the pilot
2) Provided Sara demonstrations to the following agencies: New York, New Mexico, Wyoming, Vermont, Rhode Island, California
3) Engaged with market leading case management system vendors to develop a partnership for integrating agency data between Sara and agency CMS
4) Participated in weekly SARA team meetings to review project progress
5) Participated in bi-weekly VRTAC-QM meetings

Planned Activities for Year 3

1) Finalize selection of 3 – 4 states for the Sara pilot and create separate instances of Sara for each
2) Leverage CMS vendor partnership to implement joint API to alleviate data transmission burden from state IT resources
3) Provide Basic and Advanced Sara training to state agency staff participating in the Sara pilot
4) Identify 2 “Super Users” from each state pilot to participate in monthly Super User feedback group
5) Pull usage data from Sara to demonstrate increased engagement between consumers and agency/staff

Recruitment and Retention Pilot Project:

Overview

In response to the current crisis in staff attrition and recruitment of new staff in many State VR agencies, the VR Technical Assistance Center for Quality Management (VRTAC-QM) launched a pilot project to assist up to 4 agencies in developing customized strategies to address these

issues in their organizations. The four agencies that requested to be part of this pilot project are AR-B, CT-G, IA-G, and OK-C.

The VRTAC-QM team for this project will provide technical assistance that will include:

- **Guided Assessment**: facilitation of an assessment process with the agency's leadership team to identify specific factors within their organization and externally that are contributing to the attrition of staff and the related difficulties of recruiting new staff to fill vacancies
- **Work Plans**: based on the data obtained from this assessment, assist the leadership team in identifying priorities and developing a multi-year work plan to address identified factors contributing to this problem.
- **Coaching**: provide ongoing guidance and coaching to the work team in the agencies charged with implementing the work plan.
- **Evaluation**: development of evaluation protocols to measure the progress of implementation of the work plan, and assist in modifying the plan based on additional data and feedback.
- **Outcomes**: evaluation of outcomes and assisting agency leadership in developing strategies to sustain the change effort.

Guided Assessment

Guided assessment formed the basis of a discovery process for organizational leadership to identify factors contributing to the problem of attrition and assisted agency leadership in developing solutions. The review encompassed factors both internal and external to the agency. The online sessions were scheduled for a 2-hour period, and follow-up sessions as needed. The QM team developed a *Guided Assessment Tool* to inform the assessment process.

Agencies were advised to assemble a group of core staff to be part of each phase of the project, from assessment to implementation. Staff recommended to be part of the core team should include:

- Members of the Executive Leadership Team
- Human Resources Director
- Staff Development/Training Coordinator
- Field Services Administrators
- Other staff that you determine could assist in this process, e.g., if there is a unit/office in your organization where attrition is high and systemic and/or very low, you may want to consider including a member of the staff from that unit/office.

<u>Documents for Assessment:</u>

Agencies participating in the pilot project were also asked to send key documents prior to their assessment session, so that team members have a greater understanding of each agency in the pilot.

- Comprehensive System of Personnel Development (CSPD) section of the VR portion of the current State Plan.
- If not included in the CSPD section, requested details about the following:

    - Current and historical (3-5 years) attrition rate
    - The number of pending retirements and their positions
    - Average time to fill staff vacancies
    - Details on any current hiring freezes
    - Details on fiscal or administrative issues that impact hiring
- Any trends identified from the following:
    - Stay (Retention) Interviews, (if performed)
    - Exit Interviews, (if performed)
- Current Recruitment Plan
- Details about your current onboarding process
- Other documents that you believe would be helpful to learn more about the organization.

The guided assessments were completed in May and June 2022. They included follow-up sessions in the summer months with agency staff to validate data in the assessment reports and begin identifying priorities for each agency leadership team. Assessments were performed by a three-person team, i.e., two facilitators and one notetaker via Zoom.

Work Plans

All four agencies in the cohort are currently working with QM team members to finalize their priorities to address and develop a multi-year work plan.

Coaching

At the CSAVR Fall 2022 Conference in San Antonio, the QM team arranged for a roundtable session with all the project leads of the four State VR agencies participating in the initiative on November 1, 2022. The one-hour session enabled project leads to interact with one another in an information sharing session to learn about each other's challenges and opportunities for change. The session focused on takeaways from the conference that can be applied to their work plan, discussion of the next steps, including the creation of individualized work plans, and began the conversation on establishing evaluation protocols to measure progress and to define outcomes.

Evaluation

The team has met with VRTAC-QM evaluation staff and is outlining the evaluation methodology that will be used.

Project Updates:

<u>Arkansas Division of Services for the Blind (AR-DSB)</u>

VRTAC-QM Team: Ron Vessell and John Walsh

The Guided Assessment tool developed by VRTAC-QM was shared with DSB leadership in late May of 2022. The initial guided assessment session via Zoom occurred on June 2, 2022, with three additional follow-up sessions in the following months. Agency leadership is now ready to begin the project's next phase by developing a Work Plan.

Arkansas DSB functions as an independent commission but has undergone departmental re-alignment. This adds to some uncertainty and stress about navigating a new department leadership serving in a similar role as a DSA while remaining an independent commission. Commission members are learning about a new environment as well as the staff.

AR-DSB has been affected by the "great resignation" of the pandemic years. This includes retirements and people moving on to other opportunities. They have 61 0f 78 positions filled. A mandate by the Governor of a 100% return to the offices was negative on morale following the shutdown phases of the pandemic.

With recruitment, pay is an issue. Pay is not commensurate with the General VR agency or other agencies in state government. VRCs make $38-$48k, depending on certifications. Staff receives a bonus of $700-1500 a year after ten years of tenure. Benefits have been described as good.

Applicants that graduated from RSA Long term training programs have dried up. The staff sees this as more of a recruitment issue than retention at this moment. Recruitment is difficult in the southern part of the state. AR-DSB is developing a new onboarding process.

VRTAC-QM Recommendations:

Recruitment:

- Develop a 5-year plan for increasing pay
- Outreach to distance learning graduate programs to recruit new staff
- Expand recruitment efforts by using staff as recruiters, i.e., recruitment ambassadors
- Dedicate an HR position to focus on recruitment.

Retention:

- Implement employee engagement surveys each 2 years and develop actions on the staff feedback.
- Stay interviews as a strategy to include direct supervisors in retention efforts and actions on feedback.
- Coaching with supervisors to utilize coaching strategies in their supervision.
- Hire a dedicated staff person for training and staff development.
- Revamp the onboarding process for new staff.
- Supervisor training on leadership principles.

<u>Connecticut Bureau of Rehabilitation Services (BRS)</u>

VRTAC-QM Team- Ron Vessell and Carol Pankow

The Guided Assessment tool developed by VRTAC-QM was shared with BRS leadership in late May of 2022. The initial guided assessment session via Zoom occurred on June 23, 2022, with two additional follow-up meetings in August and September. Agency leadership is now ready to begin the project's next phase by developing a Work Plan.

The Department of Rehabilitation Services was created back in 2011 and was later merged with the Aging Department in 2017. The agency is now known as the Connecticut Department of Aging and Disability Services and houses both the general blind vocational rehabilitation programs. Additionally, the Connecticut overall governmental structure has changed and consolidated many core functions such as IT, HR, and Fiscal into a centralized delivery structure. This change has posed some challenges for BRS to navigate.

BRS also faced a statewide retirement initiative embedded within the collective bargaining process. The agency went from 140 employees to below 100. Additionally, they were on order of selection but got off the order just before the pandemic hit. They had not refilled positions as client numbers were down but are now working on an aggressive hiring process to bring them back up to 120 employees while facing continual retirements.

Despite an excellent pay scale for counselors, BRS faces challenges with the HR hiring process and getting enough qualified candidates that make it through the lengthy process. BRS is also struggling with navigating the telework expectations of employees with customers' needs in providing the right level of service. Staff is leaving for private practice, upward mobility, and the administrative burden has pushed people to walk away from the benefits packages and take risks. Some longer-term historical, cultural issues need to be addressed.

VRTAC-QM Recommendations:

Recruitment:

- Look at ways to grow and train their own staff to meet needs
- Use different methods for advertising positions (e.g., social media, using existing staff, other web platforms, outreach to distance learning institutions)
- Move forward with creating avenues for applicants (e.g., undergrads, community colleges, etc.)

Retention

- Explore the use of stay interviews and making changes as a result of information received from employees
- Conduct a consumer survey to ascertain their service needs and relate back to the telework structure
- Explore employee engagement surveys
- Move forward with “Rapid Engagement” processes-produces a greater feeling of learning and growing in work with customers.
- Improve employee access to top leadership-review communications and implement field visits

<u>Iowa Vocational Rehabilitation Services (IVRS)</u>

VRTAC-QM Team: Melissa Diehl and Crystal Garry

The Guided Assessment tool developed by VRTAC-QM was shared with the Iowa Vocational Rehabilitation Services (IVRS) leadership in late May of 2022. The initial guided assessment session via Zoom occurred on May 24, 2022, with two additional follow-up meetings in August

and October. Agency leadership is now ready to begin the project's next phase by developing a Work Plan.

IVRS is committed to providing high quality services to its consumers to help them thrive in competitive integrated employment. As such, the agency continues to consider ways to onboard well-skilled professionals to lead this charge. Still, the agency's capacity to attract, select, and retain top talent has become increasingly challenging, ultimately impacting IVRS's ability to fulfill its mission as efficiently and effectively as possible.

Specifically, IVRS noted that, despite IVRS's efforts to partner with multiple colleges and universities, leverage social media job boards, offer generous counselor starting salaries, and despite Iowa's reasonable cost of living, struggles with recruitment due to various reasons such as legislative oversight of the full-time employment (FTE) positions and a limited pool of qualified candidates. In particular, IVRS finds recruitment for more rural regions of the state problematic. Moreover, IVRS has found that even revamping onboarding practices has not considerably increased or strengthened overall retention rates. Consequently, IVRS has implemented a variety of surveys and assessments (e.g., staff survey, supervisor survey, staff exit survey) to better understand its areas of strengths, weaknesses, and potential opportunities.

VRTAC-QM Recommendations:

Recruitment

- Share employment opportunities with the Rehab Net
- Provide list of all Masters programs in rehab counseling for recruitment

Retention

- Explore achievement awards and recognition for staff
    - Non-monetary (e.g., flex-time, "Employee of the week/month/year" and "Most…" titles)
    - Monetary (e.g., bonuses, gift cards, lunch)
- Explore tuition reimbursement further to enhance capability from within
- Consider the method/mode and timing of training
    - Individual vs. Group
    - Virtual vs. In-person
    - Lecture style vs. Interactive style
    - Single training vs. repeated training
- Explore creative staffing opportunities
    - Flex locations/time for staff
    - Continued/further exploration of how staff is used vs. how contracts and other solutions
    - Adopt Transition Caseloads and balance between travel, schools, case management, etc.
    - Consider caseloads and assignments based on staff strengths and demands of the caseload vs. location
    - Consider survey of existing staff such as general feedback survey and "Stay Interviews", or other mechanisms for intentional check in with staff

- Address Morale and Self-care in an ongoing way rather than when issues arise
    - Morale seems impacted by staff vacancies, unknown timeline to fill vacancies, sense of inconsistency of use of staff.
    - Built in time at different levels of the agency
        - Discuss at performance reviews, staff meetings
        - Training opportunities

<u>Oklahoma Department of Rehabilitation Services (OK-DRS)</u>

VRTAC-QM Team: Ron Vessell and John Walsh

The Guided Assessment tool developed by VRTAC-QM was shared with OK-DRC leadership in late May of 2022. The guided assessment session via Zoom occurred on June 29, 2022, with three additional follow-up sessions in the following months. Agency leadership is now ready to begin the project's next phase by developing a Work Plan.

Compensation at OK-DRC is not competitive with similar occupations in the public or private sectors. It was noted that it is 20% below the statewide level for this sector. An employee benefit allowance was frozen for the last seven years. With rising medical insurance costs, employees are now burdened with large out-of-pocket expenses, and salaries have remained largely flat. Recruitment of counseling staff has been difficult, especially through the two primary rehabilitation counseling programs in the state, as one program is no longer CACREP accredited, and the other offers a dual track program, i.e., RC and LPC.

The leadership acknowledges that morale is low in the agency. The last statewide staff recognition program occurred more than a decade ago. The impact of the pandemic was also felt at the agency as the leadership tries to find the right balance for hybrid work, i.e., client services and worker desire to work from home. The role of the VR Counselor has changed to include many more administrative functions, which has also impacted overall workforce morale.

VRTAC-QM Recommendations:

Recruitment:

- Develop a 5-year plan for increasing pay,
- Outreach to distance learning graduate programs to recruit new staff
- Dedicate an FTE whose sole role is to perform outreach to recruit staff
- Workgroup to explore how to use Workday to their best advantage?
- Expand recruitment efforts by using staff as recruiters, i.e., recruitment ambassadors
- Implement local recruitment strategies for areas of the state where recruitment is difficult
- Change tuition assistance eligibility from 1 year of employment to 6 months
- Develop a work group to explore changing in staffing patterns and operational needs

Retention:

- Implement employee engagement surveys every two years and develop actions on the staff feedback.
- Stay interviews as a strategy to include direct supervisors in retention efforts and actions on feedback.

- Guided discussion with middle management on Change Management
- Support and expand the cultural component of continuous improvement to continue to improve service delivery processes
- Explore staff recognition activities and incorporate them into culture
- Develop a communication plan to better share information with staff and key stakeholders
- Expand staff access to senior leadership including more visit to regional offices

VRTAC-QM: R&R Pilot Project Team: Carol Pankow, Crystal Garry, Melissa Diehl, Ron Vessel, Katherine Hurley, and John Walsh.

Significant program activities, outputs, products and outcomes anticipated by September 30, 2023

Table 4 contains the current status of the VRTAC-QM's progress in meeting the work plan goals and objectives anticipated for Year 3.

Table 4

Year 3 Work Plan Anticipated Activities, Outputs, Products and Outcomes

Year 3 Work Plan		
Domain: Knowledge Development		
Activity	**Outcome**	**Projected Completion**
Finalize and launch the VR Wellness Check tool	Wellness check complete and available on the website for use by VR agencies.	Q4
Conduct research on issues related to the quality management of the VR program and develop related TA and training	Completed research and informational or training products available to VR agencies on emerging topics related to quality management. Full research on rapid engagement complete in Year 3	Rapid engagement and recruitment and retention pilot completed in Year 3 by the end of the year.
Domain: TA and Training		
Activity	**Outcome**	**Projected Completion**
Management Concepts grants management training available to all SVRAs	At least 300 instances of courses completed by SVRA personnel	All courses available by the end of the year
Complete development of the fourth and final course in the VR Grants Management Certificate program	Completed course	Q3
QM Executive Leadership Seminar Series training completed for the existing cohort and beginning for a new cohort	One cohort completed and two beginning. Leadership skills and knowledge increased for participants	Existing cohort completes in Q2 and two new cohorts begins in Q2
Deliver universal TA to SVRAs	Readily available information and resources on quality management strategies and practices on the website and through podcasts, social media, webinars and conference presentations.	Ongoing in Q1-4

Deliver targeted TA to SVRAs	SVRA staff increase their knowledge of quality management practices and strategies and implement them to improve service delivery and outcomes.	Continuous throughout the year. It is expected that the numbers receiving targeted TA may reduce somewhat from Year 2 as more resources are directed to intensive TA. The total will be well above the Cooperative agreement targets.
Establish CoPs in quality program and fiscal mgmt.	Continuation of the monitoring, SE, and CE CoPs, with the addition of the case review CoP	Continuous - Case review active in Q1
Launch the recruitment and retention pilot project	Assist four SVRAs to develop a recruitment and retention plan to ensure that quality management strategies and practices are in place that will maximize the ability of the agencies to recruit qualified staff and retain the staff they have.	This began in Q1 and will continue throughout the year
Develop fiscal fitness training in various topics	Fiscal fitness trainings on Period of Performance, Waiver of statewideness, Blind and General agency transfer and other topics	Continuous in Q1-4
Develop rate-setting and contract development guide	Completed guides that will result in acceptable rate-setting methodology and improved contract development	The rate setting guide is complete an the contract guide is in review by RSA
Develop program and performance micro-trainings	Micro-trainings completed and available on the website on WIOA Section 116	Ongoing in Q1-4
Complete data quality and literacy training for VR	Completed training available on the website	Q2
Provide intensive TA and training on quality program and fiscal management	SWOTs conducted and ITAAs developed for 7 additional SVRAs	Q4
Conduct the SARA pilot projects in 3 agencies	Pilot started in 2 SVRAs by the end of Year 3	Q4

Conduct the CRA pilot projects in 4 States	Pilot started in 2SVRAs by the end of Year 3	Q4
Domain: Coordination and Dissemination		
Activity	**Outcome**	**Projected Completion**
Collaborate with VRTAC-QE and other TACs to support learning and KD and KT.	Number of TACs and other projects contacted and engaged	Ongoing
Collaborate with CSAVR and the other TACs to conduct the 2023 Spring CSAVR conference	Completed conference with presentations directed by the QM	Apr-23
Conference presentations with special focus on Y5	Completed presentations	Ongoing throughout the year
Domain: Program Evaluation		
Activity	**Outcome**	**Projected Completion**
Ongoing PE using quant. and qual. methods	Completed eval. methods	Ongoing

Challenges, Opportunities and Emerging Issues

A significant challenge that has emerged in the field of VR in the last two years has reached a critical point. This issue is the relinquishing and returning of funds due to either insufficient match or non-expenditure. Helping VR agencies address this issue falls squarely within the scope of the VRTAC-QM's mission. Consequently, we approached CSAVR to see if they would allow us to focus on this issue and lead the development and delivery of content for the Spring 2023 conference in Bethesda. This is a tremendous opportunity for all of the TACs and CSVAR, in consultation with RSA, to provide training and TA before, during and post-conference related to accessing and expending funds.

Another challenge has been the demand for TA, especially fiscal. Fortunately, we have been able to recruit and hire two new staff that will begin work in 2023. One person will be primarily focused on fiscal TA and one person will be program and performance focused.

While we can never anticipate everything that may emerge in a year, we believe that the VRTAC-QM has been able to respond to emerging needs effectively. Our focus on rapid engagement is one example of this ability to respond to a need and to develop training and TA tools to help VR agencies understand the benefit of engaging individuals with disabilities early and often.

Impact of COVID-19

The VRTAC-QM and the VR agencies we work with have effectively responded to the pandemic and adapted our work in order to continue to meet the TA and training needs of these agencies. We fully utilize videoconferencing technologies such as Zoom and Teams. While there

are periodic interruptions in travel or appointments due to illness or cancelled flights, these are minimal at this point, and we are back to travelling frequently to provide TA and training.

COVID-19 has not impacted our ability to meet our goals and objectives thus far. The shift to remote work may have actually enhanced our ability to connect with VR agencies and discuss their needs. Zoom has allowed us to reach large numbers of people quickly. I believe our targeted TA numbers reflect this. We have reached thousands of people through hundreds of targeted TA events, far surpassing our original goals. Videoconferencing is a major reason for this.

Section B: Work Plan

The Status of the Year 2 Work plan is included in Table 5. All of the VRTAC-QM's goals and objectives were achieved except for the VR Wellness Check tool completion, which will be completed at the end of Year 3. It should also be noted that the CRA and SARA pilot projects have not progressed as quickly as we had hoped, so even though these projects are pilots, they have not achieved their anticipated project start dates.

Table 5
Year 3 Work Plan

Year 2 End-of-Year Report on Work Plan Progress		
Domain: Knowledge Development		
Activity	**Outcome**	**Status**
Develop the Cooperative Agreement with RSA	Completed Cooperative Agreement	Complete
Establish website	Website launched	Complete
Establish VR Wellness Check Tool	Benchmark-QM complete	75% complete
Survey all SVRAs on QM needs and priorities	Survey completed	Complete
Comprehensive Review of quality management program and fiscal strategies and practices	Completed review	Complete
Identify gold standard benchmarks for the VR Wellness Check using analytical framework and selection criteria	Benchmarks identified and populated in Benchmark-QM	Complete
Domain: TA and Training		
Activity	**Outcome**	**Status**
Management Concepts grants management training available to all SVRAs	Training is available through the VRTAC-QM website	3 of 4 courses available
NRLI seminar series training provided for varying levels of managers in the VR program	Leadership training established	Complete

Targeted and universal TA is provided to SVRAs on quality program and fiscal management	Delivery of TA using website and other methods	Ongoing - surpassed all targets
Establish CoPs in quality program and fiscal mgmt.	CoPs established and meeting	Ongoing
Establish RSA Monitoring CoP	CoP established and meeting. Helping agencies to understand the monitoring process and support one another through the process.	Complete and renewed each year with a new round of agencies being monitored.
Continue supported employment CoP	CoP meeting and sharing information and best practices related to SE.	Complete and ongoing each year
Continue customized employment CoP	CoP meeting and sharing information and best practices related to CE.	Complete and ongoing each year
Conflict Resolution Webinar	Webinar complete, posted on website and viewed by VR staff	Complete
Ethics, Supervision and Technology Webinar	Webinar complete, posted on website and viewed by VR staff	Complete
Managing the 15% reserve Webinar	Webinar complete, posted on website and viewed by VR staff	Complete
NOI webinar in partnership with NTACT C	Webinar complete, posted on website and viewed by VR staff	Complete
Non-Delegable Responsibilities and Organizational Structure Unpacked Webinar	Webinar complete, posted on website and viewed by VR staff	Complete
Peer to Supervisor Webinar	Webinar complete, posted on website and viewed by VR staff	Complete
Remote Supervision Webinar	Webinar complete, posted on website and viewed by VR staff	Complete
SRC (4 part series webinars)	Webinar complete, posted on website and viewed by VR staff	Complete
Credential attainment webinar	Webinar complete, posted on website and viewed by VR staff	Complete
Develop training in partnership with the VR Summit Group for case reviews, pre-ETS and data validation	Completed training posted to the website that develops skills of VR staff in the identified areas.	Complete

Provide eligibility and IPE training for VR agencies	Completed training that improved timely eligibility determinations and IPE development and increases quality outcomes.	Provided to Kansas, Iowa Blind, Montana, Wyoming and Hawaii. Ongoing for agencies as requested
Develop Rehab Data workgroup tools in partnership with RSA	Completed tools for use by VR program staff	MSG, pre-ETS, and trend data tool completed.
Prior approval tool	Completed tool available on the website to help agencies ensure they successfully complete and receive prior approval	Complete
Monitoring checklist in general review area and fiscal area	Completed tool on the website and available for use by VR agencies that helps them prepare for monitoring.	Complete
Staff time and effort reporting tool	Completed tool available on the website for use by VR agencies to report time and effort and reduce errors in staff time reporting	Complete
Manager Minute podcasts	Completed podcasts on a variety of quality management topics that are recorded and posted to the website that can be accessed by VR staff to increase identification and adoption of QM strategies and practices.	16 complete with many others on the way
Monitoring prep workbook	Completed workbook available on the website to help VR agencies prepare for monitoring.	Complete
Create micro trainings	Develop micro-trainings on quality program and fiscal management for use by VR staff on the website and that will help them identify and adopt QM strategies and practices	Three complete and several in-development
Provide intensive TA and training on quality program and fiscal management	SWOT analysis and ITAA completed for each SVRA	12 ITAAs completed and 14 SWOTs completed

Conduct the SARA SSA reimbursement pilot projects	Pilot started in 4 SVRAs	Refocusing on QM of agencies instead of SSA reimbursement
Conduct the CRA pilot projects in 4 States	Pilot started in 4 SVRAs	Delayed
Conduct recruitment and retention pilot	Pilot started in 4 SVRAs	Launched and ongoing
Domain: Coordination and Dissemination		
Activity	**Outcome**	**Status**
Establish QM committee	Committee est. and meeting	Complete
Collaborate with VRTAC-QE and other TACs to support learning and KD and KT.	Number of TACs and other projects contacted and engaged	3 formal partnerships in an ITAA with NTACT:C
Conference presentations with special focus on Y5	Completed presentations	10 conference presentations to date including CSAVR, NCSAB and NCRE
Domain: Program Evaluation		
Activity	**Outcome**	**Status**
Ongoing PE using quant. and qual. methods	Completed eval. methods	Ongoing

As indicated earlier, the major new initiative has been our leading the CSAVR Spring 2023 conference. We do not anticipate that this initiative will impair our ability to meet our other obligations to provide TA and training. Our supplemental funding continues to help us meet the demand for TA and training through the funding of two full-time positions.

Project Measures Update

The progress of the VRTAC-QM in meeting our project measures and GPRA measures is included in Tables 6 and 7 below. These measures are entered into G5 as well but are included here as well for ease of reference.

Table 6
Project Measures

Project Measure 1: Number of ITAAs signed and in progress during the project year			
Project Year	**Original Target**	**Target with Supplement**	**Actual**
1	3	3	4
2	5	7	8
3	5	7	NA
4	5	7	NA
5	18	24	NA
		Total	**12**
Project Measure 2: Number of ITAAs completed during the project year			
Project Year	**Original Target**	**Target with Supplement**	**Actual**
1	0	0	0
2	1	1	1
3	2	2	NA
4	6	6	NA
5	9	15	NA
		Total	1
Project Measure 3: Number of SWOT assessments and reports completed			
Project Year	**Original Target**	**Target with Supplement**	**Actual**
1	3	3	4
2	5	7	9
3	5	7	NA
4	5	7	NA
5	0	0	NA
		Total	13
Project Measure 4: Number of courses taken by SVRA towards the VR Grants Management Certificate program through Management Concepts			
Project Year	**Original Target**	**Target with Supplement**	**Actual**
1	0	0	0
2	270	270	389
3	340	340	NA
4	360	360	NA
5	380	380	NA
		Total	**389**

Project Measure 5: Number of targeted training and TA events that QM provided and the numbers of participants during the project year. Note: There was no target number set for events, only participants. Data is included for both in this table.				
Project Year	**Original Target Number of Participants**	**Target Number of Participants with Supplement**	**Actual**	
			Events	**Participants**
1	100	100	358	3,138
2	125	250	402	2,362
3	125	250	NA	NA
4	140	300	NA	NA
5	100	200	NA	NA
		Total	**760**	**5,500**

Project Measure 6: Number of universal training and TA deliverables on QM completed and are available to SVRA personnel through publications, webinars, and VRTAC-QM website during the project year (includes, trainings, tool kit items, guides, resources and links. Year One includes WINTAC resources available by link. Year 2 is QM only)			
Project Year	**Target**	**Target with Supplement**	**Actual**
1	Not set	Not set	359
2	Not set	Not set	117
3	Not set	Not set	NA
4	Not set	Not set	NA
5	Not set	Not set	NA
		Total	**476**

Table 7

Project Measures 7 and GPRA Measures

	Number	**Percent**	**Number**	**Percent**
Project Measure 7: Number and percentage of VR agency personnel reporting that the training and TA is high in quality, relevant, and useful to their work	NA	75%	488	99.4%
Project Measure 7a: Intensive TA: Number and percentage of VR agency personnel reporting that the training and TA is high in quality, relevant, and useful to their work	NA	75%	294	100%
Project Measure 7b: Targeted TA: Number and percentage of VR agency personnel reporting that the training and TA is high in quality, relevant, and useful to their work	NA	75%	194	98.5%

Project Measure 7c: Universal TA: Number and percentage of VR agency personnel reporting that the training and TA is high in quality, relevant, and useful to their work	NA	NA	25	86%

GPRA Measures		
Measure	**Number**	**Percent**
GPRA Measure a: Number and percentage of participating State VR agencies reporting improved coordination and collaboration with Federal, State, or local organizations as a result of the training and technical assistance	22	88%
GPRA Measure b: Number and percentage of VR agency personnel reporting that the training and TA is high in quality, relevant, and useful to their work	488	99.4%
GPRA Measure c: Of State VR agencies that received training and TA, the percentage change in consumers achieving an employment outcome compared to the prior year	2,665	11.1% increase among the 12 intensive agencies
GPRA Measure d: Of State VR agencies that received training and TA, the number and percent of agencies that achieved their negotiated level of performance for the measurable skill gains indicator in the VR Program Year.	34	87%
GPRA Measure e: The number and percentage of participating State VR agencies that adopt quality management strategies and practices as a result of training and technical assistance provided under this grant.	48	94%