Closing Sheltered Employment Settings: Report on a Pilot Test of a National Opinion Leader Survey

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February, 2016

Acknowledgements

Family members, people with disabilities, and organizational leaders who helped design the pilot survey included:

Kathy Brill
John Butterworth, PhD
Patricia Carver
Ric Crowley
Jim Dehem
Pam Doty
Beth Durkee
Roger Deshaies
Jessica Eason
Pedro Geraldino
Rie Kennedy-Lizotte
Gwen Mraulak
Paul Newman
Patricia Nobbie, PhD
Jean Searle
Vickie Vining

The research literature was scanned as well, including books, journal articles, reports, and past surveys from 1970 forward. We thank all those who have contributed to knowledge in the employment area.

Summary

A pilot test of a websurvey of expert opinion on the outcomes of sheltered employment conversion or closure was conducted. The respondents were a sample of convenience of nine organizational leaders and managers who had been directly involved in one or more closures of sheltered settings in the past. The number nine was intended to keep the pilot below the Office of Management and Budget's criterion of ten or fewer respondents before requiring formal application and approval of any national survey. The pilot test showed that opinions could be solicited and tabulated rapidly and at low cost. Although not representative, the pilot results trended toward the opinion that people who had left sheltered employment situations were much "better off" in every listed dimension of quality of work and quality of life, and were spending about the same amount of time in paid work. This pilot survey will need to be conducted on a large scale in order for the results to be considered representative.

Background

As a personal observation by a scientist working in the field of intellectual and developmental disabilities for 45 years, the first author of this paper has been troubled over the past two decades by the lack of solid longitudinal quality of life & outcomes science on the people who have left sheltered employment settings and 14(c) sub-minimum wage situations. Now that the United States Department of Justice is using the Supreme Court's 1999 Olmstead decision to question the large scale segregation in some of America's day programs[1] – primarily sheltered employment settings – a controversy is emerging, and the need for scientific evidence is intensified.

A "case study" investigation[2] was recently circulated, conducted via the Milken School of Public Health at the George Washington University, and supported by the Chimes organization (which operates sheltered employment settings). It suggested that the outcomes of closing 14(c) settings in Maine have been largely negative.

> GWU's review of data for a portion of the entire cohort of individuals working in sheltered workshops in Maine showed that more than half of those individuals are no longer working. A few retired or were lost to follow up. Those who are working are working fewer hours and receiving more community services than prior to the transition. Some had employment for a period of time but have since lost those jobs. (Page 37.)

However, the GWU case study was based on interviews with representatives of only seven provider agencies, and just five people in one state who experienced the transition away from sheltered workshop models. Such a non-representative small case study should not drive policy, but it has gained considerable attention in the disability employment community.

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[1] Lane v. Brown

[2] Phoenix, J.A., & Bysshe, T. (2015). *Transitions: A Case Study of the Conversion from Sheltered Workshops to Integrated Employment in Maine*. George Washington University, Milken Institute School of Public Health.

Based on our knowledge of the literature, and on talks with leading scientists in the employment field, our sense is that the several states that ended all 14(c) programs failed to track and document the individual outcomes of the change. Hence we lack detailed information about what people are doing now, what they are earning, and whether their lives are better (in what ways, how much, and at what cost).

This failure has opened up an opportunity for sheltered employment proponents to promulgate "quick and dirty" studies like the Chimes case study. Such studies tend to gain legislative attention quickly, in the absence of more rigorous scientific work.

We understand that, just as in the 1970s and 1980s with deinstitutionalization, many parents are extremely concerned. They have doubts that "what comes next" will be as good or better than the sheltered employment situations. These programs, we must remember, are the product of decades of strenuous advocacy and "do it yourself" struggles by the parents and friends in the Arc movement. What we have now was hard to get – and parents today do not have good evidence that their sons and daughters will not be left sitting at home for many more hours per week.

Public policy is at a crossroads - and should not be guided by poor or incomplete studies about the quality of the lives of the people affected.

Purpose

America is in the midst of questioning the values and outcomes associated with a very old model of support for citizens with intellectual & developmental disabilities: sheltered employment settings and their use of sub-minimum wages.[3] As early as

[3] This social change process is in many ways parallel to the prior shift away from large institutions as places for people to live. There was significant fear of the change, and also a series of small studies that purported to show that the change would hurt people and/or wreck the financial foundations of the system in place (such as McCann, 1984).

possible, we must have clear scientific evidence that people will be better off, on the average, if they leave sheltered workshops. The scientific evidence now available is not definitive. Unequivocal evidence is urgently needed.[4]

One of the elements of a complete scientific approach to this question is to solicit "expert opinion." We conducted a Pilot Test of a websurvey method to collect the opinions of organizational leaders and managers who have actually led or helped lead the conversion or closure of sheltered employment settings.

This pilot test, if it proves feasible and useful, should lead to a full scale national survey of opinion leaders. Then, as quickly as possible, we need to access the opinions and experiences of a national sample of individuals who have lived through a conversion or closure, to find out if they are "better off" and what they are doing each week now. Finally, a longitudinal true pre and post study must be set up and financed.[5]

It must be emphasized that the findings of this Pilot Test are not in any way nationally representative. They cannot be generalized to any state or the nation. The number of respondents is below ten, following the dictum of the Office of Management and Budget that surveys can be pilot tested without the full OMB approval process as long as ten or fewer respondents are included. The results must be seen as illustrative of the utility of collecting such data on a larger nationally representative scale, but not as a scientific sample of the national experience.

The American answer to this was the Pennhurst Longitudinal Study, which provided well designed and highly reliable scientific evidence that "people were better off" after leaving institutions. The PLS was replicated in more than a dozen states (Conroy & Bradley, 1985).

[4] The states that have ended all sheltered and sub-minimum wage models, such as Vermont, would have been ideal places to answer these crucial questions – more than a decade ago. Each person's qualities of work life and other aspects of life, and social costs, could have been measured when they were still in workshops. Then their status could have been measured after workshop closure. This would have constituted a pre and post or longitudinal study. If it had been done, we would have little or no doubt today about whether this change was good social policy, justified by enhances well-being of the people supported. We regard it as very unfortunate that this was never done.

[5] I believe the most opportune place to do this is in Oregon, in conjunction with the Lane v. Brown settlement, which will affect the lives of more than 7,000 citizens with intellectual and developmental disabilities.

Methods

The survey form was designed with input from individuals who experienced sheltered employment, and families. Some questions were taken from previous instruments and surveys, and adapted for websurvey application.

The respondents were identified by the author's knowledge of leaders who had taken part in closures, and by asking them to suggest others.

The data were collected via Survey Monkey. The survey form is reproduced here as Appendix A.

Results

Experience and Location of the Pilot Survey Respondents

3. How many sheltered employment center conversions or closures have you been involved in?

One expert had participated in one closure, six had been involved in two closures, while one had a role in four and one had a role in six closures over the years.

4. Please think of JUST ONE of those Centers to answer the rest of these questions. In what state or U.S. territory was that Center located?

The survey asked each expert to think of just ONE of the closures, and answer the remaining questions about that one. The states named were: Maine, Massachusetts, Michigan, New Jersey, New York (2), Tennessee (2), and Washington.

This confirms that our pilot sample, while not designed to be nationally representative, did include a variety of state government and service system environments – although all of these respondents were from the Eastern part of the country.

Timing and Size of the Workshop Closures in the Pilot Sample

5. About what year was the decision made to phase down and/or close this center?
7. About what year did that center finally close?

The table below shows the answers to both questions, and also how many years it took to complete the conversion/closure in each case. The wide spread over time, and how long it took to accomplish the closures, show that the pilot survey included a broad range of times and processes.

Year Decision Made	Year Actually Closed	How Many Years It Took
1987	1989	2
1988	1990	2
1992	1997	5
1995	1995	1
1998	2002	4
2007	2014	7
2012	2014	2
2012	2016	4
2013	2015	2

Number of People in the Pilot Sample Workshops

6. In that year, [the year the decision was made to convert or close] about how many people worked in that center?

The size of the sheltered settings varied from 21 to 150, with an average (mean) of 85 people. All told, the nine closures represented in the pilot survey affected 768 people.

What People Did After Leaving Workshops

8. Please ESTIMATE how many of those people went to each kind of alternative daily activity:

Across the nine sheltered employment setting closures, our Organizational Leaders estimated that 768 people had been affected. To what kind(s) of day activities did they go? The answer is complicated slightly by the fact that some people went to more than one activity. That is, after the sheltered experience ended, about one out of seven people started doing more than one thing – for example, competitive employment three days a week and unpaid community experiences two days a week.

Type of Daily Engagement	Number of People
Another sheltered workshop 14(c) situation	40
Individualized competitive employment	208
Enclave employment	36
Mobile work crew employment	43
Individualized supported employment	197
Facility-based non-paid day program	37
Community experiences, non-facility-based day program	278
No day services other than informal outings with residential workers	12
Other	20
Total number of new settings and activities for the 768 people	871

The pattern is easier to see if we change these numbers to percentages, and sort by the most common new engagement form.

Type of Daily Engagement	Percent
Community experiences, non-facility-based day program	31.9%
Individualized competitive employment	23.9%
Individualized supported employment	22.6%
Mobile work crew employment	4.9%
Another sheltered workshop 14(c) situation	4.6%
Facility-based non-paid day program	4.2%
Enclave employment	4.1%
Other	2.3%
No day services other than informal outings with residential workers	1.4%
Total number of new settings and activities for the 768 people	100.0%

Nearly one third of the people who left sheltered settings went on to unpaid day activities, as shown on the first row. But the second and third rows add up to about 46%, so nearly half of the new activities were competitive or supported employment. These numbers expand further when we add in the Mobile work crews (4.9%) and the Enclave employment (4.1%) situations. All in all, the pilot data show about 60% went to paid activities, and 40% went to unpaid - or another sheltered setting.

Engagement – Hours – Before and After

9. THEN - WHEN AT THE SHELTERED EMPLOYMENT CENTER - please ESTIMATE about how many hours the average person was spending per week in paid work and other unpaid activities. This question may not be answerable with any great accuracy, but we want your "best guesses" here. (Later research will refine these estimates with genuine pre and post studies.)
10. NOW: SINCE LEAVING THE SHELTERED EMPLOYMENT CENTER - please ESTIMATE about how many hours the average person was spending per week in paid work and other unpaid activities.

Only five of the nine Organizational Leaders could give estimates for both the sheltered and the post-sheltered activities. The five estimated an average of 31.0 hours engagement per week at the sheltered settings, and 28.6 hours out in community situations. The small change was not large enough, with only five answers, to justify further interpretation.

The estimates of paid versus unpaid hours were 54.8% paid time in the sheltered settings, and 58.0% paid time in the community situations post-workshop. This should best be interpreted as unchanged.

In future full scale studies, we recommend asking for more detail about earnings and also about the nature of the unpaid time. Unpaid hours can be spent in engaging, rewarding activities – but can also be spent sitting and waiting for work, with nothing at all to do. Obviously, there is a huge difference.

Opinions – Are the People Better Off?

11. YOUR OPINIONS about outcomes: On the average, for all the people who left the sheltered employment center for an alternative, how are they doing in each way?

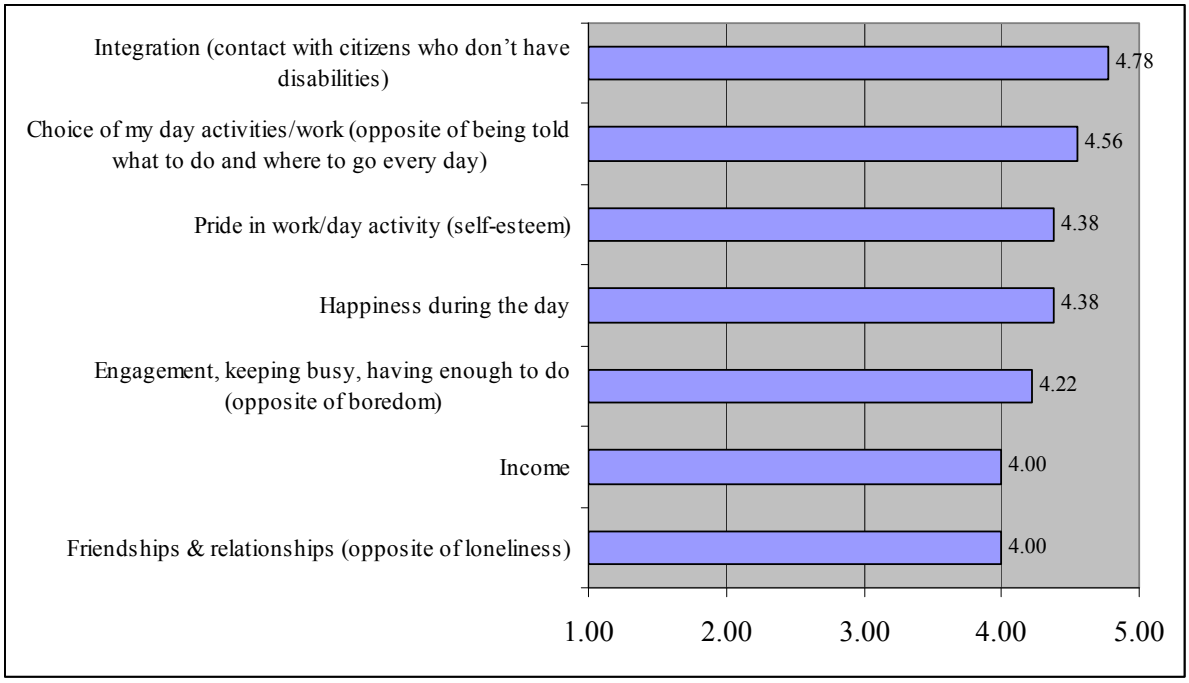
The pilot survey requested opinions about the primary issue of the investigation: "Were the people better off after leaving the sheltered employment settings

(workshops)?" There were seven dimensions of quality of life with which the concept of "better off" could be rated. Ratings were given on a five point scale:

1 Much worse off	2 Somewhat worse off	3 About the same	4 Somewhat better off	5 Much better off

The results are depicted graphically below.

Qualities of Life After Leaving Sheltered Settings: Pilot Survey Expert Opinions



The most striking finding is that the organizational leaders believed the people affected were indeed considerably "better off" in every one of the seven dimensions. Secondly, the rank ordering of quality of life improvements showed a clear sequence. The greatest improvement was in Integration (4.78), followed by Choice (4.56), Pride (4.38), and Happiness (4.38). There were no areas in which the organizational leaders believed the people were worse off – or even about the same.

2. Has the conversion or closure of that sheltered employment center had a good or bad impact on the agency/organization?

In addition to the outcomes for the individuals affected by closures, advocates and researchers are interested in the viability of the organizations that provide employment supports and services. There is a very real fear that decades-old provider agencies that offer sheltered employment settings might be put out of business by ending sub-minimum wage sheltered setting / workshop laws and settings. The nine expert respondents in this pilot survey believed the closures in which they had been involved had very positive impacts on the agencies.

Very bad impact	Bad impact	No overall impact	Good impact	Very good impact
0	0	0	1	7

13. Now please try to explain in short terms WHY you and the agency running that sheltered employment center decided to phase it out:

The verbatim comments of the nine respondents are offered here without alteration, other than removal of information that could identify the program or the respondent. The comments speak for themselves.

While the catalyst was a change in direction with our funding source, the impetus was a desire to increase community engagement and opportunities. Subcontract work has waned over the years and funding changes finally addressed historically escalated ratios (1:12) that served as a barrier to community services let alone person centered services.
In 2012, we took over operations of a traditional day and sheltered workshop provider. We began the process of converting services to full integration shortly thereafter. Our company fully transitioned the Day Habilitation facility on 8/3/15. Moving 33 people to Community Participation / Employment services. In 2014, we opened a satellite office and began moving people out of the sheltered workshop. We have transitioned 24 of the 67 to this point with the projected closure date of July 2016. Employment and

Community Participation services are the wrap around supports offered now for day operations. Our company has a 147 year service history and we learned many years ago segregated services do not offer optimal learning opportunities. People learn best in real settings with real choices to shape the lifestyle desired. Upon completion, we will have transitioned 103 people to Employment /Community Participation services.
People supported wanted to work in real jobs. People were segregated from their communities. People were congregated during the daytimes and not part of their communities. People were earning subminimum wages in the workshop. People were moving into their own homes and experiencing independence in other ways.
Philosophical changes across the country implied that people in workshop employment are segregated and underpaid. Our workshop was at a point of needing major renovations. Our agency made the decision not to renovate the workshop, but instead close the shop and focus on community employment and community activities.
There was a strong philosophy of inclusion and community based instruction.
Values and belief that all people can work in integrated community employment. That subminimum wages are a form of discrimination. People with disabilities told us they want community employment. Younger people coming out of schools and their families have expectation for community employment and if we wanted to meet the needs of our future clients, we needed to evolve. Outcomes were decreasing (more downtime, less productive time, no clear evidence that people were achieving individual outcomes and goals or making progress towards community employment). The right thing to do. Desire to be innovative and to leave no one behind and to demonstrate that people with more complex support needs can work in community jobs. To change the community and how it includes people with disabilities. To help create inclusive workforces that benefit business and other employees.
* Most people in workshop wanted a job in the community. * Dismal quality of services in the workshop (outdated) and poor outcomes (no one got jobs). * Values drove organizational change. * Desire to only provide integrated services vs. doing both sheltered/segregated and inclusive.
The board saw a few successes in jobs and realized that this was the best way to go.

- People were supposed to be trained for community based engagement - it hardly ever materialized
- We oftentimes made people to attend the center due to no staff availability in residences
- People at the center oftentimes did not like to work that was provided for them, no interest in the work which was a struggle. At one point we contemplated hiring people off the street to fill product orders for customers. We questioned why we existed as a service system.
- Our focus was more on the production than on the people that we served. Very little focus on individual needs and wants
- Day program activities were meaningless and just busy work
- There were too many behavior issues with people at the center - in retrospect I believe it was rebellious behavior due to people not having options for the day.
- We had dozens of behavior plans which became somewhat of the focus for the day - success was no bad behaviors.
- Very little learning took place but rather just managing people's behavior
- Some people had to get up at 5 am in order to be ready for the center at 9 - no choice, no options
- People that lived in group homes did the same thing at the center as they did at home due to residential staff and center staff worked on the same individual service plan
- When we realized that too much of our attention was on tracking "bad" behavior (charting spitting, swearing, crying, acting out incidents, bowel movements, etc) I could write a book about this but who has the time...

14. SOURCES OF OPPOSITION: What were the sources of opposition to the phasedown and closure? Please rate the importance of each of the problems, barriers, challenges, resistance, things that made the transition more difficult.

Respondents were given a set of choices to rate according to "how important" each one was as a barrier to conversion of the workshop.

The direct support workers in the workshop	2.89
The families / relatives of the people	2.67
Rules & regulations	2.67
Funding mechanisms (made sheltered workshop easy to run, community employment and engagement difficult)	2.44
State or local funding source leadership	2.38
The managers at the workshop and the agency	2.13
Fear of losing funds and going out of business	1.89
The people themselves	1.67
Other service providers (other workshop operators)	1.67
Unions (organized labor representing direct support and/or management workers)	1.44
Advocacy organization(s) such as The Arc, UCPA, VOR, etc.	1.33
State government leaders	1.33
Local government leaders	1.22
Donors / sponsors / charities / fundraisers	1.22

Comments about sources of opposition from the nine respondents are reproduced below.

Independent Support Coordination Agencies and Therapist have shown dislike because they can not come into one central location and see all their caseload at one time. Requires more effort on their part.
Major barriers were capacity change from facility to community based and lack of willing employers
Members of the Board of Directors were initially invested in the sheltered workshop, but success in getting people jobs helped to shift their perspectives. Another barrier was the unloading the building and other 'sunk' costs.
Our conversion took place over the course of about 5 years so it was slow and "under the radar" with one person at a time.

15. Do you have any advice for leaders and organizations that might now or in the future decide to phase down and close sheltered employment?

These comments are reproduced verbatim, with removal of potentially identifying information.

Open and honest communication. No smoke and mirrors. Have a game plan but be ready to make audibles. Empowerment of employees leads to commitment. Lay a solid foundation. It's the groundwork to success. Raise the bar of expectation. Have a backbone. Remain firm and committed. You will be tested. Remain positive. It's a marathon not a sprint.
We changed a static program to flexible hours and days. We changed our thinking and started to deal with a person's whole life We moved our day program 25 miles away to a central location in the heart of a downtown We were passionate about getting community jobs for people we support, even though we had no idea of how to do it We saw the connection between vocational and non-vocational supports for people. Later we came to understand that where people live tends to determine what they can and can not do during the day

Building social capital in non-vocational ways connects to people getting jobs in the community Make it messy. No "model" will serve you for all time We are still challenged by low expectations and attitudes about employment on the part of people with disabilities, family members, case workers, etc. Telling stories - illumination - is the key to getting people excited about community employment!
Yes, first they need to decide it is the right thing to do and be committed to the process. Next they need to make sure stakeholders are involved at all levels including family members, direct support staff, agency management and board of directors or policy making body. Finally, they need to look for the right people to manage the change. People who have done the same thing for a long time find it hard to change.
Develop strong community bridge builders to begin the process, conduct person centered planning for individuals to determine community goals, educate families and staff as well as board of directors. Be clear on the process of program conversion vs. Fiscal conversion.
With adequate planning the common fears and barriers can be addressed. Financial viability can actually improve. Get advice and support from others who have already done it. Take advantage of training and technical assistance so that staff can attain the skills they need. Really listen to the people you serve and give them an opportunity to make a "real" choice. Many people will be afraid and say in the beginning that they love their job at the workshop. Until they get a chance to try something new, they really have no choice. Discovery is important. It gives experiences necessary for real choice. Start with people who are willing. Get others to try just one new thing and it grows from there. Success of individuals will sell it to their peers and families. Our strongest opponents are now are greatest allies. Businesses need our people. They transform workplaces. In every community there are jobs that people with disabilities can do better than anyone else.
The book *Closing the Shop: Conversion from Sheltered to Integrated Work* published by Paul Brookes is still relevant.
Close sheltered employment through mandate.
Yes lots of hints. Some of them are... - Make no big statements about closing anything. Just go about it one person at a time and focus on a positive move for that person. Nobody will argue about a positive change

for an individual. There is trouble when it is done en masse right away.
- Focus on a person's living arrangement. The day for each of us is launched from our home and so it should be for a person with a disability.
- Establish opportunities to earn money but also on contributing volunteer time for those that are under or unemployed. It is very meaningful to volunteer for the community at large and so it is for people with a disabilities. Only volunteer at places where it is the norm to volunteer (hospitals, elder care facilities, senior centers, schools, etc.)
- It has to be legal
- Foster friendships

I could go on and on and would be happy to do so at the right time and place. I have made many presentations at conferences and such events. The one regret that I have is to not have kept baseline data nor outcome data....ouch

Discussion

This pilot survey has demonstrated that an online survey can collect relevant and useful data efficiently. The next step should be to obtain resources necessary for a large scale and nationally representative study of expert opinion regarding workshop conversion.

Need for Further Research

Following the full scale national survey of expert opinion, direct studies of the experience of individuals and families/guardians/advocates must be conducted, including prospective pre and post designs. The individual outcome research must rely primarily on face to face interviewing in order to obtain the level of detail required.

One of the key issues to investigate more deeply is the use of time. A person may be "present" in a sheltered setting for six hours, but might not be fully engaged or paid for the entire time. This could happen in the community, as well. The important studies to be done will be comparative – across similar groups of people, or across time. In either case, a valid study must seek to define and measure the extent to which people experience meaningful, rewarding, and balanced days.

Limitations

The results from this purposefully selected pilot test sample cannot be presumed to be representative of the national experience, nor of any state. The only interpretation one can scientifically draw is that the survey method and question format works well in

gathering opinion about post-workshop outcomes, particularly qualities of life and work life.

Another caution is that expert opinion is a good piece of information, but it cannot take the place of actual measurement of individual qualities of life before and after workshop life. That will be essential before the evidence can be considered compelling.

Appendix A: Survey Form

National Opinion Leader Survey on Sheltered Employment Conversions

National Opinion Leader Survey on Sheltered Employment Conversions

Purpose

Some states, and some agencies, have ended sheltered employment and/or sub-mininum wage models. More are planning to do so. Yet there is a serious shortage of knowledge about the key question: Are the people "better off"? In what way(s)? How much? At what cost? And the simpler questions are still unanswered at the national level - do people have as many hours of engagement each week? How much money do they earn? Are they more integrated into the life of their communities?

This survey is Phase 1 of a research program to get reliable outcome evidence. This is an Opinion Leader Survey of executives who have been involved in the conversion or closure of one or more workshops.

In our pilot test, it took 15 minutes to complete this survey.

The rest of the multi-year research program is here:
http://eoutcome.org/Uploads/COAUploads/PdfUpload/NWCS-StudyDesign-COA-V11.pdf

1. Your name

2. Your phone number for follow-up questions (optional):

3. How many sheltered employment center conversions or closures have you been involved in?

   Number

Please think of JUST ONE of those Centers to answer the rest of these questions

4. In what state or U.S. territory was that Center located?

5. About what year was the decision made to phase down and/or close this center?

Year

6. In that year, about how many people worked in that center?

people

7. About what year did that center finally close?

Year

8. Please ESTIMATE how many of those people went to each kind of alternative daily activity:

Another sheltered workshop 14(c) situation

Individualized competitive employment

Enclave employment

Mobile work crew employment

Individualized supported employment

Facility-based non-paid day program

Community experiences, non-facility-based day program

No day services other than informal outings with residential workers

Other

9. THEN - WHEN AT THE SHELTERED EMPLOYMENT CENTER - please ESTIMATE about how many hours the average person was spending per week in paid work and other unpaid activities.

This question may not be answerable with any great accuracy, but we want your "best guesses" here. (Later research will refine these estimates with genuine pre and post studies.)

PAID work hours per week at the workshop

UNPAID hours per week at the workshop

10. NOW: SINCE LEAVING THE SHELTERED EMPLOYMENT CENTER - please ESTIMATE about how many hours the average person was spending per week in paid work and other unpaid activities.

Again, rough estimates are all we seek at this time.

PAID work hours per week since leaving workshop

UNPAID hours in other activities since leaving workshop

11. YOUR OPINIONS about outcomes: On the average, for all the people who left the sheltered employment center for an alternative, how are they doing in each way?

	Much worse off	Somewhat worse off	About the same	Somewhat better off	Much better off	Cannot estimate
Engagement, keeping busy, having enough to do (opposite of boredom)	○	○	○	○	○	○
Income	○	○	○	○	○	○
Friendships & relationships (opposite of loneliness)	○	○	○	○	○	○
Pride in work/day activity (self-esteem)	○	○	○	○	○	○
Integration (contact with citizens who don't have disabilities)	○	○	○	○	○	○
Choice of my day activities/work (opposite of being told what to do and where to go every day)	○	○	○	○	○	○
Happiness during the day	○	○	○	○	○	○

12. Now please try to explain in short terms WHY you and the agency running that sheltered employment center decided to phase it out

13. SOURCES OF OPPOSITION: What were the sources of opposition to the phasedown and closure? Please rate the importance of each of the problems, barriers, challenges, resistance, things that made the transition more difficult.

	1 Not at all	2 Slight	3 Moderate	4 Significant	5 Major
The people themselves	○	○	○	○	○
The families / relatives of the people	○	○	○	○	○
The direct support workers in the workshop	○	○	○	○	○
The managers at the workshop and the agency	○	○	○	○	○
Advocacy organization(s) such as The Arc, UCPA, VOR, etc.	○	○	○	○	○
Unions (organized labor representing direct support and/or management workers)	○	○	○	○	○
Local government leaders	○	○	○	○	○
State government leaders	○	○	○	○	○
Donors / sponsors / charities / fundraisers	○	○	○	○	○
Other service providers (other workshop operators)	○	○	○	○	○
Rules & regulations	○	○	○	○	○
Fear of losing funds and going out of business	○	○	○	○	○
State or local funding source leadership	○	○	○	○	○
Funding mechanisms (made sheltered workshop easy to run, community employment and engagement difficult)	○	○	○	○	○

Other (please specify)

14. Has the conversion or closure of that sheltered employment center had a good or bad impact on the agency/organization?

	Very bad impact	Bad impact	No overall impact	Good impact	Very good impact
Your opinion of impact	○	○	○	○	○

15. If you know of other leaders who were involved in a conversion, please refer us to them by providing names and how to find them - or if you prefer, send the link to this survey directly to them: https://www.surveymonkey.com/r/BS3Y38R

16. Do you have any advice for leaders and organizations that might now or in the future decide to phase down and close sheltered employment?