

Agenda: Olmstead Leadership Forum Meeting

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Date: May 14, 2026

Time: 10:30 a.m. – 12:30 p.m.

- 1) Access check, land acknowledgment, and roll call**
- 2) Approval of agenda**
- 3) Approval of February 19, 2026 meeting minutes**
- 4) Compliance report update**
- 5) OIO updates on public comment and revision period**
- 6) Inclusion Consultants presentation on virtual public comment meetings**
- 7) Discussion on draft goals and revision period**
- 8) Comparing current vs. draft Olmstead procedures**
- 9) Summary of Leadership Forum charter**
- 10) Discussion: Leadership Forum purpose and structure**
 - a. Are there recommendations that members would like to make to the Subcabinet?

11) Adjournment

Land Acknowledgement

We collectively acknowledge that we are located on the traditional land of Indigenous people that once and still is occupied by the Ojibwe, Dakota and other Native peoples from the time immemorial. These lands hold great historical, spiritual, cultural and personal significance for these Native nations. We recognize, support and advocate for the sovereignty of these nations in this territory and beyond. By offering this land acknowledgement, we affirm tribal sovereignty and will hold ourselves accountable to the American Indian people and nations.

Meeting Minutes: Leadership Forum (Unapproved)

Date: February 19, 2026

Location: Zoom Webinar online platform

Attendance

Leadership Forum members and designees

- Jennifer Abbas, Minnesota Department of Corrections (DOC)
- Daron Korte, Minnesota Department of Education (MDE)
- Dee Torgerson, Minnesota Department of Employment and Economic Development (DEED)
- Colleen Wieck, Governor's Council on Developmental Disabilities (GCDD)
- Erica Alley, Minnesota Department of Health (MDH)
- Ryan Baumtrog, Minnesota Housing
- Amy Petersen, Minnesota Department of Human Services (DHS)
- Gerri Sutton, Metropolitan Council (MetC)
- Lisa Harrison-Hadler, Ombudsman for Mental Health and Developmental Disabilities (OMHDD)
- Nicole Archbold, Department of Public Safety (DPS)
- Kristie Billiar, Minnesota Department of Transportation (MnDOT)
- Nora Cronin, Minnesota Department of Veterans Affairs (MDVA)

Inclusion Consultants

- Mercedes Elder
- Angela Harper
- Adam Harrington
- Nikki Huelsman
- Sandy'Ci M.
- Rich Pennington
- Kevin Pone
- James Poteet
- Madam Robinson
- Ken Rodgers
- Abraham Tieman
- Bob Wagner

- Mao Yang

Other state staff and guests (add using rec)

- Erik Adolphson, Direct Care and Treatment (DCT)
- Chloe Ahlf, Olmstead Implementation Office (OIO)
- Sarah Arentson, DEED
- Scott Beutel, Minnesota Housing
- Rebecca Boss, Technical Assistance Collaborative (TAC)
- Jonathan Bucki, Dendros Group
- Angela Carter, Dendros Group
- Yoshiko Chino, Dendros Group
- Nora Cronin, MDVA
- Tom Delaney, MDE
- David Dively, Minnesota Council on Disability (MCD)
- Rilyn Eischens, OIO
- Maya Larson, Dendros Group
- Kari Martinka, DHS
- Chris McVey, DEED
- Natasha Merz, OIO
- Jonathan Moler, Minnesota Housing
- Makenzie Nolan, Governor's Office (GOV)
- John Patterson, Minnesota Housing
- Jenn Purrington, OIO
- Dez Sobiech, OIO
- Mike Tessneer, OIO
- Yeeleng Vue, DPS
- Bharti Wahi, Department of Children, Youth and Families (DCYF)
- Madi Wegener, OIO
- Amanda Welliver, Minnesota Housing
- Leah Wilson, DCYF

Call to order and agenda review

Daron Korte (MDE) called the meeting to order and welcomed attendees. Kristie Billiar (DOT) read a land acknowledgment. Madi Wegener (OIO) took roll call, and Kristie Billiar reviewed the agenda.

Approval of meeting minutes

Action: Approve the September 5, 2025, Leadership Forum meeting minutes

Motion: Ryan Baumtrog Second: Nora Cronin

In favor: Roll call vote was taken with 10 Ayes and 0 Nays. Motion carried.

- MDE: Aye
- DEED: Aye
- MDH: Aye
- Minnesota Housing: Aye
- DHS: Aye
- MetC: Aye
- OMHDD: Aye
- DPS: Aye
- MnDOT: Aye
- MDVA: Aye

Quarterly report update

Daron Korte stated that due to the robust agenda to review the draft plan, Mike Tessneer and Rilyn Eischens from OIO will present the quarterly report at the next Leadership Forum meeting.

OIO updates

Jenn Purrington (OIO) expressed appreciation for the input of community and the work of the Inclusion Consultants and agency staff in creating the draft Olmstead plan. She gave an update on plans for the Public Comment period, which will include virtual meetings hosted by Dendros Group with the Inclusion Consultants and a written survey conducted by OIO. The plan goals will be organized into themes for this feedback, and participants will be able to choose the areas in which they wish to provide comments. This feedback will be considered by agency teams as they edit and refine their goals. The expectation is that a final plan will be ready to present to the Leadership Forum in August of this year.

Goal presentations

Each agency team briefly reviewed the goals they have developed for the draft plan.

Discussion

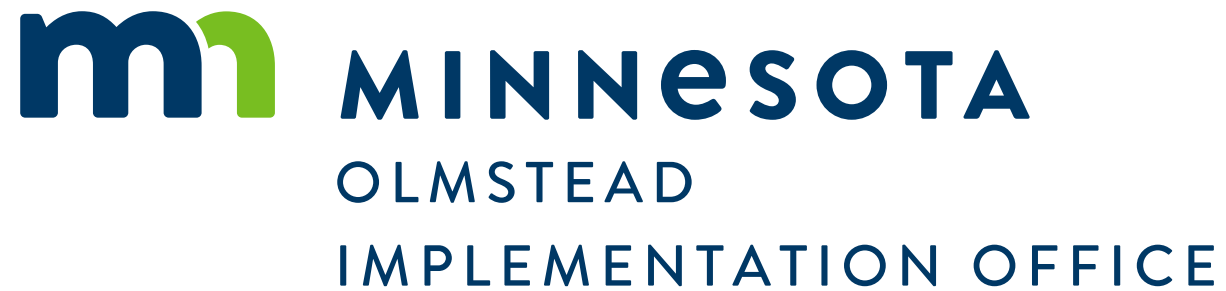
Daron Korte opened a discussion on the draft goals. Comments included:

- The plan is a long document, which may be challenging for some members of the public. There may be a benefit to condensing the goals and/or providing multiple summary documents.
- A suggestion was made that the Department of Corrections consider a goal to eliminate sub-minimum wage for incarcerated individuals so that they could pay off fines before release.
- Contextualizing targets with number of people, rather than only statistics, may help some members of the public better understand the goals.
- It's important for agencies to provide the funds and resources needed to reach the plan goals, and for the Leadership Forum and OIO to have a plan for ensuring agencies are taking steps to meet them.
- An inclusion consultant acknowledged that agencies are limited in goals they can accomplish individually, due to things such as legislative matters and the role of counties in providing services and assessments.

Adjournment

Kristie Billiar adjourned the meeting at 2:29 p.m.

The next Leadership Forum meeting is to be scheduled for May 2026.



2026 Community Input

- Community input process
- Preliminary results

Community input process: Online survey

- Online survey
 - Available in English, Spanish, Hmong, Somali, and American Sign Language (ASL)
 - English survey launched April 9 and closed May 8
 - Spanish, Hmong, Somali, ASL surveys opened April 24 and close May 23
 - 90 responses as of May 6
 - Outreach included sharing with state partners, community partners, previous community conversation participants, and OIO's network (over 3,000 people)
- Additional feedback, including email and letters

Community input: Virtual meetings

- Virtual meetings
 - Seven (7) meetings, one for each topic in the plan
 - Intended to be an accessible alternative to the online survey
 - Planned and implemented by Dendros Group, facilitated by Inclusion Consultants
 - Outreach included sharing with state partners, community partners, previous community conversation participants, and OIO's network (over 3,000 people). Inclusion Consultants were also asked to share the meetings with their networks.
- Individual interviews, as an accessible alternative to sharing written feedback or participating in group meetings
 - Planned and implemented by Dendros Group, facilitated by Inclusion Consultants

Preliminary themes: General feedback

- Goal targets are not ambitious enough
- Important goal topics are missing
- Concerns about implementation and accountability
- Impacts of staffing shortages
- Lack of sufficient resources and funding

Preliminary themes by topic

- Crisis
 - Lack of accessibility in crisis services, including barriers with communication access
 - Need more focus on crisis prevention and mental health services
- Education
 - More resources for teachers and school staff
 - Recognizing the unique needs of the Deaf community and Deaf education
- Employment
 - More access to community jobs and a focus on transition services
 - Focus on direct employment outcomes instead of just access or initial placement

Preliminary themes by topic, continued

- Health/Safety
 - Lack of accountability/enforcement when maltreatment occurs
 - Overly dependent on training and not addressing root causes
- Housing
 - Difficulty understanding and navigating housing options
 - Compliance should be based on audits, inspections and not satisfaction surveys

Preliminary themes by topic, continued

- Transportation/Transit
 - Missing focus on transportation needs in Greater Minnesota
 - Lack of enforceable accessibility standards tied to consequences for noncompliance
- Transition
 - Needs to be a focus on workforce shortages
 - Lack of enforceable timelines for assessment, discharge, and transition from institutional settings
 - No clear standards defining what "integrated settings" mean in practice

- OIO currently coding public input and then will put together summary documents for agency teams
- Agency teams (state staff and Inclusion Consultants) will start meeting again to update draft goals based on public input
 - OIO creating templates for each agency team to document how public feedback was or was not implemented, like we did in Fall 2025



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Inclusion Consultants' Reflections on the Draft Olmstead Plan Public Comment Period

Abraham Tieman, Kenneth Rodgers, and Sandy'Ci M

May 14th, 2026

Background:



- Dendros was contracted to support the Inclusion Consultants to facilitate at least five online public comment meetings during the draft Olmstead Plan public comment period.
 - In April 2026, we hosted seven Zoom meetings for public comment, one meeting per topic area in the draft Olmstead Plan (seven total).
 - Also offered one-on-one interviews and did outreach for feedback specifically from the Spanish, Somali, and Hmong-speaking communities.
- Dendros worked with OIO to plan and market these meetings. Inclusion Consultants were involved as facilitators and notetakers.



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Public Comment Period
meetings are important because...

What We Learned:



- How to do note taking and facilitation.
- The importance of our voices and how we can use our positions to make room for others' voices.
- The importance of planning for the community you want to engage.
- That virtual meetings are more accessible for some and less accessible for others.
- Smaller groups allow for richer discussions.

What Went Well:



- Virtual meetings allowed for more Greater Minnesota engagement; large percentages of attendees were from Greater Minnesota.
- Smaller groups allowed for deeper discussion.
- Attendees shared relevant stories and significant feedback to improve the plan.
- We feel well situated to go back to our agency teams and share the feedback from the public to improve the goals.

What Could Have Gone Better:



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- Turnout in general was low.
 - Lower turnout of people with disabilities; roughly 50% of attendees were service providers/family members.
- Sometimes virtual means people are less engaged.
- More time for the public to read draft plan materials before public comment meetings.

What We Recommend:



- More offerings, both in person and online, including weekends and evenings
- Meetings with specific community organizations - similar model to community conversations.
- Integrated communications plan throughout the whole project - to build relationships and deepen trust with community stakeholders.
- Enough time between when the draft plan goes out and when the public needs to give feedback (at least two months).
- Draft plan content available in multiple formats and easily accessible (EX: topic-specific summaries OIO made).



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Thank you!



Comparing Current vs. Draft Olmstead Procedures

In this presentation...

- Refresher on Olmstead structural and administrative documents
 - Executive Order 19-13
 - Subcabinet Procedures
 - Leadership Forum Charter
- How do components of the current Olmstead Plan, the draft plan, and these other documents compare?

Background: Executive Order 19-13



- The Olmstead Implementation Office and the Olmstead Subcabinet exist through Executive Order 19-13.
- Only the governor can issue executive orders.
- This document includes:
 - Which agencies are on the Subcabinet
 - The duties of the Subcabinet
 - Responsibilities of OIO

Background: Subcabinet Procedures

- Subcabinet Procedures explain how the Subcabinet does its work.
- The document includes:
 - Expectations for Subcabinet members
 - Information about Subcabinet committees and workgroups
 - Rules for how meetings operate (Robert's Rules, open meeting law, votes)
- The Subcabinet can vote to change this document.

Background: Leadership Forum Charter

- The Subcabinet created the Leadership Forum.
- Leadership Forum is a Subcabinet workgroup. The Subcabinet votes on changes to the charter. The charter was last updated in July 2022.
- The charter includes the Leadership Forum's:
 - Responsibilities
 - Relationship to the Olmstead Plan
 - Community engagement plan
 - Scope

Amending the Plan

Current Plan (summary)

Annual review process

1. Subcabinet seeks public comment about existing measurable goals
2. Agencies propose amendments based on public feedback and “the experience of the agencies” for Subcabinet review and approval
3. Amendments approved by Subcabinet are posted for public comment for 30 days
4. Subcabinet decides whether to change amendments based on public comment. Changed amendments are posted for public review
5. Subcabinet votes to adopt proposed amendments

Draft Plan

- Changing goals: Agencies can propose changes to measurable goals partway through the five-year plan cycle. Goal changes require public input and approval by Leadership Forum and Subcabinet.
- Adding goals: Agencies can propose new goals annually. New goals require public input and approval by Leadership Forum and Subcabinet.
- Changing strategies: Agencies can propose changes to goal strategies annually. Amending strategies requires public input and approval by Leadership Forum and Subcabinet.
- Adding strategies: Agencies can propose new strategies annually. New strategies require approval by Leadership Forum and Subcabinet.

Current Plan (summary)

- Compliance will report to Leadership Forum quarterly.
- Compliance will report to Subcabinet semiannually “and by exception.”
- Subcabinet provides written reports about goal progress to the public.

Subcabinet Procedures (summary)

- Compliance maintains OIO Compliance Procedures that document how Subcabinet agencies will work with OIO.

Leadership Forum Charter

- Compliance will gather measurable goal performance data and complete quarterly and annual reports.

Draft Plan

- OIO will oversee implementation of and compliance with the Olmstead Plan ... State agencies are responsible for meeting their Olmstead Plan goals and strategies. To promote transparency and accountability, OIO will:
 - Work with state agencies to track progress
 - Regularly share updates about plan progress with Leadership Forum, Subcabinet, and the public, including:
 - Publishing visualizations of goal progress
 - Presenting about goal progress
 - Facilitate interagency work
 - Engage the public around goal performance, with a focus on accountability
 - Collaborate with agencies on performance improvement plans when appropriate

Executive Order and Subcabinet Procedures

“Continue to implement the Quality of Life survey process to measure the quality of life of people with disabilities over time and continue to identify and implement quality improvement strategies.”

Draft Plan

- OIO will oversee regular surveys of Minnesotans with disabilities to inform plan implementation. The surveys will follow the principles of community engagement, including representing the diversity of the disability community.
- The surveys will focus on:
 - Quality of life for people in segregated settings
 - Community integration and inclusion
 - Autonomy in decision making

Dispute Referral/Agency Connect

Current Plan

“The OIO ... put in place a system for effectively working with people with disabilities that have a need for assistance in resolving disputes. Working with State agencies, the OIO established a set of protocols for referring people with disabilities to the most appropriate offices. All referrals and agency responses are monitored for timeliness and responsiveness to the issues raised. The OIO will continue to work with State agencies to improve performance under the dispute resolution processes.”

Draft Plan

Agency Connect and Agency Feedback are two different ways the public can engage with the Olmstead Implementation Office (OIO) and state agencies. Both of these options are available on OIO’s website.

Agency Connect

- Agency Connect helps people with individual concerns related to state programs and services. Through this process, OIO connects people to the relevant agency. OIO will track state agencies’ timeliness and responsiveness. Additionally, community members have the option to give feedback about the process. OIO will also track the types of issues people submit to Agency Connect. OIO will use this information to help the state tackle recurring issues in a systematic way.

Agency Feedback

- People can share ideas about improving systems related to the Olmstead Plan through Agency Feedback. OIO will share these comments and ideas with Olmstead Subcabinet agencies. Agencies need to consider this feedback while implementing their Olmstead goals and strategies.

Disability Systems Change Council (DSCC)

Executive Order

- Convene, as appropriate, workgroups consisting of people with disabilities, families of people with disabilities, advocacy organizations, service, treatment, and health care providers, and/or governmental entities of all levels that are both members, and non-members, of the Subcabinet.

Subcabinet Procedures

- Refers to Workgroups and Specialty Committees

Leadership Forum Charter

- LF will: Review workgroup progress and make recommendations to workgroup leaders and report progress to Subcabinet

Draft Plan – Creates a DSCC

- Promote collaboration with:
 - People with disabilities and allies
 - State government, including the Olmstead Subcabinet, Minnesota Management and Budget, and the Governor's Office
 - Federal government
 - Local governments
 - Tribal Nations
 - Disability service providers
- Address issues that: take more than 5 years, require funding or legislation, require strategic partnerships
- The DSCC will be created by March 30, 2027

Full Language Slides: Executive Order, Subcabinet Procedures, Leadership Forum Charter

Supplemental Material

- The previous slides included summarized language. The following slides include the language exactly as written in the documents.

Amending the Plan

Current Plan

- Subcabinet and State agencies will undertake an annual review process to evaluate whether the measurable goals should be amended for future years. The Subcabinet will seek public comment regarding the existing measurable goals.
- Based on that feedback and the experience of the agencies over the preceding year, State agencies will develop a set of proposed amendments to the measurable goals and present them to the Subcabinet for review and approval.
- Any amendments that are provisionally approved by the Subcabinet will be posted for review by the public, and will allow for a specific public comment period of at least 30 days. Following the comment period, the Subcabinet will consider whether any changes to the proposed amendments are warranted as a result of the public comments.
- Any subsequent changes to the proposed amendments will be posted for a brief public review period prior to adoption of the amendments to the Plan by the Subcabinet. – from current plan

Draft Plan

- Changing goals: Agencies can propose changes to measurable goals partway through the five-year plan cycle. Goal changes require public input and approval by Leadership Forum and Subcabinet. Generally, agencies should not propose changes to make goals easier. However, there may be exceptions. For example, if a funding reduction outside an agency's control affects their ability to achieve the goal. If this happens, agencies must justify changing the goal.
- Adding goals: Agencies can propose new goals annually. New goals require public input and approval by LF and Subcabinet.
- Changing strategies: Agencies can propose changes to goal strategies annually. Amending strategies requires public input and approval by LF and Subcabinet.
- Adding strategies: Agencies can propose new strategies annually. New strategies require approval by LF and Subcabinet.

Current Plan

- The Director of Compliance will present a summary of compliance activities to the Subcabinet Leadership Forum on a quarterly basis and to the Subcabinet on a semiannual basis and by exception. The Subcabinet will provide periodic written reports to the public detailing progress on the measurable goals, which will be made available on the Olmstead website.

Subcabinet Procedures

- The OIO Director of Compliance will maintain OIO Compliance Procedures that document how Subcabinet agencies will work with OIO.

Leadership Forum Charter

- Compliance will: Gather measurable goal performance data and complete quarterly and annual reports

Draft Plan

- OIO will oversee implementation of and compliance with the Olmstead Plan. Accountability and community engagement are key to the success of the plan. State agencies are responsible for meeting their Olmstead Plan goals and strategies. To promote transparency and accountability, OIO will:
 - Work with state agencies to track progress
 - Regularly share updates about plan progress with Leadership Forum, Subcabinet, and the public, including:
 - Publishing visualizations of goal progress
 - Presenting about goal progress
 - Facilitate interagency work
 - Engage the public around goal performance, with a focus on accountability
 - Collaborate with agencies on performance improvement plans when appropriate

Executive Order

- Continue to implement the Quality of Life survey process to measure the quality of life of people with disabilities over time and continue to identify and implement quality improvement strategies.

Subcabinet Procedures

- Continue to implement the Quality of Life survey process to measure the quality of life of people with disabilities over time and continue to identify and implement quality improvement strategies

Draft Plan

- OIO will oversee regular surveys of Minnesotans with disabilities to inform plan implementation. The surveys will follow the principles of community engagement, including representing the diversity of the disability community.
- The surveys will focus on:
 - Quality of life for people in segregated settings
 - Community integration and inclusion
 - Autonomy in decision making

Dispute Referral/Agency Connect

Current Plan

- The OIO began work under the original Olmstead Plan to put in place a system for effectively working with people with disabilities that have a need for assistance in resolving disputes. Working with State agencies, the OIO established a set of protocols for referring people with disabilities to the most appropriate offices. All referrals and agency responses are monitored for timeliness and responsiveness to the issues raised. The OIO will continue to work with State agencies to improve performance under the dispute resolution processes.

Draft Plan

Agency Connect and Agency Feedback are two different ways the public can engage with the Olmstead Implementation Office (OIO) and state agencies. Both of these options are available on OIO's website.

Agency Connect

- Agency Connect helps people with individual concerns related to state programs and services. Through this process, OIO connects people to the relevant agency. OIO will track state agencies' timeliness and responsiveness. Additionally, community members have the option to give feedback about the process. OIO will also track the types of issues people submit to Agency Connect. OIO will use this information to help the state tackle recurring issues in a systematic way.

Agency Feedback

- People can share ideas about improving systems related to the Olmstead Plan through Agency Feedback. OIO will share these comments and ideas with Olmstead Subcabinet agencies. Agencies need to consider this feedback while implementing their Olmstead goals and strategies.

Disability Systems Change Council (DSCC)

Executive Order

- Convene, as appropriate, workgroups consisting of people with disabilities, families of people with disabilities, advocacy organizations, service, treatment, and health care providers, and/or governmental entities of all levels that are both members, and non-members, of the Subcabinet.

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- LF will: Review workgroup progress and make recommendations to workgroup leaders and report progress to Subcabinet

Draft Plan – Creates a DSCC

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 - Federal government
 - Local governments
 - Tribal Nations
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- Address issues that: take more than 5 years, require funding or legislation, require strategic partnerships
- The DSCC will be created by March 30, 2027

Leadership Forum Charter

Leadership Forum Charter

- The Subcabinet created the Leadership Forum.
- Leadership Forum is a Subcabinet workgroup. The Subcabinet votes on changes to the charter. The charter was last updated in July 2022.
- The charter includes the Leadership Forum's:
 - Responsibilities
 - Relationship to the Olmstead Plan
 - Community engagement plan
 - Scope

Purpose and outcomes, according to the charter

- **Scope:** “The primary focus of the Leadership Forum is the evolution of the Olmstead Plan. This will be accomplished through monitoring and implementation of the Olmstead Plan and ensuring its alignment with the integration mandate.”
- **Anticipated outcome and key measures of success:** “The faithful implementation of the Olmstead Plan with active engagement of people with disabilities and their supporters in modifying the Plan over time ... The key measures are the measurable goals identified in the Olmstead Plan.”

Leadership Forum duties

- Members should have “decision-making authority”
- Leadership Forum duties include:
 - Review performance for every Olmstead goal
 - Identify and address barriers to community integration
 - Identify and address racial disparities and other disparities
 - Recommend plan updates to the Subcabinet

Measurable goal process

- The charter says that the Leadership Forum will “refine the measurable goal process.” Each goal will include:
 - A universe number (the overall number of people who may be impacted by a goal)
 - National benchmarks or proxy benchmarks

Measurable goal process, continued

- The charter states that the Leadership Forum will:
 - Develop and implement a process to identify goals that aren't meeting targets
 - Create performance improvement plans for underperforming goals
 - OIO is responsible for monitoring performance improvement plans
 - Develop a process to end oversight for goals that are consistently met

Community engagement

- Leadership Forum will “actively participate ... in periodic community engagement activities” organized by OIO
- Community engagement should include “communities with greatest disparities in health outcomes and access to services”

Leadership Forum responsibilities

- “The Leadership Forum has the primary responsibility to:
 - monitor the operational implementation of the Olmstead Plan
 - identify areas where insufficient progress is being made, and
 - work to modify the Plan to improve progress.”
- “The Leadership Forum members are responsible to make recommendations to the Subcabinet on Plan progress as it relates to their specific agencies.”

Olmstead Subcabinet Workgroup Charter

Workgroup Name: Olmstead Leadership Forum

Date: July 25, 2022

Subcabinet Approval: July 25, 2022

Subcabinet to Review: July 25, 2023

Workgroup Chairs: Subcabinet chair will approve co-chairs for a 2-year term.

Workgroup Members *(include agency or organization, if applicable):*

Each Subcabinet member will appoint a designee with decision-making authority.

OIO Staff *(lead OIO staff, if applicable):*

Workgroup Purpose / Objective:

The Olmstead Leadership Forum will have the following responsibilities:

1. A Leadership Forum will be convened to carry out designated responsibilities of the Subcabinet.
 - a) The Leadership Forum will include from each agency, a designee with decision-making authority.
 - b) The Subcabinet chair shall approve co-chairs for a two-year term.
 - c) The Leadership Forum will review performance results for every Olmstead goal, review reports from workgroups, review public input to amend the Olmstead Plan and prepare recommendations to be considered by the Subcabinet. (See Article VII – Section B for more details)
 - d) The Leadership Forum will have a charter to include information such as membership, alternative members, scope of duties, meeting frequency, and meeting minutes.

Responsibilities delegated to the Leadership Forum by the Subcabinet

- 1) Work to identify and address barriers to providing services and meaningful opportunities within the most integrated settings for persons with disabilities throughout Minnesota;
- 2) Work to identify and address areas of disparity in opportunities for individuals with disabilities including individuals from racial and ethnic communities. The desired outcome is the opportunity to live, work, and engage in the most integrated settings; and
- 3) Provide ongoing recommendations for further amendment of the Olmstead Plan.
- 4) The Leadership Forum will refine the measurable goal process to include the following:
 - Each measurable goal will provide the overall number of people who are in the pool of individuals who may be impacted. These numbers will be reviewed and updated annually.
 - Each measurable goal will be reported with reference to national benchmarks. In instances where there may not be clear national benchmarks, the agency will develop proxy measures that provide a reasonable comparison of performance at a national level.
 - Establish and implement a process that identifies measurable goals that are consistently underperforming or that need to set a higher level of performance.
 - For measurable goals that are identified as needing improvement, a performance improvement plan will be created. This plan will be reviewed for approval by the Leadership Forum and monitored by the Olmstead Compliance Office.
 - A process will be established and implemented that identifies a criteria for ending its oversight of measurable goals that continuously meet targets and may no longer need the oversight provided by the Olmstead Subcabinet.
 - The Leadership Forum will make recommendations to the Subcabinet for any measurable goal they believe meets this criteria, justification for such a recommendation, and how performance will be maintained once the monitoring reverts to the agency.

Relationship to Olmstead Plan (include applicable measurable goals, strategies, workplan action items, etc.)

The Leadership Forum has the primary responsibility to monitor the operational implementation of the Olmstead Plan, identify areas where insufficient progress is being made and work to modify the Plan to improve progress. This may include adoption of continuous improvement processes. The Leadership Forum members are responsible to make recommendations to the Subcabinet on Plan progress as it relates to their specific agencies. The Subcabinet will authorize changes to the Olmstead Plan as needed.

Plan to engage people with disabilities, families, and the public (include plan for including Black, Indigenous and People of Color)

The Leadership Forum will actively participate in conjunction with workgroup leaders, in periodic community engagement activities organized by the Olmstead Implementation Office. These engagement activities will include communities with the greatest disparities in health outcomes and access to services.

Scope:

The primary focus of the Leadership Forum is the evolution of the Olmstead Plan. This will be accomplished through monitoring and implementation of the Olmstead Plan and ensuring its alignment with the integration mandate as specified in the Statement of the Department of Justice on Enforcement of the Integration Mandate of Title II of the Americans with Disabilities Act and *Olmstead v. L.C.*

https://www.ada.gov/olmstead/q&a_olmstead.htm

Implementation Timeframe:

Implementation of the Olmstead Plan is authorized by Executive Order 19-13 and will continue until the Order is modified or rescinded.

Anticipated Outcome / Deliverables:

The faithful implementation of the Olmstead Plan with active engagement of people with disabilities and their supporters in modifying the Plan over time.

Key Measures:

The key measures are the measurable goals identified in the Olmstead Plan.

Reporting Schedule:

The Leadership Forum will convene up to six times per year to monitor the Plan implementation quarterly and review the entire Plan for modifications annually.

Action Plan for Implementing Charter

Activity	Responsibility	Due Date
Gather measurable goal performance data and complete quarterly and annual reports	Compliance	Quarterly
Organize and implement workgroups as directed by the Subcabinet on specified topics.	OIO	Annually
Review workgroup progress and make recommendations to workgroup leaders and report progress to Subcabinet	Leadership Forum	Semi-annually
Convene Leadership Forum meetings, post meeting schedule and meeting minutes on the website.	Leadership Forum Co-chairs	Up to 6 times each year

This Workgroup is authorized by Executive Order 19-13 and created pursuant to the July 26, 2021 Olmstead Subcabinet Procedures. Any material changes to the Charter must be approved by the Olmstead Subcabinet to be effective. The Olmstead Subcabinet may withdraw or amend approval of this Charter at any time. All Charters should be brought back to the Olmstead Subcabinet for review and update at least annually.

Approval of Charter:

August 5, 2022

Commissioner Ho
Chair, Olmstead Subcabinet

Date