

2016-18 Executive Progress Report

Commonwealth of Virginia
Secretary of Health and Human Resources
Virginia Board for People with Disabilities

At A Glance

To create a Commonwealth that advances opportunities for independence, personal decision-making, and full participation in community life for individuals with developmental and other disabilities.

Staffing 9 Salaried Employees, 0 Contracted Employees, 9 Authorized, and 4 Wage Employees.

Financials Budget FY 2017, \$1.93 million, 10.73% from the General Fund.

Trends Legend
↑ Increase, ↓ Decrease, → Steady

Key Perf Areas → Policy recommendations

Productivity Legend
↑ Improving, ↓ Worsening, → Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov

Background and History

Agency Background Statement

The mission of the Virginia Board for People with Disabilities (the Board) is to create a Commonwealth that advances opportunities for independence, personal decision-making, and full participation in community life for individuals with developmental and other disabilities. The Board envisions a Commonwealth in which Virginians with developmental and other disabilities direct their own lives and choose how they live, learn, work, and play. The Board serves as Virginia's Developmental Disabilities Council, authorized by the federal Developmental Disabilities and Bill of Rights Act (42 U.S.C. §15021-15029) and the 1985 Virginians with Disabilities Act (Va. Code §51.5-31 through §51.5-33).

The Board conducts three primary activities to advance systemic change that meets the needs of people with disabilities. These activities include (i) serving as a policy advisor; (ii) providing competitive grants, contracts, and other investments to advance systemic change and capacity building; and (iii) preparing people with disabilities and their family members, through training, to be leaders in the advocacy community. The Board does not provide direct services to people with developmental and other disabilities. It does provide information and referrals, and educates constituents, on issues of importance through newsletters, social media, and other communication venues.

Major Products and Services

- The Board's major publication is an assessment of the disability service system, which serves as the basis for the Board's policy recommendations and priorities. In 2016, the General Assembly changed the format of its assessment from one assessment of nine service areas every three years, to one assessment of at least two key service areas each year. The Board will also periodically produce supplemental policy briefs on critical or emerging issues.
- The Board serves as a policy advisor on issues affecting people with developmental and other disabilities through legislative testimony, formal and informal comments on policies, regulations, and budget actions, and participation in numerous inter-agency workgroups.
- The Board provides competitive grants, contracts, and other investments for public and private projects that promote independence, self-determination, and inclusion of people with developmental and other disabilities. The Board prioritizes projects that meet the goals and objectives in its federally-mandated five-year state plan.
- The Board trains people with disabilities and their family members to be leaders in the advocacy community through the (i) Youth Leadership Forum, which currently focuses on high school juniors and seniors with disabilities, and (ii) Partners in Policymaking program, which trains adults with developmental disabilities and parents of young children with developmental disabilities.
- The Board is implementing an Alumni Development Program to engage alumni of its two training programs with each other, the Board, and

other disability organizations in order to advocate for systemic change on the local, state and federal levels.

Customers

Customer Summary

The number of people with developmental disabilities is expected to increase as Virginia's overall population and the reported prevalence of developmental disabilities within the population continue to increase. Virginia's population is expected to increase by about 332,000 people between 2016 and 2020, or four percent, according to the Weldon Cooper Center for Public Service. The prevalence of developmental disabilities in children increased by 17 percent between 1997 and 2008, according to the latest study by the Centers for Disease Control and Prevention (CDC). The increased prevalence has been attributed to improvements in the identification of developmental disabilities, increased risk of developing a developmental disability, and broader definitions of developmental disabilities.

The number of people with developmental disabilities seeking services is expected to increase as the state continues to shift people with disabilities from institutional to community-based settings and people become more aware of available community-based disability services. People's ability to live independently in the community depends on access to services and supports such as housing, personal care, transportation, and employment. However, the Board expects that the number of people with disabilities it will serve will remain stable due to flat or declining federal and state funding.

Customer Table

| Predefined Group | User Defined Group | Number Served Annually | Potential Number of Annual Customers | Projected Customer Trend |
|---|--|------------------------|--------------------------------------|--------------------------|
| Consumer | Consumer/Advocacy Organizations (based on VBPD contact list; potential is unknown) | 125 | 300 | Stable |
| Developmentally-Disabled | Virginians w/ DD (number served based on Board requirement that at least 60% served through grants have DD) | 1,679 | 132,906 | Stable |
| Federal Agency | Federal Administration on Developmental Disabilities and Other DD Councils | 18 | 56 | Stable |
| General Assembly | General Assembly Members and legislative agencies | 142 | 142 | Stable |
| Governor | Governor and Virginia state Agencies (includes multiple people from the same agency; potential unknown) | 415 | 1,000 | Stable |
| Non-Profit Agency (Boards/Foundations), | State, Regional, and local service providers, agencies, colleges and universities (includes multiple people from the same agency; potential unknown) | 765 | 1,000 | Stable |

Finance and Performance Management

Finance

Financial Summary

The Board's primary source of funding is its grant award from the Administration for Community Living, an agency under the Department of Health and Human Services. The grant award (allotment) for federal fiscal year 2017 is \$1,482,561. The Board's general fund appropriation is \$218,192 for state fiscal year (SFY) 2017 and is used as the match for the federal funds. The agency's total budget for SFY 2017 is \$1,488,331. This includes all administrative/operational and programmatic expenditures.

Each federal fiscal year VBPD receives an allotment from the DHHS and is given 3 years to expend the funds. This allotment is based on: the population of the state; the extent of need for services for individuals with developmental disabilities; and the financial need of the state. The Developmental Disabilities and Bill of Rights (DD) Act requires that no more than 30% of an allotment may be used for administrative costs and VBPD's administrative cost is 27% of its allotment.

The agency also receives a donation from the Virginia Department of Education (\$500/student) to the Youth Leadership Forum, a training program for rising junior and senior high school students. This donation is used in direct support of the Youth Leadership Delegates to attend a four-day training which was held at Virginia State University in 2016. The Youth Leadership Forum is currently held every other year. The Virginia Department of Education contribution is not guaranteed and depends on available funding.

Fund Sources

| Fund Code | Fund Name | FY 2017 | FY 2018 |
|-----------|--------------|-----------|-----------|
| 0100 | General Fund | \$218,192 | \$218,202 |

Revenue Summary

The Board's only annual revenue is its federal fund allocation under the Developmental Disabilities and Bill of Rights Act of 2000 and the state general funds provided as a match.

Performance

Performance Highlights

The Board's key performance metric is the number of formal policy recommendations presented to state, local, and federal officials. In state fiscal year (SFY) 2016, the Board presented 16 formal policy recommendations on several topics including seclusion and restraint in schools, workforce development, and the use of managed care for long-term services and supports. The number of policy recommendations has historically been higher in years in which the Board publishes its triennial assessment of disability service system, which was last done in 2014, and lower in other years. However, rather than publishing one assessment of nine disability service areas every three years, the Board will begin publishing one assessment of at least two disability service areas each year. This change is expected to result in a consistently higher number of recommendations each year.

Board performance can also be gauged by its investment activity; however, the size and number of investments have been limited in recent years due to flat or declining federal and state funding levels. The Board typically is able to fund grants every other year. Consequently, the number of grants and contracts awarded decreased from seven in SFY 2014 to one in SFY 2015 and four in SFY 2016. Although the number of grants and contracts have decreased, these efforts have yielded positive results for the Board's constituencies which can be seen in the Board's annual Program Performance Report.

The Board's training programs, the Youth Leadership Forum and Partners in Policymaking, are highly rated. The Board is implementing an Alumni Development Program to improve engagement of its training program alumni in advocating for systemic change and capacity building.

Selected Measures

| Measure ID | Measure | Alternative Name | Estimated Trend |
|------------------|---|---------------------------|-----------------|
| 60649001.001.003 | Amount of dollars leveraged per Virginian with developmental disabilities served | Grant dollars leveraged | Maintaining |
| 60645002.001.001 | Number of formal policy recommendations presented to state, local, or federal officials | Policy recommendations | Maintaining |
| 606.0001 | Number of graduates of Board Training programs who are engaged in advocacy or leadership activities | Active advocates//leaders | Improving |

Key Risk Factors

Flat or declining federal and state funding, combined with increasing operational expenses, could limit the Board's ability to carry out its activities as effectively as possible. Insufficient funding could reduce the resources available for staff salaries, grants and contract awards, training programs, information technology to accommodate people with disabilities, the agency's physical plant, and other operational costs. Limited funding in recent years led the Board to conduct its two training programs, Youth Leadership Forum and Partners in Policymaking, biennially rather than annually. Limited funding also led the Board to refrain from awarding competitive grants in 2015.

The Executive Director will be eligible for retirement with full benefits in one year, and the Director of Administration will be eligible for retirement with full benefits in four years. These two staff members have substantial institutional knowledge that has been particularly important given high recent turnover in other staff positions. The Executive Director also has over 25 years of first-hand experience with disability policy.

Effecting and overseeing systemic change is increasingly challenging for a small agency. Systemic change rarely happens quickly, nor easily, often requiring ongoing efforts over many years. Staff workloads have increased in order to monitor an increasing number of wide-reaching state initiatives underway and participate in numerous inter-agency workgroups guiding the initiatives. Effecting and overseeing systemic change requires policy expertise, continuous involvement in state initiatives, collaborative relationships with diverse stakeholders, and good data collection to track impact.

Agency Statistics

Statistics Summary

In addition to the performance measures presented earlier, the following statistics illustrate the breadth and depth of the Board's efforts to-date to advance systemic change for people with disabilities:

- Agency funds awarded through grants and contracts to advance systemic change since 1984: \$19,594,700

- Number of grants, contracts, and other investments since 1984: 289
- Number of people served through grants and contracts in federal FY 2016: 2,799
- Graduates of the Board's Youth Leadership Forum and Partners in Policymaking programs in federal FY 2016: 46
- Number of inter-agency workgroups the Board participated in in federal FY 2016: 33
- Number of views of the Board's social media posts in federal FY 2016: 386,720

Statistics Table

Description Value

Management Discussion

General Information About Ongoing Status of Agency

The Board's focus continues to be advancing systemic change so that people with developmental and other disabilities can be independent, make their own decisions, and fully participate in community life. To this end, the Board will continue its primary activities of serving as a policy leader and advisor; providing competitive grants, contracts, and other investments; and preparing people with disabilities and their family members to be leaders in the advocacy community.

The Board will change the format of its regular assessments of the disability services system, which is the Board's major product. Instead of producing one assessment of nine service areas every three years, as it has done in the past, the Board will produce one assessment of at least two key service areas each year along with periodic, supplemental policy briefs on critical or emerging issues. The new format will offer several advantages, including (i) improving timeliness by allowing more frequent publishing and giving the Board the flexibility to focus on issues that are most relevant in a given year; (ii) improving readability by shortening the documents; and (iii) improving accuracy by including less description of the current service system because these descriptions quickly become outdated as the system undergoes numerous changes.

The Board will prioritize investments that meet the goals and objectives in its federally-mandated state plan for federal FY 2017-21. These goals and objectives include (i) increasing integrated and affordable housing options, (ii) improving transportation planning, (iii) improving information to families about critical educational decision-making points such as employment and assessment options, (iv), increasing the availability of early intervention services for infants who have been in neonatal intensive care units; (v) increasing informational resources available to people with limited English proficiency, (vi) encouraging competitive, integrated employment, and (vii) enhancing person-centered healthcare, and (vii) strengthening an existing self-advocacy organization or program led by people with developmental disabilities.

The Board will undertake several initiatives to better prepare people with disabilities and their family members to be leaders in the advocacy community. These initiatives include (i) evaluating ways to strengthen recruitment efforts for, and the effectiveness of, the Youth Leadership Forum; (ii) implementing and refining an Alumni Development Program to engage alumni of the Board's two training programs with each other, the Board, and other disability organizations to advocate for systemic change; and (iii) soliciting and building upon the contact information in Board records for training program alumni.

The Board will also continue to build on its communication initiatives in order to better educate consumers about Board initiatives, state and federal policy, and available resources. This information is communicated through a variety of avenues including the use of Board's website, social media, and e-news. It will be increasingly important for the Board to utilize these communications as the Commonwealth continues to implement numerous wide-reaching initiatives that affect people with disabilities. The Board will broaden its reach to new audiences by streamlining its website, reports, and branding to improve their timeliness and accessibility.

Information Technology

The Board is a member of the Disability Services Agency (DSA) group which includes the Department for the Blind and Vision Impaired (DBVI), Department for Aging and Rehabilitative Services (DARS), Virginia Department for the Deaf and Hard of Hearing (VDDHH), Virginia Rehabilitation Center for the Blind and Vision Impaired (VRCBVI) and Woodrow Wilson Rehabilitation Center (WWRC). IT services are provided by VITA/NG and oversight for these IT services and management of VITA/NG for the agency is provided by the IT staff located at the DARS and WWRC headquarters facility. The DSA consortium shares not only common back office IT applications, staff and data, it also shares back office fiscal processes—accounts payable, grants, payroll and general services—as well as Human Resources.

The Board typically pays 32-36% of its general fund allocation each year to the Virginia Information Technology Agency (VITA). Although the cost is similar to other state agencies, it is a larger percentage of the Board's general fund budget given that it is a relatively small agency.

As the Board increases its efforts to raise awareness using social media and original content video, equipment and staff time may change as these technologies require faster equipment and specialized skills. Better use of technology, including low cost tools such as social media, have already impacted the Board's reach during FY17. As more consumers have access to the Internet and access it through mobile devices, the Board needs to invest its information technology funds appropriately to better reach its audience members in a manner that is also accessible to people with disabilities.

As the Board explores opportunities to further maximize its limited state and federal funds, additional use of technology may be required. For

example, the Board is implementing SharePoint to expedite information sharing while reducing the need to print documents. The Board may also consider holding Board meetings via web conferencing tools, to the extent that these tools can accommodate people with disabilities and are cost-effective. In exploring additional options, the Board will try to utilize existing technology at no- or low-cost to the Board whenever possible.

Workforce Development

The Executive Director will be eligible for retirement with full benefits in one year; the Director of Administration in four years. These two staff members have substantial institutional knowledge that has been particularly important given high recent turnover in other staff positions. The Executive Director also has over 25 years of first-hand experience with disability policy.

While the Board has a highly motivated and skilled workforce, it is still a small agency with limited growth opportunities. This presents both recruitment and retention challenges. Salaries for positions requiring comparable educational and skill levels are higher in larger agencies and in the private sector which negatively impacts agencies with a small workforce. Similar difficulties are anticipated for future vacancies as each position requires expertise in multiple areas.

As a small agency with a flat organizational structure, continued funding challenges and increasing workload, few realistic opportunities exist for cross training of employees. VBPD will continue to use the agency's employee recognition program, salary administration plan. Options for addressing staffing issues include reorganization, re-writing job descriptions, support professional development, and contracting out specific services due to staff constraints. The Board will regularly evaluate its use of internal resources to ensure maximum efficiency and effectiveness.

Physical Plant

Rental costs for the Board continue to increase, and no opportunities remain to further consolidate office space. Given flat or declining federal and state funding, increasing rental costs could limit the Board's ability to carry out its activities as effectively as possible.

The Board will continue to increase interaction with consumers via internet, video teleconferencing, social media and other technologies to reduce need for travel by both the consumer and agency staff.
