

Link to [SRC Bylaws](#) pg 15 starts Employment First Committee that oversees EFAP

Employment First Advisory Partnership

2021 Member Orientation Packet

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Overview and Purpose of the Employment First Advisory Partnership

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Colorado's Employment First Advisory Partnership (EFAP) meets every other month on the third Tuesday from 10:30 to 1:00 p.m.

Location: 633 17th St. Suite 1501 Denver, CO 80202

Members are encouraged to attend all meetings IN-PERSON but may attend remotely when necessary.

EFAP Chairs: Kim Cortes, Katherine Carol, Shantelle Rockman & Jenn Mendenhall

SRC Employment First Committee Members: Shantelle Rockman, Katherine Carol and Katie Oliver

EFAP Executive Summary

In states embracing an Employment-First approach, employment in the general workforce is the first and preferred outcome in the provision of publicly funded services for all working-age citizens with disabilities, regardless of level of disability. "Employment First" refers to state systems change initiatives that result in increased employment outcomes for people with disabilities.

Senate Bill 16-077, "Employment First for Persons with Disabilities," established the state's commitment to improving employment outcomes for Colorado disabled citizens. The legislation, sponsored by Senator John Kefalas, then Representative Dianne Primavera, and Representative Joann Ginal, created an Employment First Advisory Partnership to identify barriers to employment and make recommendations to the General Assembly and five state agencies to implement an Employment First framework in Colorado.

Lead Agency for EFAP

The State Rehabilitation Council is the lead agency coordinating cross-departmental and interagency collaboration among agency partners. The SRC has created an internal Employment First Committee to guide and administer the Employment First Advisory Partnership.

EFAP Membership: required by CRS 8-84-303 (*at a minimum*)

- Representatives of the Association for Persons Supporting Employment First
- Advocates for Persons with Intellectual and Developmental Disabilities
- Persons with disabilities who have secured or are seeking competitive integrated employment
- Members of the community who are not connected to any service agency
- The Department of Healthcare Policy and Financing (HCPF)
- The Department of Education (CDE)
- The Department of Higher Education (DHE)
- The Department of Human Services (DHS)

*The Office of Employment First has been added as an agency partner by the SRC Employment First Committee

EFAP 2017 Recommendations

The initial EFAP strategic plan was published on November 1, 2017.

1. Produce data for all applicable EFAP agency partners that allow measurement of Colorado's progress toward compliance with federal law requiring people with disabilities receive state-funded services in integrated settings (all EFAP agency partners).
2. Implement department-wide Employment First policies and practices (CDLE, HCPF, and CDE).
3. Implement a training plan for state service providers on evidence-based practice to expand employment outcomes in conjunction with employer-led initiatives and networks (all EFAP agency partners).

4. Implement a communication plan with messaging describing available services that support the achievement of successful employment outcomes for people with disabilities, including those with the most significant disabilities, which targets employers, educators, people with disabilities, and their families (CDLE).
5. Create an Office of Employment First to coordinate cross-departmental efforts to implement Employment First policies, regulations, and practices (Colorado).
6. Develop appropriate funding structures to increase employment service and support capacity (all EFAP agency partners).
7. Design and coordinate locally based pilot projects to demonstrate the expansion of employment outcomes for people with disabilities through best-practice employment services and support their implementation (all EFAP agency partners).
8. Become a "model employer" for Colorado citizens with disabilities

The full EFAP Strategic Plan, including objectives, can be accessed [here](#).

The Employment First Advisory Partnership (EFAP)

EFAP Vision Statement: All Coloradans with disabilities are included in the workplace and recognized for their interests, strengths, and contributions.

Mission

Senate Bill 16-077 states:

The Employment First Advisory Partnership shall develop a strategic plan to expand competitive integrated employment outcomes for persons with disabilities through Employment First policies and practices. The strategic plan must include recommendations to the General Assembly and the relevant policy-making boards concerning any changes to state statutes or rules necessary to implement the strategic plan, along with a fiscal analysis of implementation costs where practicable.

The Employment First Advisory Partnership shall continue to meet, as necessary, to work on duties outlined in section 8-84-304, to consider revisions to the plan and to provide advice and expertise relating to the subsequent implementation of the plan. (C.R.S. 8-84-303 (7) (b))

C.R.S. 8-84-304 provides a list of EFAP duties:

The Employment First Advisory Partnership shall:

- a. Make recommendations to ensure that, in providing publicly funded services, competitive integrated employment is the primary objective and preferred outcome for all working age persons with disabilities regardless of level of disability;
- b. Identify barriers to competitive integrated employment for persons with disabilities;
- c. Identify unnecessary, inefficient or conflicting agency rules and regulations that make it more difficult for employers to hire persons with disabilities;
- d. Identify training and knowledge gaps among agency staff, agency vendors, and individuals with disabilities and their families that may create obstacles or perceived obstacles;
- e. Identify the data available and gaps in data collection that prohibit measuring Colorado's progress toward compliance with Olmstead v. L.C.
- f. Make recommendations relating to pre-vocational services to ensure that, in compliance with federal law, the services are time-limited and reasonably lead to competitive integrated employment.

EFAP Value Statements

Key Terms

Employment First: A framework for systems change that is centered on the premise that all citizens, including individuals with significant disabilities, are capable of full participation in integrated employment and community life.

Competitive Integrated Employment:

- Refers to jobs held by people with significant disabilities in typical workplace settings where the majority of persons employed are not persons with disabilities.
- Individuals with disabilities earn wages consistent with wages paid to workers without disabilities in the community performing the same or similar work
- Earn at least minimum wage
- Paid directly by the employer

The Employment First Advisory Partnership BELIEVES:

- Real work for real pay contributes to living well and builds a diverse and thriving economy.
- All people with disabilities have the right to information, effective quality support and the opportunity to obtain real work for real pay in their chosen career path.
- Innovation and continuous improvement practices are utilized to realize a more prosperous and equitable future, ending historic and persistent injustices against people with disabilities. We value cultural awareness and recognize that cultural differences impact employment opportunities and outcomes

- Collaboration and leadership are fundamental to changing the culture to ensure that all people with disabilities have the opportunity to prosper.
- We believe in zero exclusion – everyone, including people with significant barriers to employment associated with disability, has the right to equal opportunity for real work and real pay.

EFAP Role Statement

EFAP focuses on the multi-stakeholder leadership, collaboration, and passion needed to effect systems change for the benefit of people with disabilities, businesses, and the Colorado economy.

EFAP Responsibility Statements

- Bring all impacted public and private stakeholders together and foster the trust and accountability necessary to bring about transformative systems change.
- Identify barriers to employment success for people with disabilities and address them with best practices and innovative strategies.
- Attract and advocate for resources – human, financial, political and otherwise – needed to advance Employment First approaches.
- Provide guidance, insight, and feedback on Colorado’s priorities, approaches, and resource allocation to fulfill the mission and realize the vision.
- Hold each other accountable for progress toward the shared vision and mission.
- Identify and respond to data gaps necessary to observe progress towards compliance with the Supreme Court’s Olmstead Ruling.
- Identify and respond to training and knowledge gaps among agencies, staff vendors, individuals with disabilities and their families.

EFAP Group Norms:

1. Be inclusive
2. Be present
3. Be hard on the issues not on the person
4. Address issues from a solution-focused perspective
5. We share positive stories on what really works
6. Model and embody personal and group integrity
7. Acknowledge the unknown, knowing that everyone has a piece of the truth
8. Review minutes prior to meeting and send edits ahead of time
9. One person speaks at a time; introduce yourself first and be concise
10. Encourage conversation and respectfully draw each other out to build understanding

11. Seek first to understand, then to be understood
12. Value lived experience
13. Members of the EFAP make decisions by consensus, then by a simple majority vote if consensus cannot be met by members present or their proxy at the meeting at which quorum has been established.
14. We have fun - misery is optional!

EFAP Committees

EFAP Committees can be developed on an ad hoc basis depending on the focus areas and goals identified by the EFAP.

EFAP Contacts

Rachel Hoard is the SRC Program Manager and can be reached at;
Rachel.hoard@state.co.us

Remote Meeting Access

Conference call capability is available at each meeting. The DVR Staff representative is responsible for providing public notice of meetings and information on remote meeting participation. EFAP meetings are open to the public, and disability accommodations will be made available upon request by contacting DVR staff supporting the SRC and EFAP.

Employment First Advisory Partnership

BYLAWS

PREAMBLE

The following sets forth the bylaws, which shall serve to guide the functioning of the Employment First Advisory (EFAP). The intent is to provide procedures and policies for advising, advancing, and sustaining Employment First Principles and Practice throughout the State of Colorado. EFAP shall at all times conduct itself in a manner that promotes the mission, vision, and goals of the partnership.

ARTICLE I - NAME

The name of this statutorily defined advisory committee shall be the Employment First Advisory Partnership (EFAP).

ARTICLE II - PURPOSE

The purpose of the EFAP:

Employment First Advisory Partnership shall develop a strategic plan to expand competitive integrated employment outcomes for persons with disabilities through Employment First policies and practices. The strategic plan must include recommendations to the General Assembly and the relevant policy-making boards concerning any changes to state statutes or rules necessary to implement the strategic plan, along with a fiscal analysis of implementation costs where practicable.

The Employment First Advisory Partnership shall continue to meet, as necessary, to work on duties set forth in section 8-84-304, to consider revisions to the plan and to provide advice and expertise relating to the subsequent implementation of the plan. (C.R.S. 8-84-303 (7) (b))

Section (C.R.S. 8-84-304) provides a list of EFAP duties:

The Employment First Advisory Partnership shall:

- a. Make recommendations to ensure that, in providing publicly funded services, competitive integrated employment is the primary objective and preferred outcome for all working age persons with disabilities regardless of level of disability;
- b. Identify barriers to competitive integrated employment for persons with disabilities;
- c. Identify unnecessary, inefficient or conflicting agency rules and regulations that make it more difficult for employers to hire persons with disabilities;
- d. Identify training and knowledge gaps among agency staff, agency vendors and individuals with disabilities and their families that may create obstacles or perceived obstacles;
- e. Identify the data available and gaps in data collection that prohibit the measurement of Colorado's progress toward compliance with Olmstead v. L.C.
- f. Make recommendations relating to pre-vocational services to ensure that, in compliance with federal law, the services are time-limited and reasonably lead to competitive integrated employment.

ARTICLE III - MEMBERSHIP

Section 1. Qualification

EFAP shall obtain stakeholders who commit to the EFAP mission, vision, values, and roles, at minimum, as outlined in C.R.S. 8-84-303 Employment First for People with Disabilities.

Required Stakeholders

- Representatives of a national association of persons supporting the implementation of employment-first policies
- Advocates for Persons with Intellectual and Developmental Disabilities
- Persons with disabilities who have secured or are seeking competitive integrated employment
- Members of the community who are not connected to any service agency
- The Department of Healthcare Policy and Financing (HCPF)
- The Department of Education (CDE)
- The Department of Higher Education (CDHE)
- The Department of Human Services (CDHS)
- The Department of Labor and Employment (CDLE)

*The SRC Employment First Committee has added **The Office of Employment First** as a required agency partner.

*People under the age of 18 may be considered for membership on EFAP with parental consent.

Section 2. EFAP Member Appointment

- a. Membership shall be appointed by a majority vote of the SRC Employment First Committee. EFAP members have unlimited terms. State and agency members are chosen for EFAP membership by their respective agencies and remain as members of the EFAP until such time as they leave the agency or position, or the agency itself selects replacements.
- b. EFAP Membership will be a maximum of 25 seats and a minimum of 15 seats. If a member changes their role during their term and if they are representing a specific stakeholder group, they will be replaced by that organization. If that member would like to remain on EFAP they may apply for an open position or the SRC EF Committee can determine if the stakeholder group they represent needs to be added to the membership. If there are no positions available, they can participate as a member of the public.
- c. The SRC Employment First Committee may vote to add required EFAP stakeholders when warranted.

ARTICLE IV EFAP Members

Section 1. Membership

EFAP will be represented by a minimum of the required stakeholders identified in Article III Section 1.

Required Stakeholders.

At least 50% of EFAP membership will be made up of non-state agency representatives.

Section 2 Duties of EFAP Members

The Employment First Advisory Partnership shall: (As stipulated by C.R.S. 8-84-303)

- a. Make recommendations to ensure that, in providing publicly funded services, competitive integrated employment is the primary objective and preferred outcome for all working age persons with disabilities regardless of level of disability;
- b. Identify barriers to competitive integrated employment for persons with disabilities;
- c. Identify unnecessary, inefficient or conflicting agency rules and regulations that make it more difficult for employers to hire persons with disabilities;
- d. Identify training and knowledge gaps among agency staff, agency vendors and individuals with disabilities and their families that may create obstacles or perceived obstacles;
- e. Identify the data available and gaps in data collection that prohibit the measurement of Colorado's progress toward compliance with Olmstead v. L.C.

- f. Make recommendations relating to pre-vocational services to ensure that, in compliance with federal law, the services are time-limited and reasonably lead to competitive integrated employment.

EFAP membership will:

- Elect EFAP leadership (Co Chair and Chair Elect)
- Elect EFAP Member representatives who will represent EFAP on the SRC Employment First Committee
- Select Subject Matter Experts based on the needs of EFAP and will review periodically
- Nominate new EFAP members and present nominees to the SRC Employment First Committee

Section 3 Conflict of Interest

- a. When an EFAP Member becomes aware of a potential conflict of interest, the EFAP Member must disclose the potential conflict of interest prior to participating in discussion on the matter. The EFAP shall then have the opportunity to deliberate on whether the conflict of interest exists. EFAP Members may participate in discussions regarding topics on which they may have a conflict of interest, but may not participate in the formal voting process when an actual conflict exists.
- b. Under general ethical principles all members of the EFAP shall recuse themselves when they have a conflict of interest and/or direct, or potentially direct, financial stake in the outcome of an EFAP decision, independent of their status as a member. Each member will sign a disclosure of conflict agreement at the beginning of each term.

Article V Subject Matter Experts (SME)

Subject Matter Experts will be selected based on their demonstrated work in which their technical information would lead to solutions that increase employment outcomes for people with disabilities across Colorado. SMEs will be elected by a majority vote of the EFAP. SMEs serve to share their technical expertise and are non-voting members.

Article VI Meetings

The EFAP shall hold meetings quarterly at a minimum at a time and date to be determined by the EFAP. Special meetings of the EFAP may be called at any time by the Co-Chairs or by any ten members and must be publicly noticed at least 24 hours in advance. It is expected that EFAP members attend in person or remote video-conferencing. Participation to the fullest extent possible, for the entirety of the meeting, is expected for both in-person and remote attendance.

Members of EFAP who do not attend two meetings within a 12-month period will receive a letter from the SRC Employment First Committee to explore their commitment and ability to serve their term on EFAP.

EFAP Members who miss three meetings within a 12-month period may be removed from the EFAP at the discretion of the SRC Employment First Committee. Prior to determining any action, a member of the SRC Employment First Committee will directly contact the EFAP Member and explore any extenuating circumstances.

Section 1. Voting/Quorum

Members of the EFAP make decisions by consensus, then by a simple majority vote if consensus cannot be met by members present or their proxy at the meeting at which quorum has been established.

A quorum of the EFAP shall exist if 50% of the members of EFAP are present. Substitute Members and Proxies will count toward quorum.

Section 2. Notice

The call for regular or special meetings of the EFAP shall be published by the distribution of an agenda to all of the members at least 7 days prior to any meeting when practicable, but at least 24 hours in advance. Distribution of the agenda shall be made by email unless a member requests a mailed agenda.

Public notice of the time and place of all meetings will be posted to the EFAP website including meeting materials, and information for participating at least 24 hours in advance.

Section 3. Powers

The EFAP shall have all of the powers vested in it by virtue of these Bylaws, together with any other reasonable and necessary powers to carry out the purposes of the EFAP. The EFAP may act to commit the EFAP, but not any of its individual members, concerning any matter within the purpose of the EFAP. Any published materials that represent the work of a department on behalf of EFAP will be cleared by that department prior to publishing.

Section 4. Open Meetings

All meetings of the EFAP shall be open to the public. A reasonable period shall be set-aside at all meetings of the EFAP for members of the public to address the EFAP. Members of the public shall be permitted to pose questions.

Section 5. Proxies

Agenda items that constitute a vote, will be sent to EFAP membership and publicly noticed at least 7 days prior to any meeting when practicable, but at least 24 hours in advance.

- a. Mandated agencies can send a staff member who will serve as an EFAP member to represent the agency and vote representing the agency when votes occur.
- b. If an EFAP agency member does not have a substitute from their agency, the EFAP member may name another EFAP Member to carry their vote. Proxies must be chosen and EFAP Chairs notified by email in advance of the meeting requiring a vote.
- c. EFAP members may name another EFAP Member to carry their vote. Proxies must be chosen and EFAP Chairs emailed in advance of the meeting requiring a vote.

Section 6. Membership Substitutes

In the event a member would be absent for an extended period but expected to return, they may name a temporary substitute at least 7 days prior to a meeting when practicable and at least 24 hours in advance of a meeting. Notice must be given to the EFAP Co-Chairs. Substitution may not extend past 6 months. Membership Substitutes must be formally accepted by the EFAP leadership team. Substitutes will be subject to all EFAP Bylaws and commit to the EFAP Mission, Vision, Values, and Roles.

Section 7. Members Representing EFAP on SRC Employment First Committee

SRC bylaws permit non-SRC members to serve on SRC committees and SRC bylaws govern the work and functions of the SRC EF committee. At least 50% of the EFAP representatives elected to the SRC Employment First Committee will be made up of non-state agency stakeholder representatives. The EFAP membership will nominate and vote EFAP member representatives to represent EFAP on the SRC Employment First Committee.

Section 8. Rules of Order

In all procedural matters not governed by these Bylaws, the EFAP shall be bound by the provisions of the most recent edition of Robert's Rules of Order.

More information on Robert's Rules can be found at;

[Robert's Rules of Order Revised, Fourth Edition](#)

Section 9. Amendment of Bylaws

These bylaws may be amended by the EFAP at any time, being brought forward for consideration to the SRC Employment First Committee and then approved by 2/3 of the membership of the EFAP present at a meeting held after publication in final form, without any substantive amendment.

ARTICLE VII - OFFICERS

Section 1. Fiscal Year

The EFAP shall operate on a July 1 - June 30 fiscal year.

Section 2. Chairs

- One Chair is required to be a member of the SRC and shall be selected by the SRC Employment First Committee.
- One Chair is required to be a non-state agency advocate and shall be selected by the EFAP.
- Chair-Elect: Elected to learn the role of the chair and fill in during any Co Chair absence.
- Past Chair: Provides continuity and history on the EFAP Leadership team in the year following their term. This is not an obligated role, rather a self-nominated position.

The officers of the EFAP shall consist of Co-Chairs and a Chair Elect. Past Chair may or may not be a part of this team depending on availability. The leadership team will administer the EFAP in collaboration with representatives of the SRC Employment First Committee. However, the SRC EF Committee retains authority to make final decisions in its statutory role as "Lead Agency".

The Co-Chair not appointed to the SRC, Chair Elect and EFAP members serving on the SRC Employment First Committee shall be elected by the EFAP annually.

Section 3. Terms

Each officer shall serve for a 1 -year term. Each officer shall hold office until his or her successor shall have been duly appointed or elected, as set forth above. There is no term limit and officers may serve consecutive terms. Elections will be run in the fourth quarter.

Section 4. Nominations

Nominations for positions as officers may be made by nominations from the floor. Nominees receiving a simple majority vote of the EFAP for the available vacancies shall be elected.

Section 5. Duties of Co-Chairs

The Co-Chairs shall function as the parliamentary chairs of the EFAP. It shall be the duty of the Co-Chairs to preside over all meetings of the EFAP and, subject to the facilitation of the EFAP, to oversee all of the business affairs of the EFAP.

The Co-Chairs shall ensure all motions and resolutions, including the recusal from vote or discussion, of the EFAP are carried into effect.

Section 6. Duties of Chair Elect

Chair-Elect is elected to learn the role of the chair. The role of this position is to gain the leadership skills and knowledge to prepare for the role of being EFAP Chair and to fill in during any Co-Chair absence.

Section 7. Removal

An officer may be removed by an affirmative vote of 60% of the EFAP members whenever it is decided in the best interest of the EFAP would be served by such removal and shall be without prejudice to such officer's position as a member. Any officer may resign at any time by giving written notice to the EFAP.

Removal may occur only at a properly called meeting of the EFAP, after at least thirty days-notice to the person proposed to be removed.

Section 8. Vacancy

A vacancy shall exist whenever an officer is removed, resigns, or ceases to be a member of the EFAP.

A vacancy in the office of Co-Chair or chair elect shall be filled through an election process by the EFAP membership.

Section 9. EFAP Agenda

The SRC Employment First Committee, of which the EFAP Co-Chairs and Chair-Elect shall be members, will set the agenda for meetings of the EFAP and recommend action to the EFAP.

ARTICLE VIII COMMITTEES

Section 1. Committees

The EFAP or the Co-Chairs shall establish work groups or committees that are necessary or expedient to the fulfillment of the EFAP's statutory duties and any goals or objectives or other business as determined by the EFAP. Committees may include individuals who are not EFAP members but bring a unique perspective or level of knowledge to the work groups, provided those individuals agree to adhere to the provisions of the bylaws. Workgroup membership must be composed of a majority of EFAP members. Committee chairs are required to be members of EFAP. Chairs of work groups and committees will be responsible for maintaining meeting minutes.

Section 2. Powers

All EFAP workgroups or committees shall make recommendations to the EFAP. The EFAP may vote to pass a recommendation with a majority vote of The EFAP when a quorum exists.

Section 3. Removal

The chair or any member of any work group or committee may be removed by a vote of 60% of the EFAP membership at any time at a properly called meeting of the EFAP.

ARTICLE IX - ANTI-DISCRIMINATION

The EFAP shall not discriminate in any regard with respect to race, creed, color, gender, sexual orientation, age, marital status, religion, national origin, ancestry, pregnancy, parental status, familial status, genetic information, political beliefs, parenthood, custody of a minor child, or physical or mental disability or any other applicable status protected by law.

ARTICLE X- Accessibility

The EFAP is committed to ensuring all meetings, public information, and reports are accessible. Please contact the designated DVR staff representative to request disability accommodations necessary to participate.

Rachel Hoard is the SRC Manager and can be reached at

rachel.hoard@state.co.us

EFAP Web Resources

EFAP has a website hosted by the Division of Vocational Rehabilitation. This site will have important meeting documents, EFAP information, calendar and can be accessed by anyone for review.

<https://dvr.colorado.gov/councils-boards/state-rehabilitation-council/employment-first-advisory-partnership>

Important Website Functions:

1. Access Meeting Documents – meeting documents from EFAP and Working Committees can be found on the site.
2. Calendar – All regular EFAP and committee meetings are noted with call-in information.