

# Show Me the Money: Making the Most of Multiple Funding Opportunities Including HCBS





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**Making the Most  
of Multiple Funding Sources:  
Resource Leveraging through  
Blending, Braiding and Sequencing  
Funding**

## Resource Leveraging & Service Coordination to Increase Competitive Integrated Employment Outcomes

With support from the LEAD Center, nine federal agencies issued a joint communication: “Resource Leveraging & Service Coordination to Increase Competitive Integrated Employment for Individuals with Disabilities.” This federal joint communication, along with an accompanying frequently asked questions document, encourages state and local partners to proactively implement resource blending, braiding and sequencing across systems to improve Competitive Integrated Employment (CIE) outcomes for youth and adults with disabilities.

[Read the joint communication](#)

[Read the FAQs document](#)

# A Framework for Community Engagement release- August 2022

- The U.S. Department of Education's Office of Special Education and Rehabilitative Services released [A Framework for Community Engagement – A Pathway to Competitive Integrated Employment](#) developed in partnership with the U.S. Department of Labor's Office of Disability Employment Policy and the U.S. Department of Health and Human Services' Administration for Community Living and Substance Abuse and Mental Health Services Administration.
- The framework, targeted to both policymakers and service providers, presents a joint Federal vision for community engagement by individuals with disabilities, to enable people to expand skills and experience so that they may secure high-quality and personally satisfying careers and jobs and the benefits of employment.
- This paper contains information about the wide variety of services from a variety of service systems that, when provided together, expand opportunities for youth and adults with disabilities to achieve competitive integrated employment.

# Definition of Sequencing

- **Sequencing** occurs when multiple funding streams separately and *sequentially* purchase and provide specific services that support an individual with a disability in pursuing, obtaining, or maintaining competitive integrated employment (CIE).



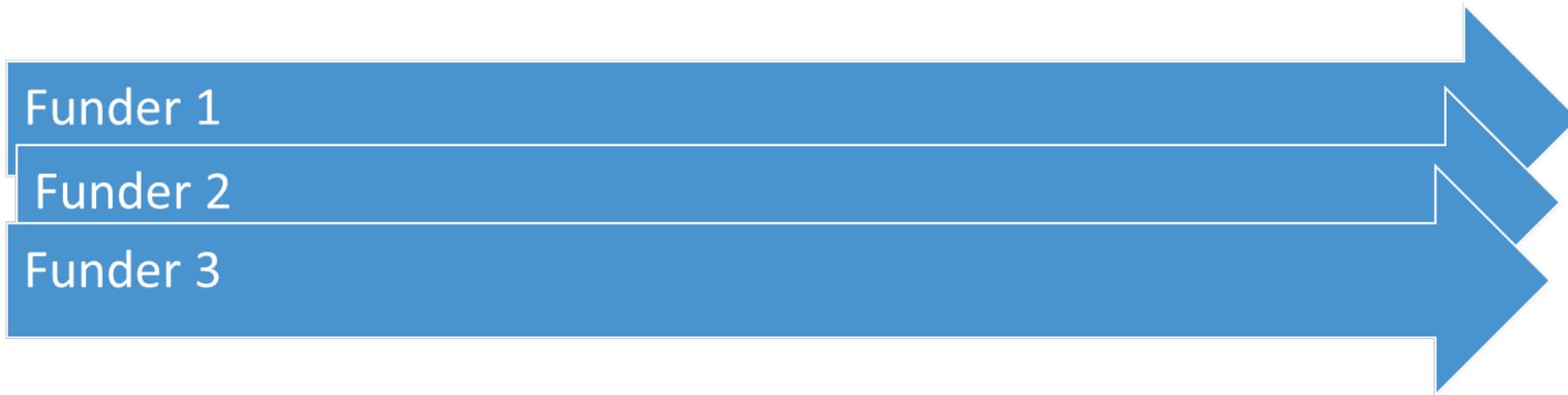
- Requires interagency coordination and collaboration to ensure no gaps in necessary services for individuals with disabilities pursuing and working in CIE.

# Sequencing Lays Foundation for Stronger Methods

- Sequencing has proven to be *an important, formative practice* for funding sources seeking to coordinate resources and share responsibility/credit for individuals with disabilities achieving CIE.
- Experience indicates there are *better methods beyond sequencing*:
  - Offer better opportunities for collaborating funding sources to provide *more effective services*, ensure *continuity* in service delivery, and *increase successful outcomes*.
  - Provide *more holistic* supports of *sufficient intensity* for individuals with the most significant disabilities to succeed in CIE.
- People with disabilities can *advance toward and achieve CIE more quickly* if they can receive needed services simultaneously.

# Definition of Braiding

- **Braiding** occurs when multiple funding streams, separately and *simultaneously*, purchase and provide specific services that support an individual with a disability in pursuing, obtaining or maintaining CIE.



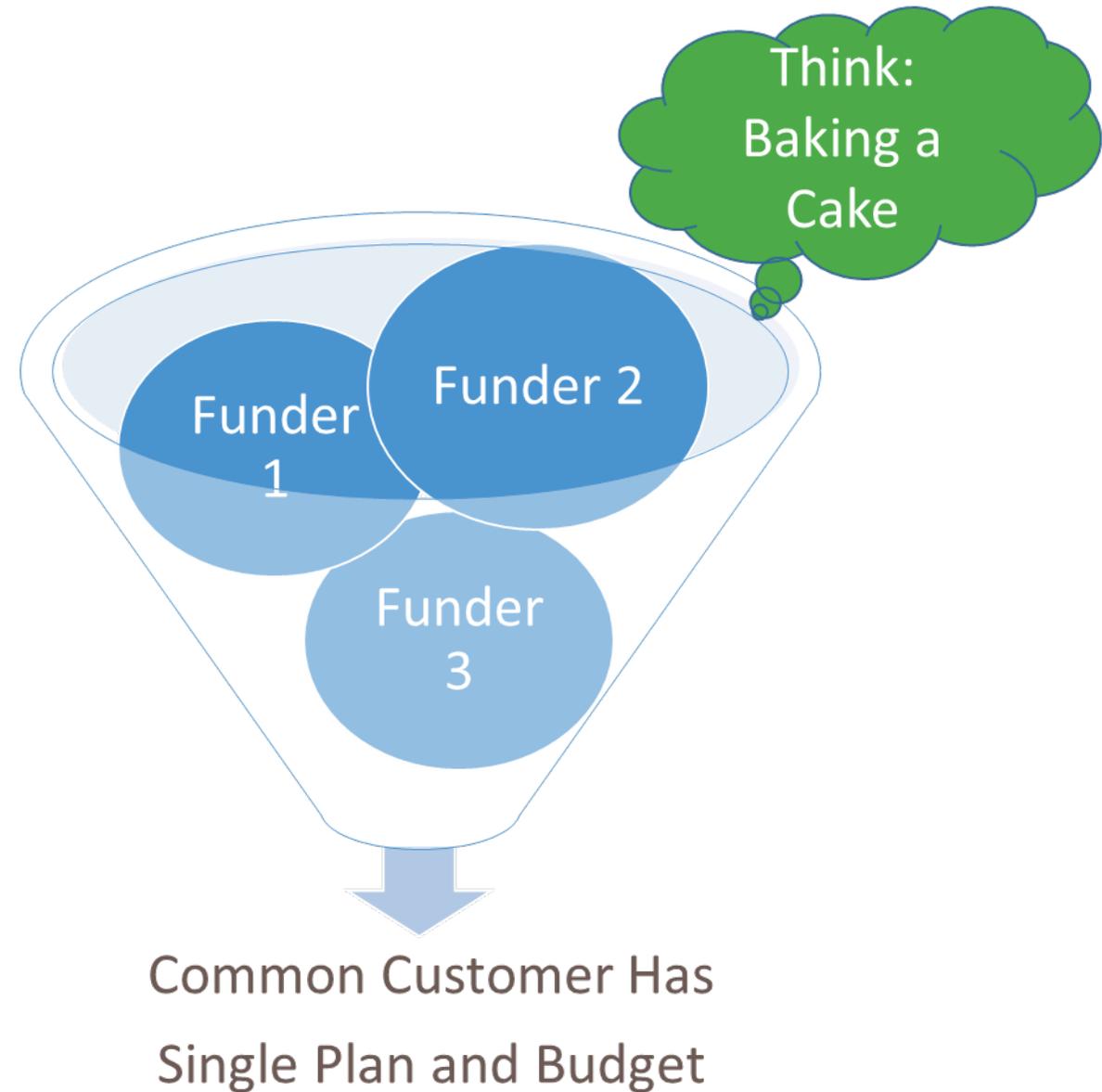
- Requires interagency coordination and collaboration with goal to deliver more effective - and when necessary, more robust - supports for individuals with disabilities pursuing and working in CIE

# Braiding Requires Enhanced Collaboration and Generates Better Outcomes at Less Cost for Each Funder

- Braiding requires teamwork and communication –
  - Not just at hand-offs, which is typically the case with *sequencing*.
  - Coordination of services must ensure **non-duplication**.
  - Each funder’s plan for services must reflect the other funders’ services to create **a holistic plan for the common customer** to achieve desired outcome(s).
- Braiding brings higher likelihood of successful outcomes at lower cost
  - Emphasis on **cost-sharing** rather than *cost-shifting*.
  - Focus on **division of payment responsibility** - defining what each funder can provide in the short and long-term.
  - When multiple funders can pay for the same thing, **clear agreement** on who will pay when.

# Definition of Blending

- **Blending** occurs when *dollars from multiple funding streams* are combined to *create a single “pot” of dollars* that is used to purchase services enabling an individual with a disability to pursue, obtain, and maintain CIE.
  - The simplest, most seamless way to cost-share around a common customer.
  - Results in mixing funds from multiple sources in way that funding from each program loses its program-specific identity.
  - Typically requires explicit authorization by statute or regulation to allow the blending of funds.



# Blending Examples at System Level

- Blending examples that are approved –
  - *State general fund dollars* in one state agency's budget is transferred to a second agency's budget *using inter-agency transfer* to maximize federal match and increase the second agency's capacity to provide their services to the first agency's population.
  - Ticket to Work outcome and milestone *net* payments earned by an agency are combined with the agency's typical funding sources to 'pool' available resources for purchase or provision of enhanced services to individual served.

# Joint Communications

<https://www.dol.gov/sites/dolgov/files/ODEP/pdf/ResourceLeveragingServiceCoordinationToIncreaseCIE8-12-22.pdf>

[https://rsa.ed.gov/sites/default/files/subregulatory/A%20Framework%20for%20Community%20Engagement\\_0.pdf](https://rsa.ed.gov/sites/default/files/subregulatory/A%20Framework%20for%20Community%20Engagement_0.pdf)



FEDERAL JOINT COMMUNICATION TO STATE AND LOCAL GOVERNMENTS:  
**Resource Leveraging & Service Coordination to Increase Competitive Integrated Employment for Individuals with Disabilities**

August 3, 2022



Dear Colleagues:

As part of our commitment to a diverse and inclusive workforce, the U.S. Departments of Labor, Education, Health and Human Services, and the Social Security Administration, as well as the undersigned subagencies below, are providing this joint communication to promote the leveraging and coordination of resources (e.g., funds, staff, equipment, services) by State and local government systems to increase competitive integrated employment (CIE) outcomes for individuals with disabilities.<sup>1</sup> We recognize across agencies that we often serve job seekers with disabilities jointly. Our goal for each shared job seeker with a disability is for them to receive effective, efficient, and seamless government-funded services.



Our respective Federal departments and agencies are collectively encouraging State and local partners to proactively implement resource blending, braiding, and sequencing strategies, as appropriate, across systems to maximize resources while simultaneously tackling our shared goal of improving CIE outcomes for youth and adults with disabilities. Our purpose, through this joint communication, is to drive innovation and effectively disseminate best practices across systems that share a common goal, which is to increase CIE outcomes for job seekers with disabilities.



Through collaborative efforts, State and local entities providing employment support services can maximize employment, inclusion, and economic advancement outcomes for individuals with disabilities. This communication also highlights examples of resource leveraging through the blending, braiding, and sequencing, as allowable, of resources and service coordination strategies across Federally financed systems to improve employment outcomes.



**What is blending, braiding, and sequencing of resources?**

Multiple efforts at the local and State levels of government bring an unprecedented focus on the importance of resource leveraging and service coordination across various public systems to increase CIE outcomes for job seekers with disabilities. Numerous innovative strategies are available to maximize the efficient and effective use of Federal funds across systems for supporting individuals with disabilities to secure and maintain CIE. These strategies include, as appropriate, the blending, braiding, and sequencing of funding, resources, organizational functions, and services, often resulting in cross-system processes that are streamlined and more user-friendly for job seekers with disabilities and families.



Office of Special Education and  
Rehabilitative Services



Office of Disability Employment Policy



## A FRAMEWORK FOR COMMUNITY ENGAGEMENT – A PATHWAY TO COMPETITIVE INTEGRATED EMPLOYMENT

AUGUST 3, 2022

### INTRODUCTION

Employment — paid work — leads to economic opportunity, equity, and independence. Individuals with disabilities optimize their ability to enjoy these benefits of employment through careers and jobs available to all individuals that provide competitive earnings (wages equal to or exceeding applicable minimum wage rates), integration (interaction with coworkers and others without disabilities similar to that experienced by their non-disabled peers while performing their job duties), and opportunity for advancement (i.e., “competitive integrated employment”).<sup>1</sup> Individuals with disabilities also strengthen their economic security through employment that provides health insurance and paid leave. Furthermore, the employment of individuals with disabilities benefits our communities and our nation as they maximize their skills and talents and contribute fully to our economy.

Value-Based Payment Methodologies to Advance  
Competitive Integrated Employment:  
*A Mix of Inspiring Examples from Across the Country*

Lisa A. Mills, Ph.D.  
Employment First Subject Matter Expert

U.S. Department of Labor  
Office of Disability Employment Policy

April 2021

# Value-Based Payment Methodologies to Advance CIE

- [Guide](#)
- [Value, Outcome and Performance-Based Payment Methodologies to Advance CIE in State Medicaid LTSS Systems and Managed Care LTSS Systems](#)
- [Supporting Employment Service Providers to Succeed and Prosper by Partnering to Advance CIE: Applying Value, Outcome and Performance-Based Payment Methodologies](#)
- [Advancing CIE: Value, Outcome and Performance-Based Payment Methodologies in State VR and Behavioral Health Systems](#)

# New Guidance

Maximizing Services and the Use of Funds to Support Quality Employment Outcomes for Individuals with Disabilities through the Vocational Rehabilitation and Supported Employment Programs from RSA

On June 9, 2023, ETA published TEGL 21-22: Increasing Equitable Service Access and Employment Outcomes for All Jobseekers in WIOA Adult and Dislocated Worker Programs

# LEAD Center Webinars on Resource Leveraging

- ❑ [How Blended, Braided, or Sequenced Funding Can Help Drive Employment, Equity, and Inclusion](#)
- ❑ [Celebrating Olmstead: How Blending, Braiding, and Sequencing Leads to Integrated Employment](#)
- ❑ [In-Depth Q&A Event: Blended, Braided, and Sequenced Funding for Employment, Equity, and Inclusion](#)



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# Greetings from...



TEXAS  
Health and Human  
Services

# HHSC Aging Services Coordination – Funding Sources

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Texas HHSC Aging Services Coordination has utilized a variety of funding sources for innovative projects:

- SNAP-ED
- CMP
- SAMHSA - State Opioid Response Funds
- ARPA
- ACL - No Wrong Door grant



**TEXAS**  
Health and Human  
Services



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# Leveraging Match Rates to Make the Most of HCBS ARPA: Colorado's Experience



**COLORADO**

Department of Health Care  
Policy & Financing

# The Beauty in the HCBS ARPA Match

- The American Rescue Plan Act Section 9817 provided an additional 10% federal match rate on a select number of services
- State funds freed up for reinvestment means additional federal matching funds could be requested for eligible expenditures



**COLORADO**

Department of Health Care  
Policy & Financing

# Colorado's Approach

- \$318M in state savings from ARPA enhanced match for reinvestment
- Project spending plans
- Iterative approach to matching funds
- Third party expertise reviewing administrative eligibility



# Medicaid Authorities Used

1915 ( C ) including Appendix K

- \$15 base minimum wage
- Provider rate increases
- Provider retention payments and bonuses
- Home modification increase, etc.

State Plan Amendment

- Mental health mobile crisis benefit



# Authorities Used Continued

## Advanced Planning Documents (APDs)

- System enhancements
- New system builds
- FTE working on systems related projects

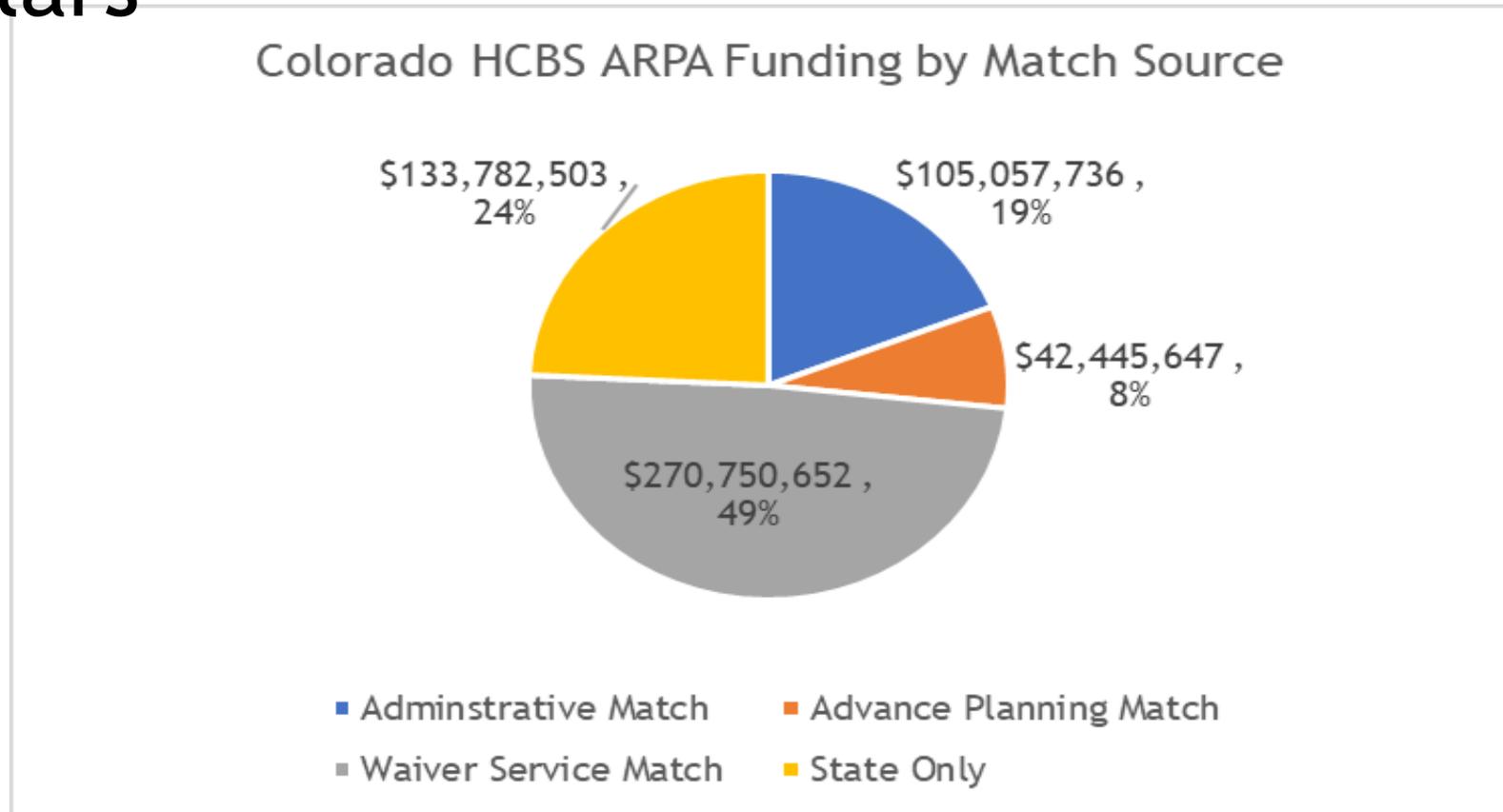
## Administrative Match (PACAP)

- Capital expenses
- Grants
- Contracts and administration



# Matching Dollars

- \$553M total funds, \$235M in federal matching dollars



# Strategic Approach to Utilizing Additional Funding Allocation

- Annual legislative cycle to approve ARPA budget
- True-Up match rates and reallocate funds to expand existing ARPA projects and:
  - Start rate increases earlier
  - Pay for project start up costs including Community First Choice



# Thank you!



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