

# Administration for Community Living Operational Drivers – Scalability and Speed



# THREE COMMON SCALING PATHS

# 1. Growth (Do More Directly)



Hire and operate internally



Best for high-control, high-quality programs



Requires strong leadership and operations

# Growth: Watch Outs



Staff burnout



Bottlenecks



Slower scaling

## 2. Replication (Others Run Your Model)



Package program for others



Best for standardized, teachable models



Requires training and quality assurance

## Replication: Watch Outs

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Drifting from the original model

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Inconsistent outcomes

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Upfront investment in systems

### 3. Partnership (Plug Into Existing Systems)



Integrate into existing organizations



Best for speed and resource constraints



Works well for programs built from **mix-and-match pieces** that can be tailored while still following a common overall model.

# Partnership: Watch Outs

Reliance on  
others to deliver

Slower decisions  
due to shared  
governance

Different  
priorities across  
partners

# SELECTING A SCALING APPROACH

# Smart Scaling Sequence



1. Partnership for quick reach



2. Replication once stable



3. Growth where quality matters most

# A Simple Recommendation Cheat Sheet

<b>Your reality</b>	<b>Best path</b>
<b>Strong operations, available funding</b>	Growth
<b>Strong model, weak operations</b>	Replication
<b>Limited funding, urgent need</b>	Partnership
<b>Quality is fragile</b>	Growth
<b>Model is teachable</b>	Replication
<b>Model is customizable</b>	Partnership

# Common Mistake



You don't have to  
pick one forever



Scaling is a portfolio  
approach

# PRACTICAL APPLICATION

DD Council Experiences: Georgia, Tennessee, Texas, North Carolina

# Replication in Action: Expanding Self-Advocacy in Georgia

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- Uniting for Change (U4C) & Sangha Unity Network (SUN)
  - Uniting for Change (U4C) is a statewide, grassroots network of self-advocates, allies and supporters in Georgia.
  - Uniting for Change is supported by Sangha Unity Network, Inc., a non-profit organization in Winder, Georgia that received the Expanding Self-Advocacy grant from the Georgia Council on Developmental Disabilities. This project was supported, in part by grant number 2001GASCDD-03, from the U.S. Administration for Community Living, Department of Health and Human Services

([uniting4change.org](http://uniting4change.org))

# The Opportunity in Georgia

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Strong history  
(People First of  
Georgia)



Need for new  
voices



Chance to build  
statewide network

# The Opportunity in Georgia

**This is a story of GCDD recognizing an opportunity, and applying consistent support to move in the direction of growth.**

- We capitalized on something that was already innate: the desire for growth and change.
- This development was initiated by a transition when one project ended, and a new project was born.

# The Opportunity in Georgia

- Transition to new leadership and ideas in self-advocacy:
  - Following the conclusion of the People First of Georgia project, the Council recognized it was time to bring in new voices and fresh ideas in the self-advocacy space.
  - People First of Georgia was a long running GCDD project that established a board, one of the functions of which was to plan and host a conference for self-advocates from People First Chapters around the state in order to build leadership skills and knowledge of topics relevant to self-advocates.
  - This project concluded in 2017, and there was a shift in direction.

# Launch of Uniting for Change

Council brought  
partners together

Built statewide  
foundation

Shared understanding  
of self-advocacy

# Launch of Uniting for Change

In 2018, during the first year of the Expanding Self-Advocacy in Georgia grant, Sangha Unity Network helped lay the groundwork for a shared understanding of self-advocacy and future network development.

2018

2019

In 2019, Uniting4Change was established

# Launch of Uniting for Change

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Excerpt - SUN hosted a work-day with self-advocates on January 25 (agenda attached). In this meeting self-advocates discussed what the vision was of the network, the mission of what the network would do, and named the network. SUN facilitated the discussion, asking self-advocates to what their vision was, which we listed on wallpaper and self-advocates used dot stickers to put a sticker on the phrase that most resonated with them. We did this for the mission too, with sheets of wallpaper to state what the network does, how we go about it, who benefits from the work, what folks want to accomplish, relevant words/phrases, and potential names. Self-advocates were asked what might be different in 5 years as a result of this network. The leaders decided on the name “Uniting for Change” and mission: uniting Georgians and influencing change by speaking up and taking control of our lives. See attached Work Plan document for more details.

## Starting Small



Started with a plan to develop local networks in 4 regions



Focused on strong model



Tested approach



# Starting Small

- **Growth and evolution of the scope of work:**
- The scope of this grant has evolved from year to year, adapting to ensure self-advocates remain at the center of the work.
- In the early years of this project, work focused on promoting, creating and sustaining an advocacy movement in the State of Georgia for individuals with developmental/intellectual disabilities.
- Year 1 of the project centered on defining self-advocacy, building leadership through data, and preparing for a year 2 training and development retreat.
- By the second year of the project the grantee was preparing to apply that model throughout the state.

# Starting Small

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- Example: (from Year 2, period 5 of the project – the retreat)
- Activity: A
- Description:

Facilitate and support the design of a Statewide Self-Advocacy Leadership Network mission and vision for the Georgia Self-Advocacy Network. SUN will ensure leaders are equipped with tools and skills to share the mission and vision with each of their local network.
- Narrative:

Supported self-advocacy leadership to discuss Uniting for Change and its mission with participants at the retreat. Shared details about the Uniting for Change network with 185 people with information on how to engage others. Increased self-advocates in leadership team based on interest.

# Starting Small

By Year 3, the activities moved beyond just outreach and multiple locations.

In this year, we encouraged repeated structured activity and consistent engagement across sites.

This occurred as council staff regularly met with the grantee and their Leadership Circles to reflect on progress and identify opportunities for next steps.

Replication  
in Action  
(Where are  
they now)

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Expanded to 5  
groups

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Same model used

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Local leaders  
implemented

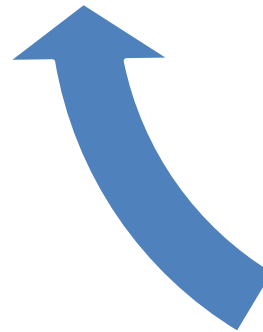
# Council's Role

Strengthened  
processes

Monthly  
check-ins



Attended  
events



# Supporting Local Networks



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- This work
  - Expanded advocacy groups
  - Promoted best practice
  - Encouraged statewide adoption

# Why Replication Worked

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Teachable model  
through Council  
follow up

Local  
implementation

Consistent  
support from  
Council

# Key Lessons

1

Start small –  
with existing  
resources

2

Invest in follow  
up

3

Guide without  
controlling

# Closing

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- Expands reach without more staff
- Builds local leadership
- Creates statewide impact



Council on  
Developmental Disabilities

# Adult Size Changing Tables in Tennessee

Presentation for ITACC



# TN Council on DD: Who We Are

# Councils connect citizens and government



# Core belief

People closest to the problem  
are closest to the solution,  
but furthest from power and  
resources.

— Glenn E. Martin

# We tell our members:



YOUR ideas, stories, connections, and leadership drive our work.



# Changing Tables

# Changing Tables Project: 2016-Present

- 2016-17 Initial conversations
  - Internally: Fall 2016, after Council member orientation
  - Externally: Spring 2017, Disability Day on the Hill
- 2017-2022: Legislative advocacy

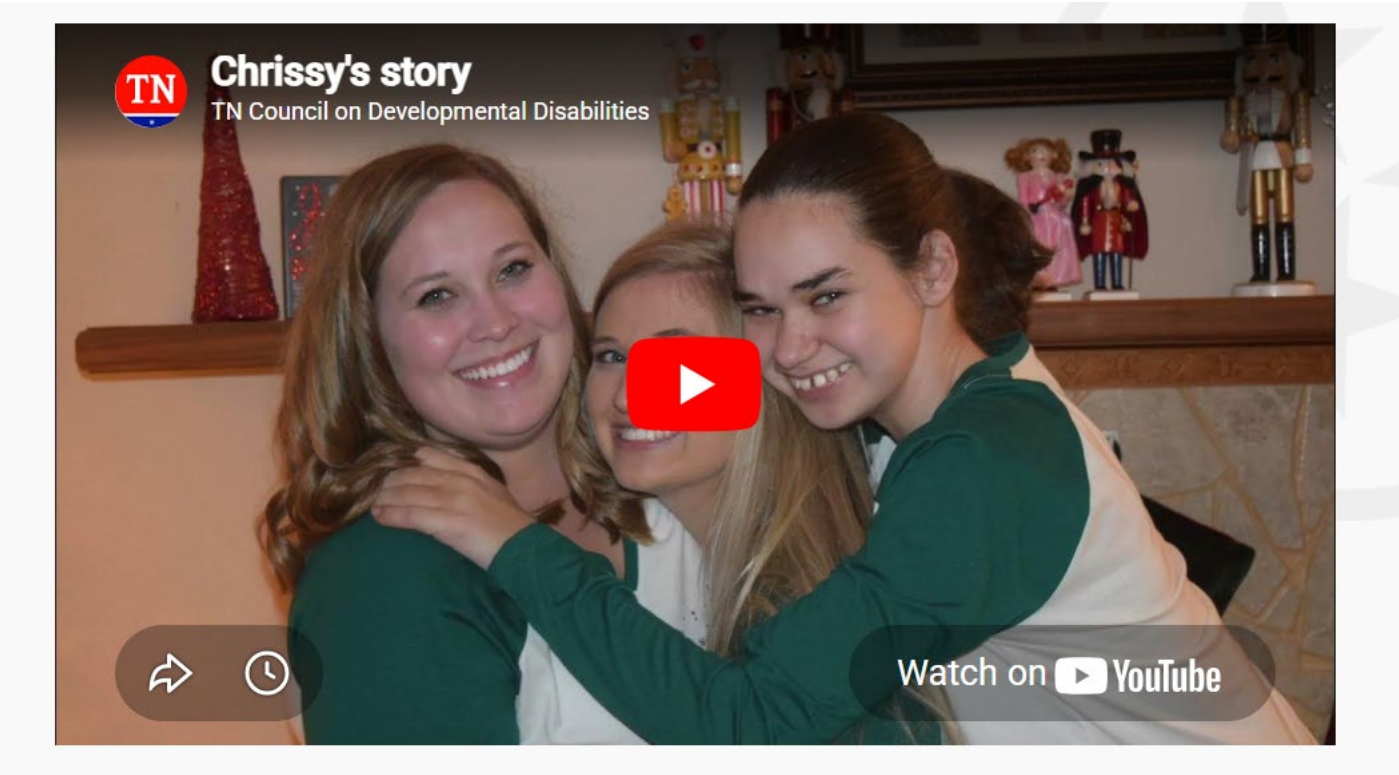
First, Legislators asked us to “make this a household term”

- Comms strategy: media, videos, billboards
- Grassroots advocacy: Partners in Policymaking, Council network, coalition building, ChangingSpaces nonprofit network

Bill was introduced in 2021, funded in 2022

- Abandoned mandate, created permissive grant program instead
- Commitments from state agencies to install in all state parks, welcome centers, and rest areas by 2030

# Short, effective video



# Billboard campaign



**Adult-size changing tables**

**Because everyone deserves**

**DIGNITY**



**TN** Council on Developmental Disabilities [tn.gov/CDD](http://tn.gov/CDD)



# Billboard campaign placement



# Effective problem statement / leg leave behind



## Adult-Size Changing Tables in Tennessee

Adult-size, height-adjustable changing tables promote community inclusion. They offer a safe, private, and hygienic toileting option to all Tennesseans. Your business can access grants to help offer this option to customers.

Apply & learn more at [bit.ly/3XYGua7](https://bit.ly/3XYGua7)



### The Problem

*Everyone deserves a safe, dignified, and hygienic toileting experience.*

- Currently, Tennesseans who need access to adult-sized changing tables have to choose between changing in an unhygienic setting (like a restroom floor) or staying home, isolated from their communities.
- Approximately 200,000 Tennesseans, 4% of the population, need help with one or more activities of daily living, such as toileting.
- This issue crosses every demographic in Tennessee, including our veterans. It also affects their family members, friends, and caregivers who want to spend time together in community.

Watch "Chrissy's Story" video about this issue.



### The Solution

*Adult-size changing tables help everyone.*

**The State of Tennessee is offering grants to increase the availability of adult-size changing tables:**

- Apply through the Department of Disability and Aging for a grant of \$10,000 per changing table.
- The program will pay for 200 tables across the state.

Adult-size tables work for everyone, from infants to aging adults. You can be a part of Tennessee's work to lead the way. The disability community is the one minority group that any of us could join at any time. Many of us will age into this group.

***Universal design benefits all Tennesseans.***



Tennessee Council on Developmental Disabilities, Authorization No. 344068, Feb. 2022, 500 copies. This public document was promulgated at a cost of \$0.02 per copy.

This project was supported in part by grant number 2101 TNSCDD, from the U.S. Administration for Community Living, Dept. of Health and Human Services, Washington, D.C. 20201. Grantees undertaking projects with government sponsorship are encouraged to express freely their findings and conclusions. Points of view or opinions do not, therefore, necessarily represent official ACL policy.

# Celebrations





**Scale and replicability**

# Changing Tables Project: 2016 - Present

- 200+ Tables currently installed in Tennessee
- Widespread knowledge (“household term”)
- Regular consultations with other states; estimated 30% of Councils engaged nationwide
- Project history (including context about both *why and how*) still live on our website: <https://www.tn.gov/cdd/current-priorities/adult-changing-tables.html>
- Replicability guide: <https://www.tn.gov/disability-and-aging/resource-directory/grants.html>



# Replicability

*Increasing Access Across Tennessee*

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## ADULT SIZE CHANGING TABLES

DIDD's new \$1 million grant program will support Tennessee businesses and municipal governments to install adult-size changing tables. This will allow people of all ages and abilities to access safe, dignified, and hygienic toileting experiences across the state!



**Apply for a \$5k grant from DIDD!**

[TN.GOV/DIDD](https://www.tn.gov/didd)



[TN.GOV/DIDD](https://www.tn.gov/didd)

Apply for a \$5k grant!

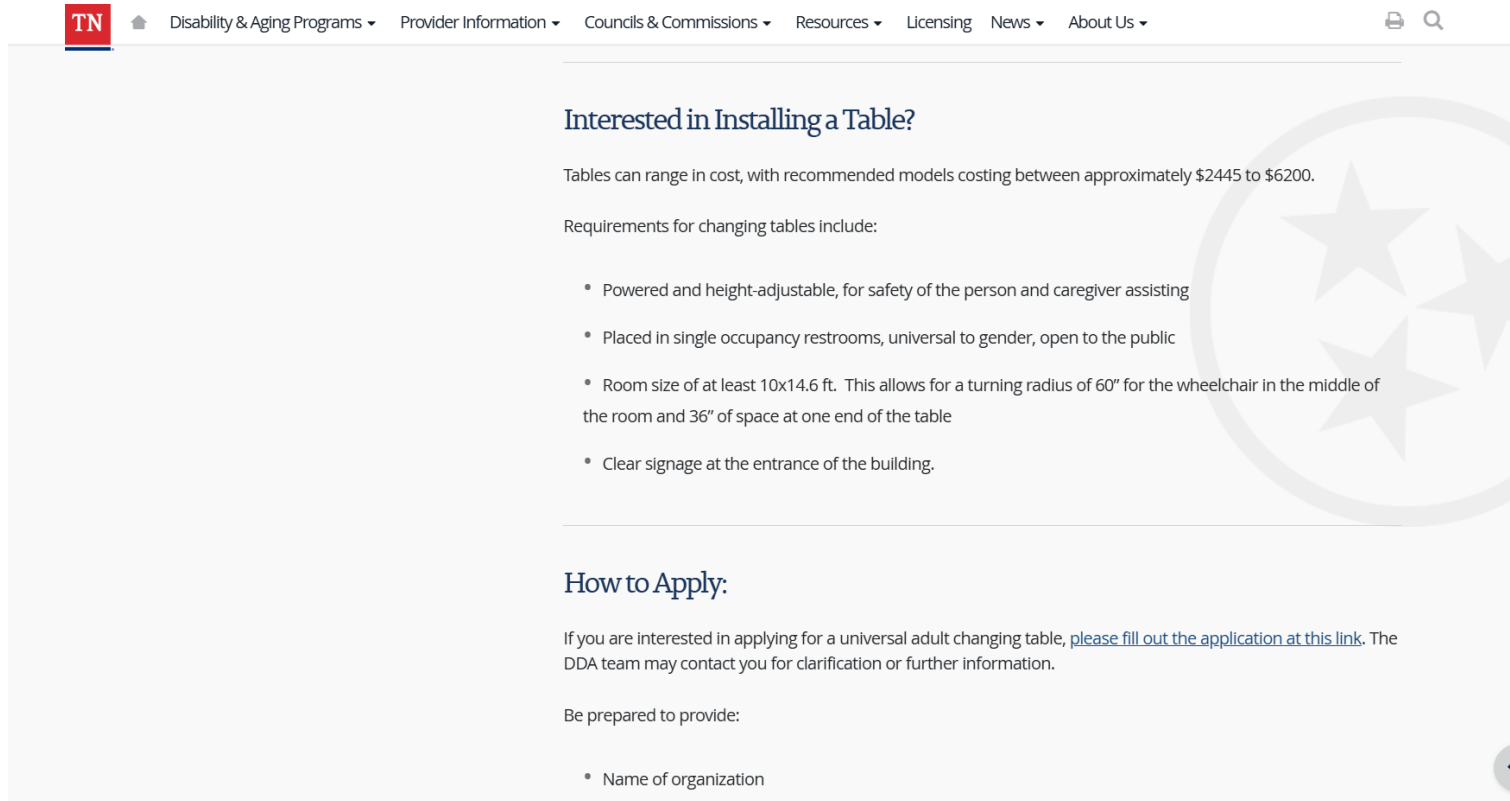
## Ready to install an adult-size changing table at your business?

### Best practices:

- Powered and height-adjustable, for safety of the person and caregiver assisting
- Placed in single occupancy restrooms, universal to gender
- Room size of at least 10x14.6 ft. This allows for a turning radius of 60" for the wheelchair in the middle of the room and 36" of space at one end of the table
- Clear signage at the entrance of the building.

# Replicability: Key Information

- Websites anticipate questions, lay out key information for replicating:



The screenshot shows a website page with a navigation menu at the top. The menu includes a home icon, 'Disability & Aging Programs', 'Provider Information', 'Councils & Commissions', 'Resources', 'Licensing', 'News', and 'About Us'. A search icon is also present. The main content area features a heading 'Interested in Installing a Table?' followed by a paragraph stating that tables can range in cost from approximately \$2445 to \$6200. Below this, a section titled 'Requirements for changing tables include:' lists four bullet points: powered and height-adjustable tables for safety, placement in single occupancy restrooms, a room size of at least 10x14.6 ft for a 60-degree turning radius, and clear signage at the entrance. A 'How to Apply:' section follows, providing a link to an application form and stating that the DDA team may contact the user for clarification. Finally, a section titled 'Be prepared to provide:' lists one bullet point: 'Name of organization'.

TN

Disability & Aging Programs ▾ Provider Information ▾ Councils & Commissions ▾ Resources ▾ Licensing News ▾ About Us ▾

## Interested in Installing a Table?

Tables can range in cost, with recommended models costing between approximately \$2445 to \$6200.

Requirements for changing tables include:

- Powered and height-adjustable, for safety of the person and caregiver assisting
- Placed in single occupancy restrooms, universal to gender, open to the public
- Room size of at least 10x14.6 ft. This allows for a turning radius of 60° for the wheelchair in the middle of the room and 36" of space at one end of the table
- Clear signage at the entrance of the building.

## How to Apply:

If you are interested in applying for a universal adult changing table, [please fill out the application at this link](#). The DDA team may contact you for clarification or further information.

Be prepared to provide:

- Name of organization



**Questions? Thank you!**

Contact: [Lauren.j.Pearcy@tn.gov](mailto:Lauren.j.Pearcy@tn.gov)

# Scalability Through Partnerships



# SCALABILITY THROUGH PARTNERSHIPS

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Presented by

# TEXAS COUNCIL FOR DEVELOPMENTAL DISABILITIES



**Executive Director**

Beth Stalvey, Ph.D.

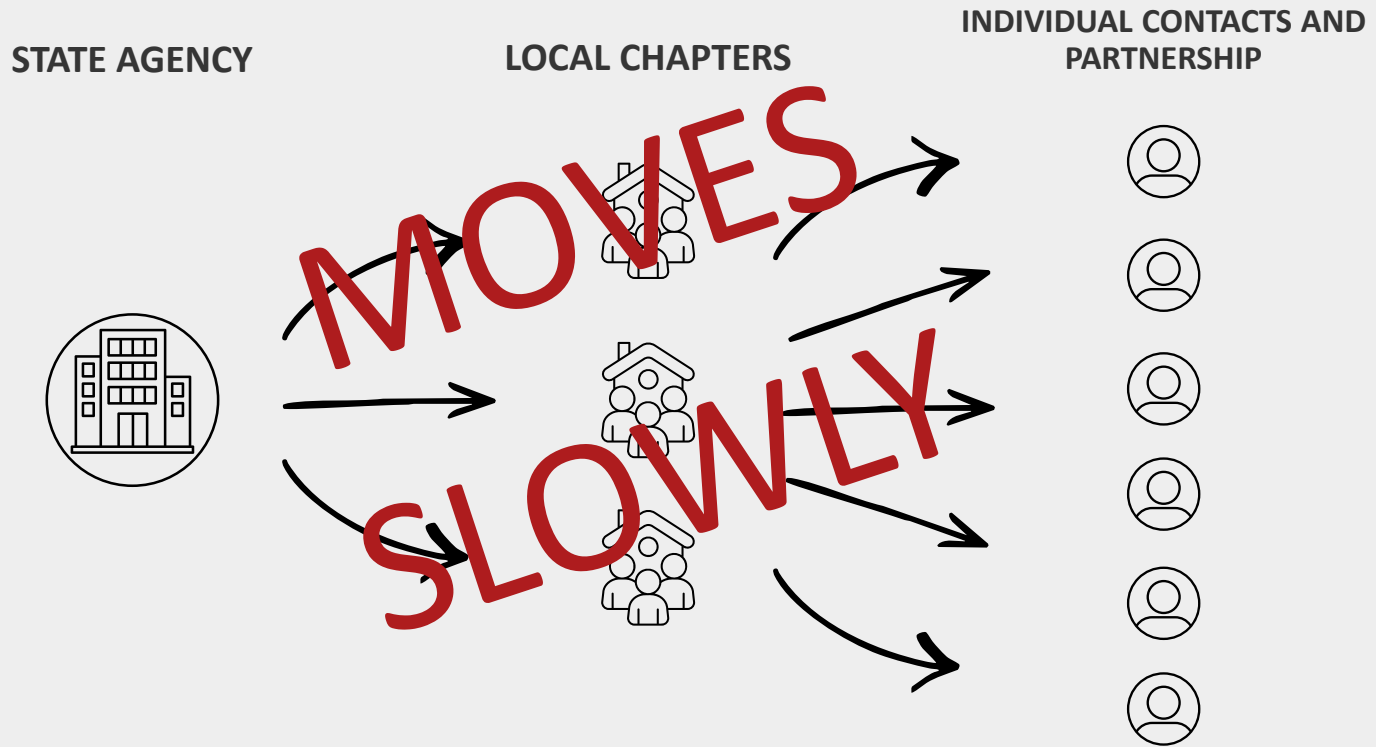


# SEEKING PARTNERSHIP

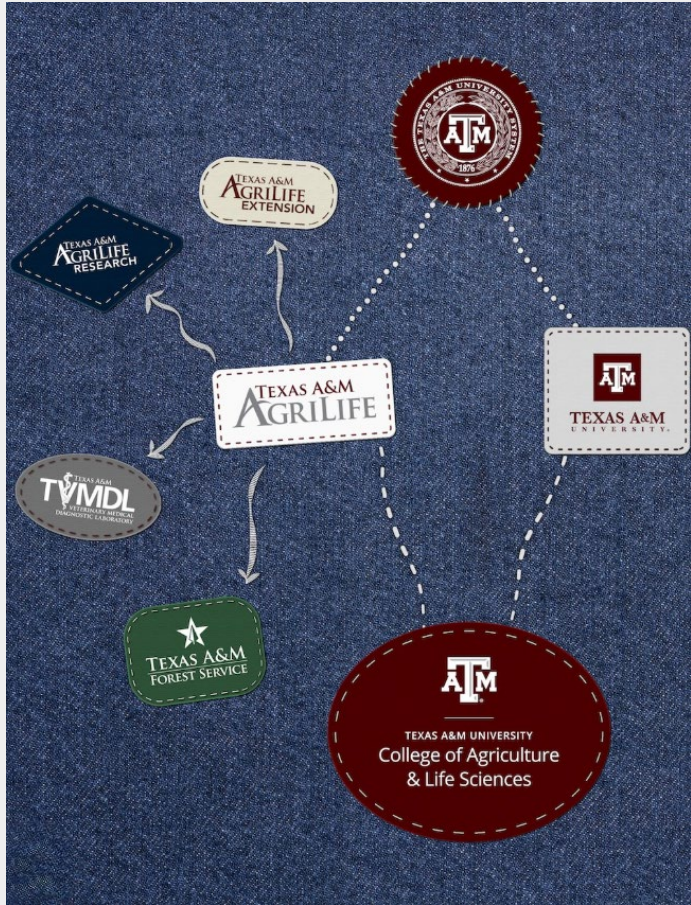


# Typical Scalability Options

## TYPICAL SCALABILITY OPTIONS



# Who is AgriLife



## WHO IS AGRILIFE

- Housed at **Texas A&M University**, funded by the Department of Agriculture
- Connects **university research directly to communities** on issues like **food security, health, disaster recovery, and economic resilience.**
- Has a presence in **every Texas county- staff and volunteers**
- State Agency = **Interagency Agreement** with DD Councils
- Like DD Councils, there is **typically one in every state.**

Agrilife Extension Service



# AGRILIFE EXTENSION SERVICE

**Outreach**  
**Education**  
**Implementation**

# NEW SCALABILITY MODEL

DD COUNCIL

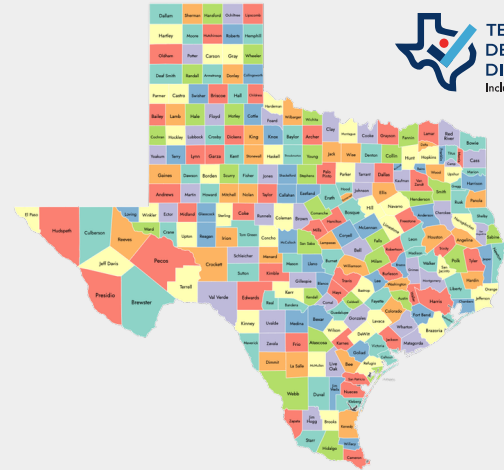


REGIONAL COORDINATORS



TEXAS A&M  
AGRI LIFE  
EXTENSION

TEXAS COUNCIL for  
DEVELOPMENTAL  
DISABILITIES  
Inclusive. Innovative. Impactful.

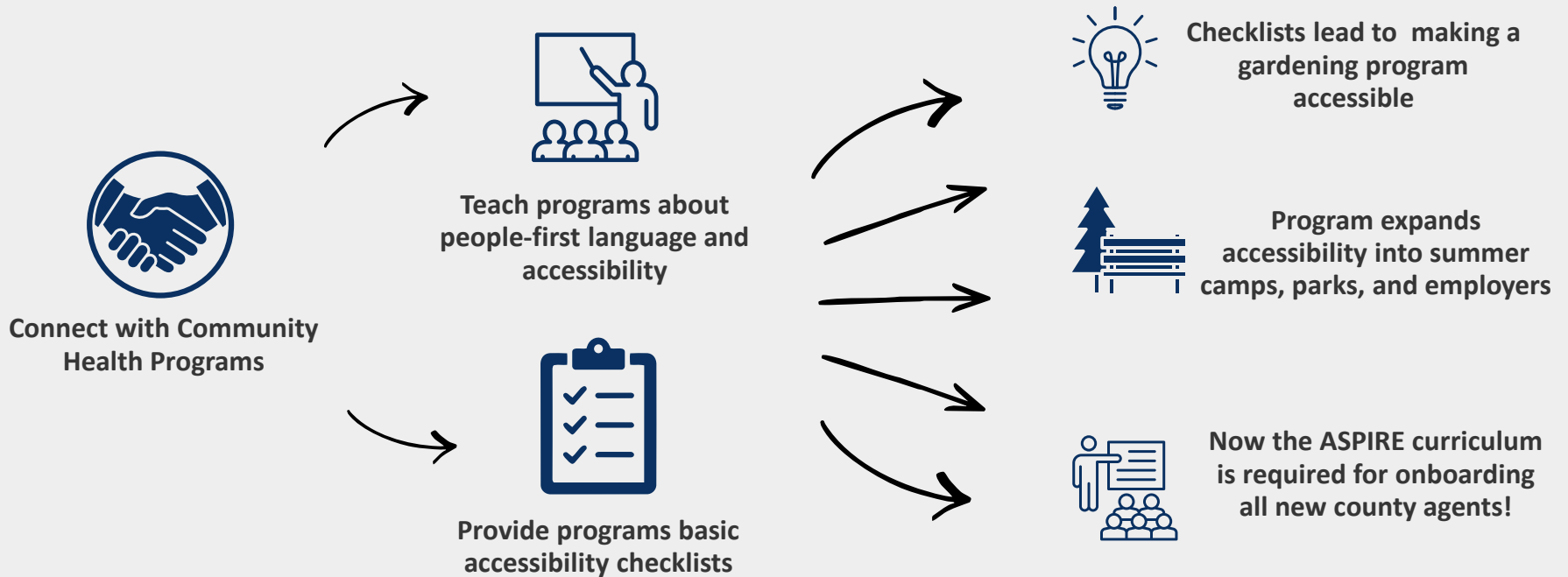


PARTNERSHIP

COLLABORATION

CO-BRANDING

# EXAMPLE: INCLUSIVE PROGRAMMING

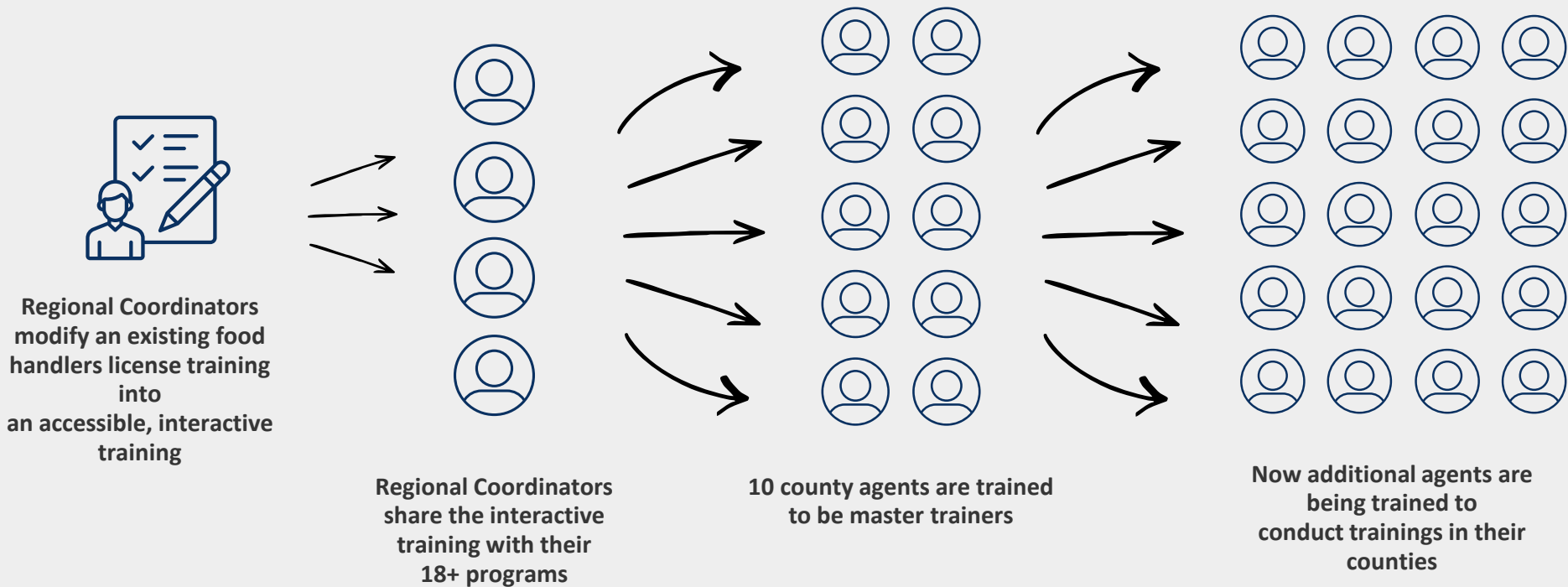


# OUTCOMES

- 1,100 employees trained
- Programming is **more inclusive**
- More **people with DD are connected** to community resources
- More **county agents are informed** about the needs of all local residents
- Increase in City Proclamations for **DD Awareness**
- New **internship programs**



# EXAMPLE: FOOD HANDLERS CERTIFICATE



## More Outcomes

# OUTCOMES

- TCDD invested in Regional Coordinator staff and \$20 for food handler certificate fees.
  - **185 participants were trained**
- **Now** participants pay \$20 to take the training
- The state VR now refers clients to the AgriLife training program

## Story Time!

*Finding employment moments after certification*



# FINAL THOUGHTS

- DD Councils are charged with **increasing scalability, sustainability, and systems change.**
- This model expands possibilities to **medical school connections, state child care centers.**
- This is **only one network!** TCDD continues to seek other partnerships statewide.

## WHO'S NEXT?



## Contact Information



# THANK YOU

**Beth Stalvey, Ph.D.**

Executive Director

Texas Council for Developmental Disabilities

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# North Carolina Council on Developmental Disabilities

## Scalability: Replication

Ability Leadership Program of North Carolina  
(ALP-NC)

Melissa Swartz, Systems Change Manager, NCCDD

ITACC/Technical Assistance Institute  
April 28<sup>th</sup>, 2026



# Scalability Path: Replication

## Ability Leadership Program of North Carolina (ALP-NC or “ALP”)

- ✓ **Others will be able to run this training program initiative**
- ✓ **Program is packaged (mostly), Trademark/Copyright (almost) so others can implement it**
- ✓ **The Following Apply:**
  - The program is [almost fully] standardized
  - Training + QA can protect quality
  - Impact is based on quality program delivery
  - Indirect Control by NCCDD/Other CDDs is AOK!
- X Watch out for:**
  - Drifting from the original model
  - Inconsistent outcomes
  - Upfront investment in documentation and training

**√√ ALP can be taught, monitored, and corrected from a distance if needed**

# Ability Leadership Program of NC ALP-NC (“ALP”)

ALP-NC provides statewide advocacy education and leadership development for advocates, families, and community stakeholders.

Half or more program operations, coordination, management, and training personnel are individuals with disabilities, as are trainees.

# System Gap Addressed

## NCCDD Five-Year State Plan Goal 3: Advocacy Development

**Increase advocacy for individuals with I/DD**, so, more individuals with intellectual and developmental disabilities (I/DD) will lead and sustain self-directed lives through self-advocacy, family advocacy and stakeholder leadership.

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### Gaps

- IDD policy-based advocacy leadership development training programs involve high cost, outcomes tracking challenges, and barriers to long-term participant follow-up.
- Advocacy leadership development training programs where people with IDD, parents/family, and other stakeholders train together is rare.
- Individuals with IDD are rarely training facilitators or coordinators for policy-based advocacy leadership training initiatives geared towards individuals with I/DD and their families; and nearly never facilitators and coordinators if the leadership training program is geared toward professionals.

# Ability Leadership Program of NC

## ALP-NC (“ALP”)

ALP-NC developed and utilizes

- Leader Training Curriculum
- Facilitator Training Curriculum

More than 100 Leaders have graduated from the program and 18 Facilitators certified (11 individuals with IDD).

# Ability Leadership Program of NC (ALP-NC)

- All Program Activities are Virtual
- Program Materials are Downloadable and Printable
- **Standard Leader Cohort/ ALP Leader Guide**
  - 8 consecutive weeks
  - Alternating weeks 4-Hours/1-Hour
  - Between session Office Hours offered
- **Facilitator Certification / ALP Facilitator Guide**
  - Requires graduation from standard Leader cohort
  - 6 Consecutive weeks “classroom” training\*
  - Assigned to Learning Team (3 - 5\* Facilitators each Cohort)
    - Lead – Supports team in working together/Answers other Facilitator’s questions
    - Associate – Participate in 2 - cohorts
    - Assistant – Shadow certified Facilitator 1- cohort
    - \*ALP-NC Director attends each Cohort and supports all Facilitators

# Ability Leadership Program of NC 2026

## Program Evaluation

- Pre/Post Series Surveys for Leaders
- Post Series Surveys for Facilitators and Staff
- Post Session Surveys for All Roles  
(Leaders, Facilitators, and Staff)
- One-year post-graduation Leaders Survey
- Annual ALP Alumni Survey

Evaluation Materials are also downloadable and printable

# Scalability Path: Replication

## Ability Leadership Program of North Carolina (ALP-NC or “ALP”)

- ❖ ALP-NC/“ALP” is packaged (mostly), with Trademark/Copyright process almost complete.
- ❖ Others will be able to run this training program initiative\*.

*\*In July 2024, many Council’s attended the ALP-NC initiative presentation session at the NACDD Annual Conference. In September 2024, several Councils participated in a virtual follow up meeting.*

“ALP” is replication READY! Other Councils do not have to build anything to begin implementing. The NCCDD is in the process of growing this initiative.

### HOW DO WE MAKE THIS EFFORT KNOWN?

# North Carolina Council on Developmental Disabilities

*Thank you!*

## Questions or Comments??

Melissa Swartz, Systems Change Manager

[melissa.swartz@dhhs.nc.gov](mailto:melissa.swartz@dhhs.nc.gov)

[www.nccdd.org](http://www.nccdd.org)



# PROJECT DESIGN

**Good project design = fewer surprises, clear direction, and faster results.**

**When design is weak, timelines slip—even if people are working hard.**

# Practical Tips for Project Design

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Start with clear, specific outcomes (what will success look like in clear, measurable words)

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Work backwards (start with the end goal, map out steps and milestones)

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Keep the design simple (focus on activities that drive results)

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Build in realistic timelines (add buffers)

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Assign Clear Ownership (ensure every task has one responsible person)

## More Practical Tips

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Align activities to outcomes (work should contribute directly to results)

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Build in Checkpoints (not just final deadlines)

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Plan for barriers up front (identify risks and create backup plans)

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Design for data collection from day one (plan how progress will be tracked from the start)

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Engage the right partners early