



Social Innovation The Dane County Difference

Reflections on The Innovation Celebration

29-30 September 2015

John O'Brien



These are commonplace pictures: people at work, people in a community garden, people making art, people volunteering for something they care about, people at home. The Dane County difference is that collectively citizens of Dane County have much better chances than average Americans with developmental disabilities of being employed, having the choice to live in a home of their own and self-directing the publicly funded assistance they require.

This report describes the advantage that Dane County has achieved and identifies some of the system conditions that generate much better than average life chances for people with developmental disabilities who live there. Because big changes in the structure and financing of Wisconsin's long-term care provision seem increasingly likely, it is important for Dane County to conserve the capacities to assist people to live good lives that the county has built up over nearly 40 years of investment in social innovation.

Social Innovation

Living in a home of one's own, learning things that matter in diverse and inclusive groups, contributing through a paid job and the choice of community roles: healthy communities strive to offer all citizens these opportunities. In far too many places, citizens with developmental disabilities do not experience these benefits because people mistakenly believe that these opportunities are impossible or undesirable. A history of low expectations and exclusion from ordinary community life channels people with developmental disabilities into sharing their roof with a group of other labeled people they didn't choose to live with and deprives neighborhoods, schools and community employers of their contributions.

Social innovation makes the impossible possible through co-creation. From birth, people with developmental disabilities and their families who have good lives act as social inventors. With friends and professional partners they create and re-create the combination of technology, accommodations, personal assistance and specialist service necessary to support them to compose a life that they have good reasons to value. Dane County leads in organizing public resources to make it somewhat easier for people and families to invent what they need.

Willingness to generate homegrown innovations in response to local possibilities is the Dane County difference. For more than a generation, the people of Dane County have invented practical ways to discover and develop the assets of people with developmental disabilities, their families and the county's communities.

Dane County is among the first places in the world to simultaneously develop individualized supported living, intensive and flexible family directed support, inclusive education, supported employment, and self-directed services. Now the people of Dane County are called to respond to an opportunity and a threat. Opportunity arises from the new capabilities and expectations created by a new generation of able and inclusive support. Threat lurks in the growing shortfall of public funds to maintain Dane County's structure of support. Both the opportunity and the threat should mobilize families, people with developmental disabilities, and professionals to continue to innovate. All of these efforts make the whole community stronger and each effort has the potential to become even better.

Shared values guide social innovation in Dane County.

- People with developmental disabilities have a responsibility and a right to full participation in community life with the assistance they need to contribute.
- The assistance people need must be tailored to each individual and family situation, built on respect for the dignity of the whole person, focused on developing the person's capacities and responsive to life's changes.
- People and their families have the responsibility and right to self-direct the use of public funds with the assistance they need to do so.

Dane County supports 1,405 adults with developmental disabilities,
1,353 (96%) of whom self-direct their supports, many with involvement of legal guardians,
assisted by 92 Support Brokers & 6 County Case Managers

Support to Make One's Own Home

931 (66%) live outside their family home **US=44%***

806 (87%) use self-directed support funds to purchase the assistance they need to live in their own place, alone or with housemates **US=10%**

65 adults currently own their own home

33 people & families have created the assistance they need to live in their own place by using available resources outside the funds budgeted for residential support.

93 (10%) live in group settings; **82** with 2 or 3 other people with disabilities **US=6%**

11 (0.7%) people live in community group settings with 4 or more people with disabilities **US=23%**

35 (2%) live in State Centers at their guardian's choice **US 9%**

Assisted by **18** supported living agencies

Support for Productive Work

979 (70%) receive supported employment services

841 (60%) have paid employment **US=19%****

49 own micro-enterprises and small businesses

A network of **890** business relationships, supported by **14** supported employment providers & **12** school district partnerships provides these jobs.

195 (14%) spend the day in a sheltered workshop or day center

55 of these people are over 65 years old

Specialized Services & Community Building

Available as needed to all who receive support

Crisis response

Specialist case management

Consultation on behavior challenges & communication

Community nursing

Counseling

Psychiatric services

Legal advocacy for crime victims

Technology assessment & support

Home modifications & adaptations

Housing counseling

Transportation in partnership with Madison Metro

Organizing people & families

Community connecting

TimeBank

Total 2015 Adult Services Budget = \$79,777,237

County local match = \$11,116,261

City of Madison local match for para-transit = \$2,423,009

*All US % for Supported Living from fisp.umn.edu

**statedata.info

Dane County's Advantage

*The United Nations Convention on the Rights of Persons with Disabilities** provides two benchmarks for the way a community's support to adults with developmental disabilities is structured.** One recognizes the right to a choice among typical community living arrangements and active support for community inclusion. The other recognizes the right to inclusive employment.

It would be enough if these articles simply asserted and protected human rights that might otherwise be compromised, as the Bill of Rights to the US Constitution does. There is, however, also good evidence that work in a community job and the choice of typical living arrangements and those who share your home offer the foundation for a better quality of life. Summary statements from two recent studies of US national data sets (National Core Indicators and The Council on Quality and Leadership Personal Outcome Measures), make the point.

ARTICLE 27

Work and employment

[Recognizes] the right of persons with disabilities to work, on an equal basis with others; this includes the right to the opportunity to gain a living by work freely chosen or accepted in a labor market and work environment that is open, inclusive and accessible to persons with disabilities.

Some evidence of the benefits

*Those **employed** [in integrated jobs] reported higher rates of satisfaction and respect, more expanded and interactive relationships, more autonomy, higher rates of both choosing and realizing personal goals, and greater participation in volunteering and community activities. Further, those who were employed cited fewer instances of feeling afraid in their homes and were less likely to feel lonely.****

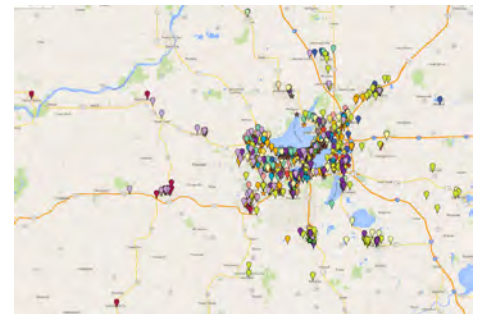
* The United States has signed but not ratified the Convention so it does not have the force of law in this country that it does in 159 other countries. However it represents the highest aspirations of the world's advocates for the human and civil rights of people with disabilities. The two statements here are paraphrases. Read the full text of the Articles and the whole Convention at www.un.org/disabilities/convention/conventionfull.shtml

While some systems read the Convention as if nursing homes, group homes, sheltered workshops and day programs are typical community settings and those who use them are therefore included in community life, Dane County does not.

** **Important note on the numbers:** I compare current reports from Dane County Human Services with data reported by federally funded projects assigned to collect information from the states. National data sets run two or even three years behind, so the comparisons are inexact. I think the size of the differences is so big that the comparisons are fair, if rough. US employment data from Statedata.info; data on supports from the Supporting Individuals & Families Information System

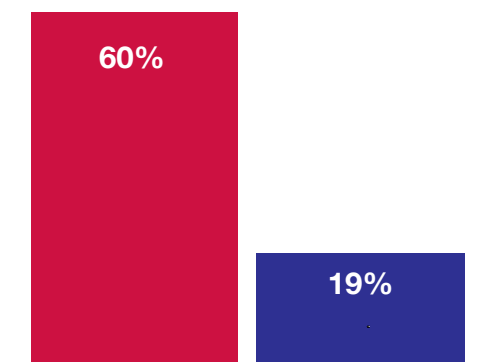
*** Bradley, V. et al. (2015). 25 years after ADA passage: What story does the data tell? In Gaylord, V. et al. Eds. *Impact: Feature Issue on the ADA & People with I/DD*, 28(1) 8-9. Minneapolis: University of Minnesota, Institute on Community Integration.

890 Dane County businesses employ 841 people with developmental disabilities with support. They earned \$3.86M last year.



Cody Kruesel made the Google Map

49 people own micro-enterprises & small business



About 3 times as many people in Dane County are employed with support as the US average.

Employers 2015

1847 at the Stamm House 5100 Bar & Grill A Woman's Touch A&J Mobility AAA Tax & Accounting Access Community Health Advanced Employment Affordable Shredding Aging & Disability Resource Center Agrace Hospice Care Agrace Thrift Store AJ's Pizzeria ALDI • McKee Rd ALDI • Lein Rd ALDI • Watts Rd Aldo's Alexander Company All Color All Comfort All Saints Alliant Energy • Madison Alliant Energy • Verona Alliant Energy Corporate Alt'n Bach's Alterra Wynwood Amati Art AMC Star Cinema American Family- Don Liddicoat American Family Children's Hospital American Family Insurance American Family - Vicki Wagener American Girl Amerprise Financial Amtelco Angelo's Restaurant Animart Animart Pet Store Anunson Chiropractic Anytime Fitness • Oregon Anytime Fitness • Stoughton Anytime Fitness • Verona Aprilaire Arby's • County Rd V Arby's • Collins Court Arc of Life Chiropractic Arcadia Books Argus Aslesons Hardware Attainment Company Automation Plus Automatoion Arts Avenue Bar Avenues to Community AWSA Azura Assisted Living B Style Babes Babies R Us Badger Ridge Middle School Badger Sporting Goods Bali & Soul Balisle & Roberson Bandung Bargin Nook Barrique's Coffee Roaster Barriques Market Barrymore Theatre Beach House Restaurant Bed Bath & Beyond • Junction Rd Bed Bath & Beyond • Lein Rd Bee Balm Learning Center Benefits Plan Administration Benvinutos Restaurant Berkeley Running Co. Best Buy • West Towne	Best Buy • East Springs Dr Bethel Lutheran Church Bethesda Thrift Betty Bling Big Ten Pub Blackhawk Country Club Blackhawk Evangelical Blue Hill by Hand Blue Moon Blue Plate Catering Blue Sky School of Massage BMO Hilldale Bobs Copy Shop Body & Spine Bonefish Grill Boomerangs Resale Store Boyden Financial Brass Ring Brennan's Market Bright Star Health Care Brookdale Wynwood Brooklyn Elementary Buffalo Wild Wings Burman Coffee Café Zoma Camp Randall UW Kitchen Candlewood Suites Canopy Center Cantwell Ct. Condo Assn Cap Tel Capital Brewery Capital Café Capitol Centre Market Capitol Kids Capitol Lakes Retirement Center Capitol Petro Mart • East Capitol Petro Mart • North Capitol Petro Mart • South Carefusion Catholic Charities Catholic Charities Day Center Catholic Multi Cultural Center Cento Central Lutheran Church Central Wisconsin Center CG Mobil Chamomile Assisted Living • Milo Ln Chamomile Assisted Living • Jupiter Dr Channel 27 WKOW TV Charter Communications Cheese Pirates Chocolate Shoppe • McKee Rd Chocolate Shoppe • S Midvale Christana City Building Citgo City County Building City of Madison HR Claddagh Irish Pub Clean Wisconsin Coalition of Wisconsin Aging Groups Collectivo Colonial Property Management Comfort Inn- E Washington Comfort Inn • DeForest Commercial BP Community Access Community Action Coalition Community Car Community Living Alliance Community Living Connections • W Main Community Living Connections • Watts Rd Community National Bank Community Partnership	Community Work Services Consolidated Food Service Coopers Tavern Copp's • Monona Copp's • McKee Rd Copp's • University Ave Cosi's Restaurant Courtyard Marriott Covenant Lutheran Church Coyle Carpet CPU Solutions Cranberry Creek Café Create Ability, Inc Creative Learning Preschool Crescent Crown Plaza Hotel CTW Flooring Culver's • Verona Culver's • W Beltline Culver's • Cottage Grove Rd Culver's • McFarland Culver's • Middleton Cummins Cutting Edge Salon Dahmen's Pizza Place Daisy Café & Cupcakery Dane C 911 office Dane Co District Attorney's Office Dane Co Human Services. Dane Co Job Center Facilities Management Dane Co Recycling, Facilities Management Dane Co Sheriff's Dept. Dane County Credit Union Dane County Friends of Ferals Dean Administrative Offices Dean/St. Marys Surgery Debroux's Diner Deerfield Elementary DeForest Evangelical Free Church Dennys South East Dental Health Department of Public Instruc- tion Mailroom Dexter's Pub Disabilities Rights WI Dog Haus Dog Daycare Dollar Tree Dominos • Gammon Rd Domino's • W Gorham Domino's • Cottage Grove Rd Don's Home Furniture Dotty Dimplings Dowry Doughboys Pizza Dreambikes Dream Lanes Dreamweaver's Department of Safety & Professional Services Dungarvin WI Dunkin Donuts • S Park St Dunkin Donuts • Gammon Rd DuWayne's Salon Eagle's Nest Ice Arena East Side Club Eddie's Edgewood College Eisenberg Law Office Einstein Bagels Electronic Theater Controls Elegant Foods Elvehjem School Emerson Elementary Engaging Results Communications English Garden Floral Epilepsy Foundation of South Central Wisconsin	Erbert & Gerbert's Erdman Essential Family Vision Care ETC EW Mobil Expert Vocational Consulting EZ Office Products Fairfield Inn • Greenway Blvd Fairfield Inn • Crossroads Dr Faith Living Center Falbos Pizzeria Family Services Family Support & Resource Center Famous Footwear Fastenal Fazolli's Restaurant FEED Kitchens Fields Auto Group Filter Fresh @ TDS Building Findorff, Inc. Fired Up Pottery Firefly Coffee House First Business Bank of Madison First Congregational Church UCC First Presbyterian Church First Unitarian Church First United Methodist Church First Weber Realty Fiscal Assistance of Dane Country Fitness for Success Fitness Plus Flad Affiliated Corp. Forever 21 Fountains Four Winds Manor Fresh Market Freshii's Friends of Ferals Fromagination Full Compass Future Foam Fuzzy's Taco Shop Gail Ambrosius Gallina Managaement Gateway Community Church General Beverage Gentel Biosciences GHC Gib's Bar Glass Nickel • East Glass Nickel • West Good Shepard Goodwill Career Center Goodwill Donation Center Goodwill Facilities Goodwill Industries Goodwill Store • Royal Ave Goodwill Store • East Springs Goodwill Store • McKee Rd Goodwill Store • McCoy Rd Gordan Flesch Gordmans Gorman & Company Grampa's Pizzeria Great Dane Brew Pub Downtown Great Dane Brew Pub East Great Dane Fitchburg GreenBriar Apartments Greenbush Greenway Cleaning Gressco Grimm Bindery Ground Zero Gymfinity Habitat for Humanity Restore West Halverson's Hampton Inn • Commerce Dr Hampton Inn • Hayes Rd	Harbor Athletic Club Harbor Wellness Center Hardees Harmony Assisted Living Harris Bank Hausmann Johnson Insurance Herzing College High Point Church Hilldale Towers Holiday Inn Express • DeForest Holiday Inn Express • Verona Holy Redeemer Church Home Depot • Verona Rd Home Depot • East Home Health United Home Health United/ Visiting Nurse Hometown News Homewood Suites Hooper Corporation House of Brews Hyatt Place Hy Cite Corporation HyVee • Whitney Way Hy vee • E Washington Ave HyVee • West Ians Food Lab Ian's Pizza ICC ICW, Inc. I'm Board Immaculate Heart of Mary Independent Living Inc. Indie Coffee Inn on the Park Interfaith Hospitality Network Intervarsity Christian Fellowship Isthmus News Distribution It's Your Party James Reeb UU Congregation Java Cat Jefferson Middle School Jefferson Retirement Center Jim Lindemann's Organic Farm Jimmy John's JL Richards JoAnn Fabrics Johnny Os' Johnson Health Tech Johnson's ReCycling JP/HD Hair Salon Just Coffee Kalscheur Garage Karben4 Brewery Kasieta Legal Group Kavanaugh's Kegonsa Capital Partners Kennedy Heights Community Center Ken's Meat Deli Kentucky Fried Chicken KEVA Sports Facility Keystone Grill Kids Depot Kid's Safari Kleenmark Klima Knoche Properties Knowledge Unlimited Kohl's • West Towne Kohl's • W Broadway Kool View Four Seasons Krupp General Contractor Kwik Trip • Cross Plains Kwik Trip • Mt Horeb Kwik Trip • Verona Kwik Trip • Windsor Kwik Trip • #372 Kwik Trip • Central Kwik Trip • South	La Quinta Lactoprot USA, Inc. LaFollette High School Lakeview Lutheran Church Lamers Bus Barn Lands End at Sears Lapham School Latitude Graphics Laundry By Linares Law Center for Children & Families Learning RX Legacy Academy Leopold Elementary Liliana's Restaurant Little Caesars • Gammon Rd Little Caesars • Fitchburg Little Caesars • Middleton Little Explorers Little Red Preschool Lodi Sports & Recreational Center Lubet DDS Lussier Comm Ed Ctr Lussier Community Center Lynch Auto Body M & M Management M3 Insurance Solutions Madison Christian Community Church Madison Cutting Die Madison East High Madison Environmental Group Madison Green Box Madison Ice Arena Madison Memorial High School Madison Metro Madison Metropolitan School District Administration Madison West High Madison Municipal Bldg. Recycling, Planning, Dev. Madison Public Library Madison Senior Center Madison Sweets Madison Assessors Office Madison City Clerks Office Madison Emergency Management Madison Fire Station #1 Madison Fire Station #4 Madison Health Dept Madison Motor Equipment Madison Municipal Court Madison Police Dept Madison Purchasing Madtown Twisters Gymnastics Maintenance Services of Madison Mallatt's Pharmacy Malt House Manchester Place MARC West Marge Budahn, CPA Marquis Ballroom Marshalls Marshalls • Middleton MATC Child Care McArdle Lab McDonalds McFarland Lutheran Church McFarland State Bank McGlynn Pharmacy McGovern & Son's MCV Salon Meadowmere Assisted Living Meadowood Barbershop Meals on Wheels Melting Pot Menards West Menchies Frozen Yogurt Mendota Mental Health
--	--	---	--	---	--

Institute
Meriter Hospital
Meriter Hospital Pharmacy
Meriter Volunteer Services
Messiah Lutheran
Metcalfe's • N. Midvale Blvd
Metcalfe's • West
Metro Market
Metropolitan Apartments
Middleton Community Church
Middleton Fitness Center
Midwest Dental Hayes Rd
Midwest Dental Tree Ln
Millio's Corporate Office
Millio's Sandwiches
Miller's & Sons
Supermarket • Mt Horeb
Miller's & Sons
Supermarket • Verona
Minute of America • Mt Horeb
Minutube of America • Verona
Mohawk BP
Monona Grove Chamber of Commerce
Monona Grove High School
Monona Public Library
Monona Terrace
Monty's Blue Plate
Mother Nature Diaper Service
Movin' Out
MS Mobil
MSB Holdings
MSCR Lapham POD
Mt. Horeb Area School District
Mt. Horeb Dolt Center
Mt. Horeb Public Library
Mt. Horeb Telephone/TDS
Murphy Desmond
Murphy Insurance
Nakoma Golf Club
Nanny Love
National Conference of Bar Examiners
National Electrostatics Corp
Nature's Bakery Cooperative Natus
Naviant
Neckerman Insurance
Netherwood Knoll Schools
Networked Insights
Nevada Bob's • West Towne
Nevada Bob's
New Concepts Salon
New Health Chiro & Integrated Healthcare
Next Door Brewing
Next Generation
Noah's Ark Pet Center
Noodles & Co
North Port Mobil
Northside Planning Council
Oakridge • Todd Dr
Oakridge • Watts Rd
Oakwood Assisted Living
OASIS Oregon School District
Oasis School
OEM Products
Office Max
Old Chicago Pasta & Pizza
Old Fashioned
Operation Fresh Start
Orbitec
Oregon Day Care
Oregon High School
Oregon Library
Oregon Manor
Oregon Mental Health Ctr.
Oregon Pool
Oregon School District
Oregon Skate & Bike
Oscar Mayer
Paisan's

Pancake Café
Panera Bread • University Ave
Panera Bread • Mineral Point
Panera Bread • East Springs
Panera Bread • Junction Rd
Parched Eagle Brewpub
Park Printing
Parkside Assisted Living
Pasqual's • Verona
Pasqual's • N Midvale Blvd
Pasqual's • Monroe St
PDQ • Middleton
PDQ • Northport Dr
PDQ • Fitchburg
PDQ • Lein Rd
People's United Methodist Church
Pepsi Cola
Perblue
Pick N Save • Stoughton
Pick N Save • McFarland
Pic n Save • DeForest
Pig in fur Coat
Piggly Wiggly • Cottage Grove
Piggly Wiggly • Lodi
Pike Technologies
Pinnacle Fitness
Pinney Library
Pizza Hut • Fitchburg
Pizza Hut • University Ave
Pizza Hut • Maple Valley Dr
Pizza Hut • Mineral Point Rd
Pizza Hut • Sun Prairie
Pizza Oven
Pizzeria Uno
Planet Fitness
Planned Parenthood
Plastic Ingenuity
Plato's Closet • Zeier Rd
Plato's Closet • Odana Rd
Point Cinema
Potter's Crackers
Prairie Athletic Club
Prairie Gardens Assisted Living Center
Preschool of the Arts
Premiere Cooperative
Promega • Woods Hollow Rd
Promega • Progress Rd
Public Health Madison & Dane County
Q106
Queen Anne's Catering
Quivey's Grove
Radisson Hotel
Rapid Route
Red Caboose Day Care
REI Inc.
Rejuvenation Spa
REM Wisconsin
Research Products (RP)
Residence Inn • Middleton
Residence Inn • Hayes Rd
Ridglan Animal Care Systems
Rocky Rococco's • Beltline
Rocky Rococo's • Theier Rd
Rocky Rococo's • Regent St
Rogan's Shoe
Roman Candle Pizza • Middleton
Roman Candle Pizza • Fitchburg
Roman Candle Pizza • Madison
Ronald McDonald House
Rookies
Rooney Law Office
Rosewood Apartments
Rosie's Coffee Bar & Bakery
RP's Pasta
Saint James Catholic Church
St Mary's Adult Day Center
Salvation Army
Salvation Army East
Salvation Army Family Thrift

Store
Sandberg Elementary
Sardine
Savannah Oaks School
Savers
SBC
Schenk Elementary
Second Harvest Foodbank
Security & Access Control
Sephora
Sequoya Library
Shamrock Bar & Grille
Shell Station
Sheraton Madison Hotel
ShopBop
Sillyyak
Silver Mines
Skaalen Retirement Services
Smart Solutions
Snacktime, LLC
Snap Fitness • University Row
SNAP Fitness • Atwood Ave
Social Security
Sound Response/
Responsive Solutions
Speedway
Sports Pub
Sprechers
Springs Window Fashions
St Marks Church
St Thomas Aquinas
St John's Lutheran Church
St Luke's Church
St Mary's Care Center
St Mary's Surgery & Care
St Mary's Volunteer Services
St Patrick's Church
St Pius Church
St Marks Church
Standard Imaging
Starbucks • Monona
Starbucks • State St
Starbucks • Main St
Starbucks • University Ave
State Farm • Mt Horeb
State Farm • Julie Bass
State Farm • N. Carroll
State Farm • Adam Prell
State of Wisconsin Higher Educational Aids Board
State St. Brats
Staybridge Suites • Middleton
Staybridge Suites • Cityview
Steenbock's On Orchard
Stellar Services
Steve's Liquor
Steve's Wine Beer & Spirits
Stoner Prairie Elementary
Stoughton Chamber of Commerce
Stoughton School District
Studio 924 Hair Designs
Subway • N Sherman Ave
Subway • Cambridge
Subway • Sun Prairie
Sugar Shack Records
SugarWood
Summit Credit Union
Sun Prairie Advertiser
Sun Prairie Health Care Center
Sun Prairie United Methodist Church
Sunroom
SunWood
Supreme Health & Fitness
Taco John's
Tanya's Big House For Kids
Target • Fitchburg
Target • Sun Prairie
Target • Junction Rd
Target • Greatland
Target • Hilldale
Teddy's Place

Tellurian
Ten Pin Bowling Alley
Tenant Resource Center
The Brink
The Ithmus
The Madison Concourse Hotel
The Malt House
The Management Group
The Mentor Network
The Pita Pit
The Red Shed
The Rifken Group
The Rigby
The Set at Union South
The Shoe Box
Three Gaits
TJ Maxx
Tormach, Inc.
Total Administrative Services
Total Comfort Systems
Toys'R Us West
Trader Joes
Transit Solutions
UBS Financial Services
U Haul
Ultratec
Union South Kitchen
Uniroyal
Unitarian Fellowship
United Methodist Church
Universal Lending
University Book Store
University Ridge Golf Course
UPS Store
USDA Forest Products Laboratory
UW Physical Plant
UW Biotechnology
UW Foundation
UW Health Services
UW Health Medical Records
UW Hospital Project SEARCH
UW Hospital Marketing
UW Kohl Center
UW Kohl Center Arena Control
UW Kohl Center Food & Beverage
UW Madison Continuing Studies
UW McArdle Cancer Research
UW Medical Records
UW Memorial Library
UW Memorial Union Cafeteria
UW Memorial Union Maintenance
UW Natatorium
UW Pyle Center
UW Rehab Psych & Ed office
UW SERF/Rec Sports
UW Union South Food Service
UW Union South Maintenance
UW Veterinary Laboratories
UW Waisman Center
UW Waisman Center Daycare
UW Wisconsin Union Directorate
UW Financial Aid
UW Health Clinic
UW Hospital
UW Memorial Union
UW Waste & Recycling
VA Hospital Project SEARCH
Verona HomeTowne Pharmacy
Verona Public Library
Verona Vision
Veteran's Administration
Victor Allen's
Video Station
Viking Cue
Viking Lanes
Village Hearth Bakery
Villard & Associates

Vintage Brewing Co.
Vintage Spirits & Grill
Vita Plus Progress Rd
Vita Plus W Badger Rd
Volrath
VR Mobil
VSA Wisconsin
Wah Kee Chinese Restaurant
Walgreens • Fitchberg
Walgreens • Verona
Walgreens • Raymond Rd
Walgreens • State St
Walgreens • Raymond Rd
Walgreens • Sherman Ave
Walgreens • E Campus
Walgreens • Cottage Grove Rd
Walgreens • Mt Horeb
Walgreens • Mineral Pt Rd
Walgreens • McFarland
Walgreens • Middleton
Walgreens • Stoughton
Walgreens • Sun Prairie
Walgreens • E Washington
Walgreens • South Park St
Walgreens • McKee Rd
Walgreens • Monona Dr
Walgreens Distribution Center
Wal Mart • Stoughton
Wal Mart • Nakoosa Tr
Walmart • Monona
Wandos
Warner Park
WASBO
Washington Equipment
WEA Credit Union
Weary Traveler
Wegner's LLP
West Side Business Club Association
WG Mobil
Which Wich • State St
Which Wich • Middleton
Which Wich • Sun Prairie
Whole Foods Market
Whyte, Hirschboeck, Dudek
WISPACK
WI DATCP Division of Animal Health
WI DATCP Division of Agricultural Development
WI Public Defenders Office
WI Capital Bldg & Grounds
WI Commissioner of Insurance
WI DCFS Division of Safety & Permanence
WI Dept Natural Resources
WI Dept of Agriculture
WI Dept Of Corrections
WI Dept of Employee Trust Funds
WI Dept of Revenue, Division of the Lottery
WI Dept of Revenue, Division of Enterprise Services
WI_DHS Bureau of Children's Services
WI_DHS Bureau of Community Health Promotion
WI DHS Bureau of Environmental & Occupational Health
WI DHS Bureau of Human Resources
WI DHS Bureau of Fiscal Services
WI DHS Division of Quality Assurance, Administrator's Office
WI DHS FORMS Ctr.
WI DHS/DES/OFO mailroom
WI DNR Human Resources
WI DNR Bureau of Customer Service & Licensing
WI DOA Enterprise Tech.

WI DOA State Agency Services
WI DOC Bureau of Finance
WI DOC Business Office
WI DOC Community Corrections Central Records
WI DOC Community Corrections Electronic Monitoring
WI DOC Info Management
WI DOC Legal Counsel
WI DOC Mailroom
WI DOC Parole Commission
WI DOC Payroll Dept.
WI DOC Personnel & Human Relations
WI DOC Technology Management
WI DOC Training Center
WI DOC Victim Services
WI DOJ Crime Lab
WI DOT Business Management
WI DOT Human Resources
WI DOT DMV Administration
WI DOT DMV Correspondence
WI DOT DMV Dealer Section
WI DOT DMV Vehicle Services
WI DSPS
WI DSPS Legal Service
WI DWD Central Support
WI DWD UI/Benefit Operations Bureau
WI DWD UI/Office of the Administrator
WI Governor's Office
WI Historical Museum
WI Historical Society
WI Laboratory of Hygiene
Wild Birds Unlimited
Williamson Street Coop
Willow Pointe
Willy St. Coop West
Wil Mar Neighborhood Center
Wine & Hop Shop
Wingra Elementary School
Winner, Wixson, & Pernitz
WI Office of State Employee Relations
Wisconsin Air National Guard
Wisconsin Aviation
Wisconsin Board for People with Developmental Disabilities
Wisconsin Craft Market
Wisconsin Energy Conservation Corp
Wisconsin Institute of Discovery
Wisconsin Manufacturers & Commerce
Wisconsin State Capitol
Wisconsin Youth Company
WI Well Woman Program
WNWC Radio
Wood Cycle of Wisconsin
Work Plus Inc
World of Variety • Glaciers Edge
World of Variety • Mt Horeb
WORT Community Radio
WPS
Wrights Auto Service
Yahara Co op
YMCA • Cottage Grove Rd
YMCA • Medical Circle
YMCA • Oregon
Zion Personal Essentials Pantry
ZUZU Café

Dane County Employers Have Offered Job Opportunities Since 1978

Rocky Rococo's 37 years

31-35 YEARS

City of Madison- Clerks office
Dane County Facilities Management
Mcardle Cancer Research Lab
Meriter Hospital-Pharmacy

Salvation Army
UW Pyle Center
WI Dept. of Natural Resources

26-30 YEARS

Babe's Sports Bar
Barrymore Theatre
Capitol Centre Foods
Dane County Credit Union
Dane County Dept of Human Services
Dane County Sheriffs Office
Memorial Union Kitchen

Miller's/Kalscheurs Supermarket
Sequoia Library
St John's Church - Oregon
UW Memorial Library
WI Central Wisconsin Center- Pharmacy/Mailroom
WI DHS, DNR, DWD Mailroom
WI DHS Division of Enterprise Services

21-25 YEARS

City of Madison Police Department
City of Madison Public Health
City of Madison Purchasing Department
City of Madison Recycling
Dane County District Attorneys office
Dean/St. Mary's Surgery and Care Center
Denny's South
Erdman
BMO Harris Bank
Home Health United
Kohl's Department Store
Oregon Community School District
Pizza Hut

State Street Brats
Sunroom Cafe
Tellurian
UW Health Services
UW Memorial Union Cafeteria
Willy St. Co-Op
WI Manufacturers & Commerce
WI- Department of Transportation
WI- Capital Bldg & Grounds
WI- Department of Corrections
WI DHS Bureau of Fiscal Services
WI State Crime Lab
WI - Governor's office

15 TO 20 YEARS

Amtelco
Attainment Company
Benefit Plan Administration
Cantwell Court Condo. Association
City of Madison Assessors Office
City of Madison Fire Station #1
Clean Wisconsin
Community Living Connections
Dane County- Juvenile Reception
Electronic Theater Controls
Findorff
Flad Affiliated Corporation (FAC)
Great Dane Brew Pub
Greenbush Restaurant
Inn on the Park
Kentucky Fried Chicken
Kwik Trip - Oregon
Montys Blue Plate and Diner
Marshall's East
MMSD
Madison Cutting and Die
Maintenance Services of Madison
Manchester Place
Mother Nature's Diaper Service
MSCR - Lapham Pool
Nakoma Golf Club
Oregon Community Bank
Pepsi Corp

Pinney Library
Rosewood Apartments
Skaalen Home
Sun Prairie Health Care Center
Wal-Mart
Walgreens
Wisconsin Craft Mart
Movin Out
Natus
Oregon Manor
Senty Foods- Hilldale
University Bookstore
UW Biotechnology
UW Health Business Office
UW Hospital
UW Kohl Center
UW Physical Plant
Walgreens Distribution Center
WEA Credit Union
Wild Birds Unlimited
WI DWD Unemployment Insurance
WI DWD Mailroom
WI- Office of Commissioner of Insurance
WI-DHS
WI DHS Bureau of Children's Services
WI -Laboratory of Hygiene
WI- Office of Vital Records
WI Well Woman Program

ARTICLE 19

Living independently and being included in the community

Persons with disabilities have the opportunity to choose their place of residence and where and with whom they live on an equal basis with others and are not obliged to live in a particular living arrangement.

Persons with disabilities have access to a range of in-home, residential and other community support services, including personal assistance necessary to support living and inclusion in the community, and to prevent isolation or segregation from the community.

Some evidence of the benefits

*...across all outcome areas, smaller [living] settings, on average, produce better quality of life outcomes for people with IDD. People living in their own home, family homes, host family homes, or in small agency residences rank consistently better in achieving positive outcomes than moderate and large agency residences and institutions.**

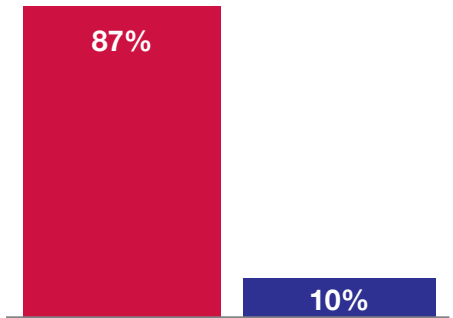
The benefits of living in a typical home** of one's choice have been recognized by CMS (the federal Center for Medicaid and Medicare Services) in a 2014 rule governing HCB Waivers (Home and Community Based Waivers),*** which fund about 60% of Wisconsin's services to people with developmental disabilities. The rule's common sense specification of the characteristics of a real home pose a considerable challenge to publicly funded residential services across the US. However, more than 90% of the people living with HCB waiver funded supports in Dane County live in places that pass the tests in the rule, mostly because they rent or purchase homes from the same housing stock as any other citizen and receive personalized assistance which they purchase through an individual budget.

Testing Dane County's support to people with developmental disabilities against these two standards and comparing Dane County to US averages shows two things. First, in comparison with US averages, **there is a significant Dane County performance advantage and the conditions that make this advantage possible are worth conserving** as struc-

* Nord, D., et al. (2014). Residential setting and individual outcomes. *Policy Research Brief*, 24(3), Minneapolis, MN: Research and Training Center on Community Living at the University of Minnesota

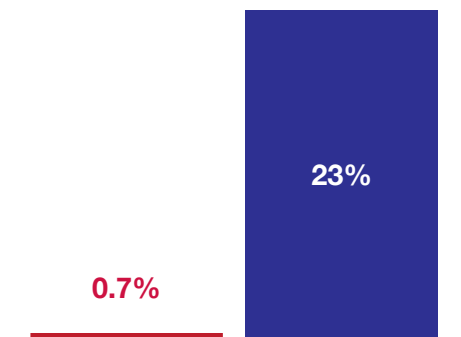
** Citizens who live outside US services to people with developmental disabilities generate a great variety of arrangements to suit their preferences and resources. What is not typical for adults is common for people with developmental disabilities who live outside their parental home: to be assigned by a government funded agency to live as one of a group of three to fifteen other similarly labeled people in a building owned and staff by a service provider, often without a choice of one's housemates or staff and usually following a routine established and enforced by staff.

*** Read the rule at www.gpo.gov/fdsys/pkg/FR-2014-01-16/pdf/2014-00487.pdf



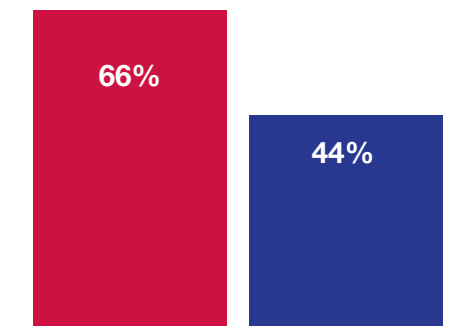
About 9 times more people in Dane County live in their own home with support as the US average.

65 of these people currently own their home.



About 33 times fewer people in Dane County live in group homes with 3 or more others than the US average.

There are trade-offs among values. 2% of adults (35 people) continue to live in state institutions because their guardians choose. US average is 9%.



A third more people in Dane County live with publicly funded support outside a family member's home than the US average. However, a substantial number of people and families want funding that offers the option for people to establish themselves in their own homes without a family crisis.

33 people & families have organized what they need to live in their own place by using available resources outside the funds budgeted for residential support.

tures and policies for managing long-term care in Wisconsin change. Second, **there is much more work to do.**

There is more work to do. Noting the favorable differences between the way Dane County offers assistance and the US average says little about the quality of any individual's experience. Substantially more people and families would prefer a publicly funded option to move from the family home than current funding limits allow. Meeting the increased needs for assistance that accompany aging have constrained some people to choose to share their homes with one or two others and led to some clustering of apartments to allow easier staff sharing. Many people would benefit from working more hours or holding jobs with greater career prospects than they currently do. Some people have more limited social networks and social roles than they would like. Some people have had a long and as yet unfulfilled search for intimate relationships.

Those who lead Dane County's developmental disabilities services don't claim that people with a developmental disability live in the best of all possible worlds. In fact, one strength of the system is a high level of self-criticism. The Dane County difference is that people and families are supported by a system that makes possible continual progress through individual and collective social invention.

The following pages identify four of the social innovations that have emerged and were shared at the celebration. Two innovations, initiated 15 years apart, result from Dane County Human Service's willingness and capacity to invest in families who want to organize and take action on issues that matter to them and the organizations that develop to sustain their work. Two reflect co-creation in a network of people committed to a better life for a specific person.

The final section identifies the conditions that have made it possible for citizens to create the advantage in life chances that Dane County offers its citizens with developmental disabilities.

Housing Innovations that Promote Inclusive Communities

Movin' Out is a successful, statewide, non-profit housing organization whose mission is to help people with disabilities experience the stability, autonomy, and connection with community that can arise from control of one's own home. Today



Angela Nellen, a Movin' Out homeowner

there are more than 1,300 successful Movin' Out home-owning households at home in nearly every Wisconsin county. More than 300 Movin' Out home-owners live in Dane County (many have disabilities other than DD or are families with children with DD0). Movin' Out has developed nearly 1,000 units of affordable and affirmatively inclusive rental housing in 15 Wisconsin communities. Six are Dane County communities: Madison, Middleton, Monona, Mount Horeb, Stoughton, and Waunakee. Movin' Out home owners and rental tenants are households of one to three adults with disabilities as well as family households that include children with disabilities. Some households have a mix of disabled and non-disabled household members.

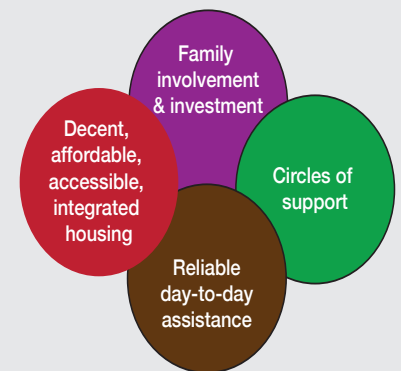


While more than 200 of the 1,000 rental units across the state are leased to tenants with disabilities, Movin' Out has a stake in all 1,000 households because everyone benefits from the value of an organically inclusive community.

This year, Movin' Out will continue to apply additional millions in subsidies to create affordability for homebuyers and renters. Its annual operating budget exceeds \$1 million and its balance sheet nears \$13 million.

So, what was the origin of such a successful organization?

Movin' Out was created in 1992 by a group of five parents seeking alternatives to group homes and other segregated facilities for their sons and daughters with developmental disabilities. Some were parents of school-age children. Some were the parents of young adults. They envisioned their sons and daughters living in their own homes in real neighborhoods. They identified four critical elements to support a good life in community: continuing family involvement in designing and directing support; a circle of support; day-to-day assistance from capable and committed people; and decent, affordable, accessible housing. They captured their vision in what they called "The 4-leaf Clover".



As they looked at Dane County from the point of view of capacity to deliver on their vision they found good support for families and assistance for people and families who wanted to form circles of support. Innovative approaches to personalized assistance were emerging through the efforts of Options in Community Living and other local service providers. Every element needed improvement but access to decent, affordable, integrated housing was most in need of development. Housing available to Medicaid-eligible people on fixed and very low incomes was too often well-worn rental stock that did not enhance a tenant's reputation, safety, mobility, or comfort. As well, financial assistance for down payments, mortgages, renovations and home modifications were available and mostly went unused by people with developmental disabilities. Home ownership was a real possibility for those who wanted to work for it.

The founders made the strategic decision to focus on finding a place at the affordable housing table. Well-established affordable housing and fair housing systems were in place at federal, state, and local levels. Some provided grants and loans to further affordable housing. Some worked on laws, zoning, and policies that

promoted equity and integration. Movin' Out founders recognized that people with disabilities typically have incomes low enough to qualify for affordable housing resources. They sought to position Movin' Out to qualify people with disabilities for a fair share of affordable housing resources.

Movin' Out was incorporated in 1995 as an agency specifically focused on assisting people with disabilities to establish their own home. The founding idea was that people in charge of their own homes were in a better position to negotiate the assistance they needed to be successful in their home and in the community. Establishing their own home is the best way for people with disabilities to have status as citizens and neighbors. One's own home is not only a refuge but also a launching pad for engagement and contribution to the community.

The new organization secured seed funds from the Fannie Mae Foundation and the State Division of Housing. Movin' Out hired its first housing counselor late in 1997, obtained donated supplies, and located office space donated by another housing organization. In 1998, Movin' Out continued to employ just one housing counselor and had a budget of less than \$100,000.

Dane County Department of Human Services endorsed the vision of Movin' Out's founders, supported Movin' Out's development of housing counseling capacity, and worked to adapt its delivery of supportive services to strengthen the roles of people with disabilities as neighbors, home-owners and lease holders.

Movin' Out now employs three housing counselors, a real estate developer, an asset manager, an operations manager, bookkeeper, administrative assistant, and executive director. This strong team has the capacity to mobilize multiple strategies to meet its mission. Movin' Out is a HUD-certified housing counseling agency and has been selected to be a Community Housing Development Organization in five local and state jurisdictions.

While tallying the number of units of home ownership and tenancy may be the most tangible illustration of Movin' Out's innovations in inclusive housing, staff and board continually look deeper and recognize that successfully securing one's own home involves aspirational dreaming, considerable planning, learning, budgeting, and decision-making. While household composition varies according to the preferences of each household, Movin' Out home owners and tenants choose to live in established, ordinary neighborhoods. They do not want their home to make them stand out or set them apart. They accomplish their housing goals with the assistance, information, and planning offered by Movin' Out staff. The choices in housing available through Movin' Out emphasize housing types and locations that are viewed as the norm by any citizen. The housing secured with the help of Movin' Out will never be burdened with licensing required by congregate facilities, thus allowing households to be seen and known as regular neighbors.

In addition to assuring affordability over the long term, Movin' Out works with people with disabilities and their families to establish a baseline of control of their home: people hold the key figuratively and literally. They have a lease or deed that confirms that this home is their home. They decide the composition of their own household, how many and who. Households get help from Movin' Out to address safety in their home and neighborhood, as well as accessibility and mobility challenges. Movin' Out staff can help tenants and home owners in negotiating the delivery of supportive services in their home in a manner that acknowledges the tenant or home owner as the head of household.

What links the vision of the five founding families with the mission of Movin' Out today is a commitment to innovation in supporting the aspirations of people with disabilities to have a home, benefit from community membership, and make a contribution as engaged citizens.

movin-out.org

Organizing for Social Invention

In 2007, eight parents of individuals with disabilities sat together in a living room and asked each other, *What will happen to my son or daughter when I die?* That meeting grew into a grass-

roots organization of more than 130 families envisioning a future in which adults with disabilities live as independently as possible and contribute to their community through productive employment, engaged citizenship, and caring, reciprocal relationships.

LOV-Dane (Living Our Vision) grows out of a community-organizing model, which places a high value on identifying the assets of individuals, families and communities and leveraging them collectively to create change. LOV-Dane is not a program, but an organization committed to a process. We bring individuals and their families together to identify shared challenges and generate creative solutions. By design the talents and energy of members drive our actions and decisions at all levels. LOV also increases its social capital by building strategic partnerships with organizations outside of the disability field. In practice, LOV is an *innovation engine* piloting and scaling up projects designed by individuals with disabilities and their families.

One of LOV's first innovations is the **Bridge Builder Project**. Eight LOV families launched a project to strengthen the community by supporting their loved ones with disabilities to offer their gifts. Members have joined civic groups, gotten involved in their faith communities and developed lasting friendships. The project has grown to include 27 families and connections to more than 40 community organizations. After unsuccessfully trying to make connections themselves, families pooled their resources and hired two Bridge Builders who support members to identify their passions, find places to contribute and put supports in place to make the connections successful. The principle that all LOV projects are family-led is essential to success. Members and their families meet to encourage one another, re-define project goals and make the hard financial decisions.



The Bridge Builder project has taught us that the best way to get connected is to contribute your gifts. Steven, a founding member of the project illustrates this. While needing high levels of support, it is very important to Steven that he has opportunities to be independent of his parents and support staff. His faith is central in his life so he began attending St Peters on Madison's North side. Instead of looking for support from church members for Sunday Mass, Steven joined the Knights of Columbus service club. The Knights quickly capitalized on his gift for getting the group's attention and moving a meeting along. Soon, he

went without staff to their monthly meetings and the group modified the initiation ritual to be meaningful for Steven. Steven became a member. After that, finding support for Steven on Sunday became much simpler. The congregation wanted to know how to help him with communion and what to do if he had a really bad day or his ride didn't come. The Bridge Builder supported Steven and his mom to share that information and now Steven can be found at St Peters every Sunday morning sitting in his favorite pew.

We have learned is that creating a meaningful day takes time and many different kinds of relationships that build upon one another. When Daniel began the project doing one thing a week seemed overwhelming and the very idea of living in his own apartment was inconceivable. That first year in the Bridge Builder project he met Tom, who shares a love for woodworking and quietly drinking coffee. It was quite a while before Daniel was comfortable spending time with Tom alone. Over





the next couple of years their friendship grew as they built bat houses, tackle boxes and Little Libraries. Things shifted for Daniel about a year ago and his life exploded with possibilities. Daniel took a pottery class at UW-Wheelhouse Studios and felt centered so he keeps signing up. He began hosting parties and started a Saturday Breakfast Club with another LOV member. He is a volunteer at Underdog Pet Rescue where he is a champion kitty snuggler. Last week Daniel started a sentence with “When I move out...”

The Bridge Builder project, like all LOV endeavors, is always a work in progress. Steven’s staff still needs encouragement to get him ready to go on Sunday mornings. Some weeks Daniel gets overwhelmed and needs a break from all that activity. The principle that projects are family-led creates a project that is responsive to the needs of members and organic in its evolution. As we prepare to hire a new Bridge Builder, families have added tasks: working with other paid service providers, building more formalized partnership with community organizations and investing in peer-support networks to facilitate more young adults to move into their own homes. While we can’t predict the stories Steven, Daniel and the other 25 members of Bridge Building will tell one year from now, we do know each person will have more and deeper connections which make their lives better and more sustainable over time.

The other 103 families involved in LOV Dane will also have new stories. Families come together to laugh and cry, learn from one another and work on projects to improve their lives. Currently, there are projects to increase employment, build independent living skills and navigate Wisconsin’s Long Term Care System change. As we have learned from Steven and Daniel, building full lives takes time, many relationships and is best attained by collectively using our gifts to reach our goals.

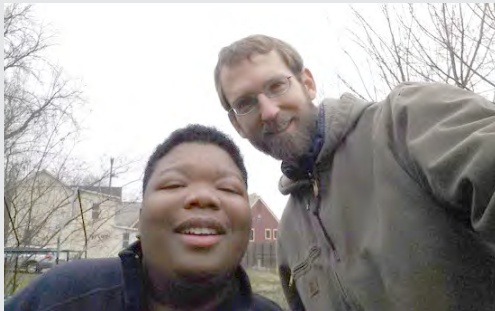
Tiger Lily Seeds*

Tiger Lily Seeds is a micro-enterprise in the business of growing prairie wetland wild flowers and harvesting their high-value seeds. The enterprise's principal, Brittany Romine, harvested her first crop of seeds in the autumn of 2012 and successfully sold them to Applied Ecological Services, an international distributor of rare native seeds based in Brodhead, Wisconsin.

Brittany's harvest success was built upon the opportunities generated by a grant to Movin' Out administered by Dane County Department of Human Services. The seed production enterprise is an offshoot of the creation of Elven Sted, an affirmatively inclusive multi-family rental housing development on the Yahara River bank in the City of Stoughton. Because of its riverside location, Elven Sted was required to install a retention ditch to grab storm water before it seeped into the river. Movin' Out developer, Dave Porterfield, upgraded the retention ditch to a rain garden by altering the landscape plan to include thousands of wild flowers and grasses. In researching the varieties of wild flower choices available, the development team learned that the rain garden environment was ideal for the propagation of varieties that produce high-value seeds. These varieties are precious because of their unique beauty and the necessity to harvest the seeds by hand, requiring much more time and labor than mechanical harvesting methods.

The grant funds enabled Movin' Out to sub-contract with Madison Environmental Group (MEG) to research the business potential of a seed-growing enterprise. MEG researched the wild flower business, conducted a feasibility study, assessed the market for high value seeds, and generated a detailed business plan. From here, another sub-contractor, Progressive Community Services (PCS) examined the plan and adapted it to become a micro-enterprise business opportunity for a person with a disability. With the help of teachers in the Stoughton High School special education program, the "rain garden team" identified Brittany as someone with an entrepreneurial spirit, a love of plants, a talent for gardening, and a preference to work on her own.

PCS micro-enterprise specialist, Shannel Trudeau-Yancey, lined up the funding and vocational resources Brittany needed to launch her business. A key resource for Brittany is Corrine Daniels, president of Applied Ecological Services. Corrine provided invaluable technical assistance to Brittany and her team, contributed



BRITTANY & DAN

plant stock, and helped perfect Brittany's business plan, knowledge, and skills. Corrine's business also buys Brittany's harvested seeds, after confirming the seeds' genetic purity and quality. Brittany used the vocational resources administered by Dane County Human Services to hire Dan, a work assistant, who joined Brittany in the planting of thousands of flowers and helps her guide the work. Brittany's support broker, Pat Fields, engaged Americorps volunteers to assist in the planting and also in some much needed river bank clean-up.

Brittany's mother, Andrea Romine, fueled the confidence and spirit needed to succeed and kept Brittany and her team focused on success and the opportunities to celebrate at each stage along the way. Andrea also facilitated the certification of Tiger Lily Seeds and the Elven Sted rain garden as an official Monarch butterfly way station.

The City of Stoughton has also been a steady partner with Tiger Lily Seeds. Movin' Out deeded the portion of land that includes the rain garden to the City of Stoughton Parks Department. The City and Tiger Lily Seeds have an agreement endorsed by the Common Council that empowers Brittany to grow and harvest seeds on



* From www.movin-out.org/tigerlily.html

this city land. The city's future plans include a river path that will increase the visibility of the rain garden and Brittany's work there.

Tiger Lily Seeds has inspired other seed harvesting opportunities for volunteers with disabilities. These organizations have seed-collecting activities and welcome the participation of volunteers with disabilities: Audubon Society, Troy Gardens, Holy Wisdom Monastery, Swamp Lovers' Foundation, the Prairie Enthusiasts, Go Biologic/Adaptive Restoration, Folklore Village, Southwest WI Grassland and Stream Conservation Area, Rock Ridge Cooperative, and the UW-Madison Arboretum.

The Tiger Lily Seeds story has been shared in several venues including presentations at the Chicago Wilderness Conference and the national Sustainability and Energy Efficiency Conference. The Stoughton Courier Hub had a front-page story featuring Brittany and Tiger Lily Seeds. Brittany is consulting with the City of Stoughton about other water retention sites or greenways nearby that may be good locations for the expansion of her business. Movin' Out is undertaking another multi-family housing development in Brodhead, home town of Applied Ecological Services, and plans an economic development element that could include enterprises like Tiger Lily Seeds or other ventures with potential partnership with Applied Ecological Services and other local businesses.

To build on her business success Brittany has applied for a loan to purchase a farm so she will have more room to grow plants for seed. The farm she has chosen has barns and a house where she and her sister can live. Movin' Out let her and her family know about the loan program, which is administered by the US Department of Agriculture and focused on assisting members of minority groups and women who want to farm or ranch. Because hers is not a typical farming operation, the success of her application depends on a strong business plan, which her supporters and customers at Taylor Creek Nursery are helping her to develop.



Reasonable(?) Accommodation

When most human service organizations think of reasonable accommodation they think of ramps and grab bars, modified equipment and procedures, built up spoon handles and special plates. All are useful. Jeanne Grosse, a self-employed artist, and her collaborators at **Artworking** have stretched this important idea beyond its usual boundaries in an inspiring way.

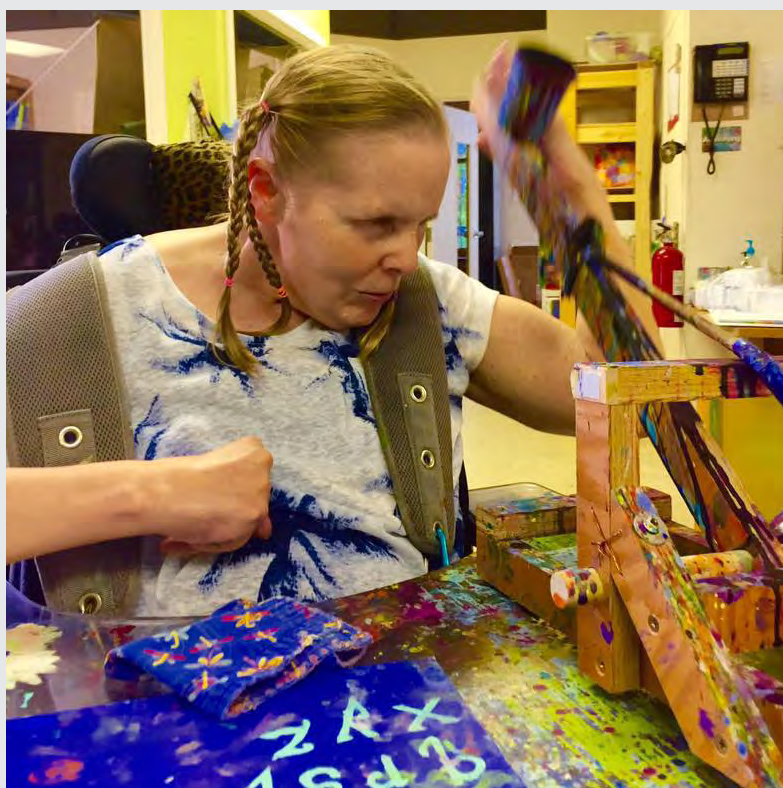
Artworking provides career supports and mentors to artists with developmental disabilities. Those involved with Artworking take art seriously as creative expression, as a profession and as a demanding business. Together they co-create ways to follow the principle that an artist's career should grow with them. As a group they are committed to each artist exercising authority over their own process, their business and their support structure.

Jeanne Grosse keeps growing as an artist and a business person. Her remarkable color sense found expression in making beads and creating jewelry. After a time, she grew tired of jewelry making and moved into abstract expressionism, exploring and expressing her inner spaces in more than 200 works. As she developed, her interest grew in action painting, especially the work of Jackson Pollock.

Pollock used the whole force of his body to paint, physically mixing what he could control –materials, colors, size and position of the surface he painted on, and decision about when the painting was done– and what developed as paint dripped or splashed. He said, *I continue to get further away from the usual painter's tools such as easel, palette, brushes, etc.*

Jeanne and her co-workers continued Pollock's move away from usual painters tools to accommodate her physical impairments in a way that allows her powerful physical expression. They added a catapult to Pollocks' array of sticks, trowels and knives. Jean mixes colors, saturates a sponge, and aims, the catapult is cocked and she fires it. Some of the results are pictured above. Adding a receptive surface on the floor to the target on the wall creates a second generation of rebound paintings.

Attempts to control expenditure on long-term support could have the terrible effect of narrowing imagination about accommodation to granting access to only the most basic activities of daily living. Jean's catapult inspires a far wider view of life as a creative force.



artworking.org & on facebook

Dane County' creates opportunities for people with developmental disabilities and their families to grow and develop as contributing citizens. These accomplishments are the co-creation of people with developmental disabilities, active families, committed providers, county managers, elected officials, employers and other citizens working together for more than 40 years.

- **Flexible and, when necessary, intensive support assists families through childhood and adolescence.**
- **Achieving permanency for every child has been an objective for more than 25 years.**
- **Dane County has nearly eliminated long term institutional residence and minimized short term placement. A few people's needs have taxed local providers and crisis resources to the point that short term placements in IMDs or DD institutions are necessary. The people who challenge the system in this way have been the focus of intensive effort to develop or redesign supports.**
- **A Treatment Foster Care option has developed for a few young people who are better assisted by a supported living arrangement than in a family or foster family setting.**
- **Employment supports have assisted businesses in many areas of the county to respond to most people's desire and capacity for employment.**
- **More people benefit from individualized supported living in Dane County than other places in Wisconsin do. A significant number of people own their homes. It has been possible to respond when family ability to support a person at home breaks down, but people who want to move from their family homes for positive reasons face limits.**
- **There is continuing attention to support people whose needs for assistance increase in consequence of age related disability or illness to remain in their homes rather than undergo long term nursing home placement. It is a victory when those who have supported a person can maintain a vigil with them when they are dying.**
- **Dane County is one of a few places in the US that provides each person a broker and an individual budget as well as access to a set of county funded public services such as crisis response and technology consultation.**
- **Most young people graduating from high school have moved into supports that include necessary assistance to maintain employment, in home support and the services of a broker. This accomplishment builds on, and has influenced, most of the county's school districts to assure that young people graduate from special education with paid jobs.**
- **The DD system actively supports family-led innovation. The results include Movin' Out, LoV Dane, Community Building Initiatives and family-led jobs.**

How Dane County generates social innovation

Dane County functions as a system that generates good and improving life chances for people with developmental disabilities as a group of citizens. Within a system boundary set by commitment to common values, people and organizations have the freedom and support to try a variety of ways to use public funds to serve those values and tell others what has worked and what they have learned.

Understanding and expression of these boundary values has grown and changed with the years. A current expression of those values is at the right. These three value statements are refinements of a commitment shared among the system's founders: people with developmental disabilities have the same rights and deserve the same opportunities and life experiences as any other citizen. Learning from action has refined the direction set by this foundational belief to emphasize participation in a full spectrum of community roles, growing expectations for developmental growth, and the importance of self-direction..

Since the early 1970's there have been occasional shifts that affected large numbers and generated large scale innovation: substantial growth from the downsizing of state and local institutions and nursing homes; the implementation of HCB waiver and MA Personal Care funding streams; the move to individual budgets and brokerage; and positioning the County for Family Care. These shifts have taken years and allowed time for people and organizations to try a variety of ways to adapt and promote their distinctive implementation of the values in the shifting structures and funding streams.

Most innovation has grown from the desire to create better responses to changing individual circumstances. These inventions begin as a new and better way to respond to one person. Starting with an interest or concern that affects a person's life, those who assist find new connections, new knowledge and skills, and new community resources. With the person they try and refine new forms of assistance. These innovations spread and develop as they expand and work for other people.

- Some people have entrepreneurial interests and want to work for themselves, like Brittany (page 15) and 48 other business owners, .
- People's desire to spend less time under staff supervision and a desire to assure that people are not over-served led to the development of Sound Response, a technology that gives capable people as needed access to assistance and reduces their reliance on staff presence.
- As people have aged and acquired additional impairments a variety of ways have grown up to offer people the same dignity of aging and dying in place that many elders without developmental disabilities desire.
- While life with a permanent family remains the best option for most children and young people, a very small number have a better chance

- People with developmental disabilities have a responsibility and a right to full participation in community life with the assistance they need to contribute.
- The assistance people need must be tailored to each individual and family situation, built on respect for the dignity of the whole person, focused on developing the person's capacities and responsive to life's changes.
- People and their families have the responsibility and right to self-direct the use of public funds with the assistance they need to do so.*

* Identifying these values as creating the Dane County system's boundaries doesn't mean that everyone agrees on their desirability. For example, there is a constituency for sheltered day programs and a constituency for building congregate housing for people with developmental disabilities, particularly for people with Autism Spectrum Disorders. The point is that these are the values that shape Dane County's system boundaries. They are the foundation for negotiation of the concerns that lead some families to seek congregate services.

to thrive when they are supported in adolescence as they will be as adults, in a supported living setting.

- Some people and families have organized with County support and orchestrated a move from their family's home into their own home by mobilizing available resources outside the county supported living budget.
- A small but growing number of young people challenged capacity to assist them to manage emotional dysregulation past the system's capacity, resulting in short term admissions to mental health and developmental disability institutions for a few. This stimulated the creation of a learning group, *Rhythms*, whose explorations of alternatives have led to a new and more effective forms of individualized assistance and a significant decrease in short term institutional use.

Local responsibility and local decision making has created an environment that fosters social invention. Assistance for people with developmental disabilities has been seen and treated as a local civic issue of recognizing rights and supporting people to act responsibly as citizens, not as if developmental disability were a medical condition requiring professional treatment and supervision.*

From its earliest days, vigorous advocacy has shaped the system.** Elected officials responded to local need by making a greater investment of County tax money than other Wisconsin counties do. Managers attend to the voices of families, people with disabilities and their allies among service providers. Difficult trade-offs –such as using scarce new money to assure high school graduates the assistance they require to keep paying community jobs rather than using more of the funds to make it possible for more people to move out of their family homes– are a matter of local deliberation and contention.

Whole system management. County managers hold responsibility for identifying and developing necessary capacities so the whole interconnected set of supports can better realize the system's values. Sometimes this means refining existing publicly funded supports, as has happened to assist more and more people to age in place. Sometimes this means noticing the need for a new form of assistance, as has happened

* In the context of good individualized support for citizenship, some people with developmental disabilities do benefit from intensive and highly specialized interventions. The point is that, unlike systems still dominated by institutional thinking, the need of some for specialized assistance doesn't dominate the structure and management that serves everyone. The context for specialist work is individualized support for community life.

** For the stories of women who shaped the way Dane County's schools and human services have addressed developmental disability, see Connie Lyle O'Brien and John O'Brien (1999). *My House Is Covered with Papers! Reflections on a generation of active citizenship*. [.goo.gl/1sMWRk](https://www.google.com/url?sa=t&rctj=9&url=https://www.dane.edu/sites/default/files/2019-04/MyHouseIsCoveredwithPapers.pdf)

in the development of new ways to organize support for people with neurophysiological differences that can result in violence and diminish their opportunities to participate in community life. Sometimes it is a matter of investment in strategic partnership with community resources, as has happened in a partnership with TimeBank that yields opportunities for people with developmental disabilities to exchange their contributions for other's assets outside the money economy.

The process of whole system management is collaborative and based on trust and respect for distinct understandings of shared values. As one local leader puts it, *I never have to feel alone. We have made a place for everyone who wants to be a partner. We can always reach across organizational boundaries, sit down, listen to one another and work things out.*

Keeping and bringing people home. Since the 1970s there has been a strong commitment to developing sufficient supports to make it possible for every person, regardless of the extent or complexity of their needs, to live a good life in Dane County. This commitment has led the County to develop an extensive repertoire of supports to people with complex bodies and behavioral and mental health challenges.

Consideration of the lifespan. Although assistance to families and their children with developmental disabilities and special education were not the focus of this celebration, the high quality of these supports has positively reshaped the ways that developmental disability affects most people's lives. Many people have greater competencies and better health than the generation that experienced higher levels of social exclusion and institutionalization. Most people and families have high expectations for a good life in community.

Sufficient variety to offer a good chance of individualized support.

There are many paths to a good life and many differing preferences about the assistance necessary to travel those paths. Several decision rules, consistent since the 1970s, have shaped an increasing variety of ways to offer assistance.

- **Avoid inflexibility.** In the wave of growth driven by deinstitutionalization, many places encouraged service providers to acquire real estate to house groups of people. Dane County encouraged service providers to separate housing and support and look for housing on the open real estate market. Finding jobs in community workplaces reduces the need for special buildings. Minimizing sunk costs in building and congregate approaches to service makes the whole system more flexible.
- **Prefer community settings.** Many places have expanded sheltered workshops and day activity programs. Dane County has usually practiced connecting people to ordinary community resources. The huge variety of work places and volunteer opportunities available in Dane County's communities, gyms, community centers, and clinics offer al-



Mike, Rosie & Lorin share the story of long lives together in this video by Jess Haven

<https://vimeo.com/140187216>

most everyone better possibilities than DD only settings might. Social norms are slowly shifting. As the years have passed, having a paid job in an ordinary workplace has become an established expectation, not only among many people with developmental disabilities and their families, but also among a growing number of local employers, including state government and the university.

- **Multiply resources.** People with developmental disabilities are much more than their disability specific labels. County funded nurses working as health advocates assure that the community's medical and dental practitioners capably treat their patients with developmental disabilities and that those who assist a person know what to do to promote wellbeing. Movin' Out connects people with the housing assistance available to them because they have low incomes. Offering people good opportunities to earn and capable support to navigate the tangles created by people's benefits increases options.
- **Seek multiple providers** with distinctive ways of realizing the system's values. Eighteen supported living providers and fourteen supported employment services partner with people and families who hold individual budgets. Some are small, some larger. Some are local to Dane County, others operate statewide or in several states. Each provides supports negotiated person-by person in accord with its own distinctive implementation of the system's values.

Self-direction. In the mid-1990s Dane County began a shift from contracts between the County and service providers for blocks of services to self-directed individual budgets. The power to purchase necessary assistance is granted to people and their guardians. Planning, negotiation and reshaping services is assisted by a service broker, chosen by the person. By the early 2000's almost everyone had control of an individual budget. This funding structure offers the option for people to choose to organize their own assistance and employ their own staff. In addition to those who offer brokerage as members of a broker agency, people can choose their broker from among friends or relatives and one broker agency is set up to support these brokers. An array of organized, generally available supports, assists people to make good use of their budgets.

Invest in learning. Consultants with specialist knowledge and skill promote learning among the team that assists a person. There are opportunities to reflect and deepen understanding of the values that guide the system. A common approach to positive support, communicated through regular training and team consultation, provides a foundation for preventing and responding to behavioral difficulties that interfere with people's engagement in community life. There are opportunities to reflect and deepen understanding of the values that guide the system. Staff and managers join in identifying and responding to opportunities to

further improve people's life chances. A long history of these activities has created a network capable of social innovation.

University of Wisconsin staff have made important contributions to a system capable of social innovation. From the 1970's on Lou Brown and his students energized inclusion in public schools, community based instruction and supported employment. Don Anderson and Susan Kidd Webster have prepared generations of social workers for community focused practice.

The challenge of conservation

Dane County is one instance of a system in which the parts fit together to create life chances consistent with current US law and policy directions. Shifts in Wisconsin's structure for managing long-term care could disrupt the structures and practices that provide Dane County's current advantage and decrease the capacity to keep improving the assistance that people and their families count on to exercise their citizenship.

The challenge is to conserve individualized supports and the capacity for consistently producing the social inventions that will continue to improve them.