

2014-16 Strategic Plan

Virginia Board for People with Disabilities [606]

Mission

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.

Vision

Virginians with developmental and other disabilities direct their own lives and choose how they live, learn, work, and play.

Values

Finance

Financial Overview

The Board's primary source of funding is its federal grant award from the Administration for Community Living, an agency under the Department of Health & Human Services. The grant award represents 88% or \$1,482,561 of the agency's fiscal year 2015 annual budget. These funds are obligated annually and liquidated every three (3) years. This means that the Board has at least two grant awards available for funding in any given year. The Board's SFY 2015 state general fund appropriation is \$185,022 and is used as the match for the federal award.

The agency also receives an annual award from the Department of Education to the Youth Leadership Forum to support participants of an in-house leadership program for rising junior and senior high school students. This award (\$700/student) is used in direct support of the Youth Leadership Delegates to attend the one week leadership training program held at Virginia Commonwealth University. There will be no Youth Leadership Forum in July 2015.

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	185,022	1,821,658	189,556	1,821,658
Changes to Initial Appropriation	0	0	0	0

(Changes to Initial Appropriation will be 0 when the plan is created. They will change when the plan is updated mid-biennium.)

Customers

Anticipated Changes to Customer Base

Current Customer List

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	193	300	Stable
Developmentally-Disabled	Virginians w/ DD (served--based on minimum 60% requirement that persons served through Board grants have DD)	1,200	147,346	Stable
Federal Agency	Federal Administration on Developmental Disabilities and Other DD Councils	56	56	Stable
General Assembly	General Assembly Members and legislative agencies	143	143	Stable
Governor	Governor and Virginia state Agencies	60	100	Stable
Non-Profit Agency (Boards/Foundation),	State, Regional, and local service providers, agencies, colleges and universities (based on VBPD con	297	1,000	Stable
Resident	All Virginians (served based on 2013 VBPD Program Performance Report; potential based on 2012 Census data	1,915,492	8,185,867	Increase

Partners

Name	Description
Department of Rehabilitative Services	The Board has a Memorandum of Understanding with the Department of Rehabilitative Services for support in the areas of human resource management, fiscal and audit services, and information technology and web support.

Agency Goals

- **Strengthen the role of the Board as a policy leader and advisor to the Governor, Secretary of Health and Human Resources (HHR), General Assembly and executive branch agencies on issues affecting persons with developmental and other disabilities in the Commonwealth.**

Summary and Alignment

Policymakers in all branches of government need objective, reliable information and guidance in order to make funding, policy, and program decisions which affect the lives of its citizens with disabilities. The Virginia Board for People with Disabilities is designated by state and federal statute to serve as a policy advisor to the Governor, General Assembly, and other state and federal policymakers. As a non-service providing agency, the Board is able to provide an educated and independent voice regarding the needs of people with developmental and other disabilities in the areas such as early intervention, employment, housing, transportation, and community living. As an advocacy and policy entity whose members are predominantly persons with disabilities and their family members, the Board is uniquely able to collaborate within and outside of state government and to provide valuable input into policy decisions. This goal is directly aligned with the Board's mission and the goals included in its 2012-2016 state plan submitted to the federal Administration on Developmental Disabilities. It is critical for Virginia to identify the most pressing needs of people with developmental and other disabilities and to develop innovative and cost effective ways to meet those needs in a manner that upholds their human and civil rights. Ongoing assessment of the service delivery system and identification of the unmet needs of citizens with disabilities is vital to facilitating system redesign, coalition development, citizen participation and the development of new approaches to services and supports. The Board has a statutory requirement to engage in this initiative and considers it a critical component of its current and future direction. The most recent Assessment (completed in August 2014) will guide Board activities in the policy arena for several years. Since the Board's 2006 Assessment of the Disability Services System, it has recommended elimination of the dual system of services (institutions and community) and a redirection of resources to community-based services. Significant progress has been made; however, service fragmentation remains problematic and service/agency silos continue to exist. Service "silos" exist, in part, because many state agencies have a specific disability constituency determined by diagnosis. In addition, state agencies that do not have a disability focus often lack information, knowledge, and experience with regard to the needs of persons with disabilities. Policymakers recognize that Virginia's historical definitions of disability and provision of services within specific service silos based on disability or type of service contributes to service and planning fragmentation. With respect to the dual system of services, although the census at its state-operated Training Centers has decreased significantly over the last 4 years, Virginia continues to lag behind other states when it comes to providing residents with appropriate, community-based alternatives to institutions. The Case for Inclusion 2014, the latest annual report from United Cerebral Palsy (UCP), ranks the states and the District of Columbia regarding Medicaid-funded services and supports for individuals with ID/DD. State rankings focus on four major person-centered outcome domains: live in and participate in their communities; live satisfying lives and have valued social roles; have sufficient access to and control over needed support so that the assistance they receive contributes to lifestyles they desire; and are safe and healthy in the environments in which they live. In the 2014 report's overall ranking, which considers the degree to which each state achieves all of the above outcomes, Virginia ranked 49th. The Commonwealth ranked 48th in promoting independence and in reaching those in need, but had significantly higher rankings in certain outcome domains: 20th in tracking health, safety, and quality of life; 27th in keeping families together; and 17th in promoting productivity. All of these areas require increased efforts to support individuals with disabilities across the lifespan. Since the Board's last Assessment, numerous external forces have been reshaping or influencing the means, scope, and delivery of disability and related health care and services. The most significant factors for Virginia have been the slow and uneven economic recovery; implementation of the federal Affordable Care Act and other health care reforms; changes in federal Medicaid regulations regarding community services/supports; state and federal budget decisions (and indecision), especially regarding the Medicaid program; demographic trends, especially growth in the number of citizens who are elderly as "baby boomers" age and the increased longevity of individuals with disabilities, including those with complex medical needs; and the Commonwealth's 2012 Settlement Agreement with the US Department of Justice. Of these, the most immediate impact on disability service design for individuals with intellectual and developmental disabilities (ID/DD) resulted from the Virginia's Settlement Agreement with the US Department of Justice. Between 2008 and 2010, the US Department of Justice (DOJ) investigated the services provided to Virginians with ID or DD in both state Training Centers and in communities; it issued its findings in 2011. The final, court-approved agreement was signed in August of 2012. Through the DOJ Settlement Agreement, the Commonwealth made a 10-year commitment to numerous actions that would ensure that individuals with intellectual and developmental disabilities live quality lives in communities, not in institutions. These actions include developing and/or expanding appropriate community-based services and supports to meet the needs of these individuals and their families. The target populations covered under the Agreement include individuals with intellectual or developmental disabilities in state-operated (Training Centers) and non-state-operated ICFs/IID or in private nursing facilities. It also includes all individuals who are living in their communities and are eligible for or receiving services under a Medicaid Home and Community Based Services (HCBS) Intellectual Disabilities, Developmental Disabilities or Day Support Waiver, including those on wait lists for these waivers. The Virginia Board has had significant engagement in significant in policy discussions and initiatives related to implementation of the Agreement, including but not limited to the areas of expansion of community-based housing, expansion of integrated, competitive employment and integrated day activities for individuals with ID/DD, redesign of the Intellectual and Developmental Disabilities Waiver, provider training, individual and family support and serving children and adults with high medical needs. The Board has also been engaged in policy discussions surrounding coordinated health care for those who receive long term services through Medicaid Waivers. This population will ultimately be included in the Commonwealth Coordinated Care Model, a complex undertaking as seen

by the experiences of other states that are further along in this area. In addition to its work to support the Department of Justice Agreement, the Board serves on numerous interagency task forces and workgroups addressing policy in the areas of education, employment, transportation, emergency preparedness, and health care for individuals with developmental and other disabilities

Associated State Goal

Government and Citizens: Be recognized as the best-managed state in the nation.

Objectives

» Influencing policy

Description

As the Commonwealth's Developmental Disabilities (DD) Council, the Board represents an independent voice and a source of knowledge and expertise on many issues affecting its constituents. For the Board to fulfill its federal and state statutory purposes and its mission, it needs to continue to strengthen and enhance its role as a systems change agent including but not limited to its visibility in the legislative and policy arena, its national relationships, and its role as policy advisor to the Governor, the Secretary of Health and Human Resources, executive branch agencies, the General Assembly and the disability community on the needs of persons with developmental disabilities. The Board's goal is to be seen as a source of objective, credible information and advice.

Objective Strategies

- Provide useful, timely advice and guidance on policy and legislative issues for the population of persons with developmental disabilities in order to affect policy and programmatic decisions in a proactive manner.
- Require that Board funded grant and contracts address systemic issues and include policy recommendations and next steps in their final reports, wherever applicable.
- Through agency publications, website, e-news, social media, and other channels of distribution, inform consumers, family members, advocates, and professionals of current federal and state legislation or policy related initiatives and provide regular analyses of proposed or existing initiatives that can assist stakeholders in developing and dissemination positions on such legislation.
- Through formal and informal feedback, public comment, reporting and other means, routinely advise the Governor, the Secretary of Health and Human Resources, General Assembly members, and other policymakers of emerging stakeholder concerns and policy issues.
- Track disability related legislation and prepare/present legislative testimony on issues of concern to Board constituents.
- Within resources and priorities, participate in at least one new significant policy initiative each year.

Measures

- ◆ Number of formal policy recommendations presented to state, local, or federal officials

• Promote independence, choice, productivity, self-determination, employment, and community integration of persons with developmental and other disabilities.

Summary and Alignment

Virginia has the opportunity and obligation to ensure that all citizens have the opportunity to exercise choice and participate fully in community life. Individuals with developmental disabilities are capable of self-determination, independence, productivity, and integration and inclusion in all facets of community life, but often require the provision of individualized, person-centered services and supports. The Board supports this goal through policy, advocacy, training, and investment activities. The Board has been actively engaged in collaborative work with stakeholders regarding community integration issues. It has invested in over 280 demonstration and systems change grants, provided feedback on key issues that address its federal state plan goal areas. Federal fiscal year 2014 grant awards included projects to (1) significantly increase the knowledge, skill and expertise of builders, building inspectors/officials, engineers, architects and design professionals in the area of ADA Accessibility Guidelines and Fair Housing laws (2) increase affordable transportation options in rural and/or underserved areas; (3) convert a segregated facility based (sheltered) employment program into a community integrated employment model focused on competitive employment; (4) through training and outreach, prevent the institutionalization of people with developmental and other disabilities who experience medical interventions, behavioral stresses or changes in family dynamics that can result in risk of placement of an institutional settings; (5) build statewide capacity and commitment for the provision of dental health services to individuals with developmental disabilities in three regions of the state and establish a dental externship through Virginia Commonwealth University; (6) teach people with developmental and other disabilities about healthy relationships and how to better protect themselves from assault, abuse, neglect and violence; (7) through training to school personnel, parents and students, begin career exploration and transition planning for students with disabilities as early as elementary and middle schools to design Individualized Education Plan goals with the ultimate result of self-sufficiency, higher education and employment; and (8) develop a peer-to-peer mentoring program which will facilitate the discharge of individuals with intellectual or other developmental disability from state training centers into community life or those recently discharged from those facilities. In addition to grants, as Virginia's Developmental Disabilities Council, creating public awareness and influencing public perception and attitudes regarding individuals with developmental and other disabilities is a key role. The Board develops and distributes a variety of outreach and communication messaging to promote and support its policy positions, interagency collaborative work and other activities. Components include electronic outreach, conference and meetings, media relations, and print/web materials, the triennial Assessment of the Disability Services System, timely e-news updates, and social media (Facebook, YouTube, and blog). The Board also

sponsors and supports educational initiatives designed to build capacity. Individuals with developmental disabilities and their families should be the primary decision-makers regarding the services and supports that they receive. With education and support, communities can be accessible to and responsive to the needs of our citizens with disabilities and be enriched by their full and active participation in community activities through accessible, affordable housing and transportation, and equal access to education, employment, civic, and other activities. Opportunities must continue to be created for people with disabilities and family members to interact directly with policymakers and to learn and practice the skills necessary for effective interaction and influence.

Associated State Goal

Health & Family: Inspire and support Virginians toward healthy lives and strong and resilient families.

Objectives

» Advancing systems change through grants and other investments

Description

In order to ensure that individuals with developmental and other disabilities are provided the services and supports needed for self determination, independence, productivity, and inclusion in all facets of community life, the Commonwealth must implement and embrace creative alternatives to the current service delivery mechanisms. The Board facilitates this through funding of model demonstration, research, training, and other projects that facilitate systems changes and offer strong replication potential. The Board continues to strengthen its evaluation process for grant projects to be sure that projects funded result in sustainable change and that appropriate next steps to systems change are taken after completion of a project. Systematic evaluation of outcomes can provide valuable information to policymakers and other stakeholders regarding successful models, programs, and strategies for improving the service system as well as opportunities for employment, education, housing and effective community inclusion for people with developmental and other disabilities. The identification of challenges encountered through grant programs can also provide important information regarding targeting of future funds.

Objective Strategies

- Closely monitor funding and refine activities to assure adequate funding for grants and contracts on an annual to biannual basis.
- Disseminate information about Board funding opportunities via web, e-news, social media postings, agency publications, and other avenues.
- Encourage recipients of Board funding to obtain funding and in-kind contributions from other partners, including public and private organizations, agencies and foundations.
- Increase outreach to non-traditional partners to increase the number of quality applications received for Requests for Proposals.
- Within available resources, solicit, review, and fund grants designed to effect systems change and improve service delivery in the areas of education, early intervention, community inclusion, transportation, employment, housing and any other areas the Board determines appropriate.

Measures

- ◆ Amount of dollars leveraged per Virginian with developmental disabilities served
- ◆ Number of grants and contracts to public and private entities that meet the Board's goals and priorities.

» Training of future leaders in advocacy community

Description

To create changes in policies, practices, and services, it is important to create a pool of knowledgeable future leaders to effect meaningful change for people with developmental disabilities. These advocates can transfer the information and skills they have learned to others in the Commonwealth. Individuals with disabilities and their families face many challenges on a daily basis. As a result of these demands, they are often unaware they represent a potent voice for change and/or may lack the skills to effectively advocate for systems improvement that could result in increased independence, inclusion and self-determination. Board investment in training and education programs are critical to building advocacy capacity. Graduates of the Board's programs are encouraged and expected to use the knowledge and skills they gain to facilitate positive change in their communities and in the Commonwealth.

Objective Strategies

- As resources permit, provide opportunities for post training development of leadership, advocacy skills, personal growth, and networking.
- Continue to operate and refine, as appropriate, the Partners in Policymaking program and Youth Leadership Forum.
- Create realistic opportunities for advocacy and leadership program participants to interact directly with policymakers and learn and practice the skills necessary for effective interaction and influence.
- As resources permit, provide support for self advocacy organizations or initiatives focused on policy and systems change.

- Provide ongoing information to and encourage individuals who have participated in the Partners in Policymaking and the Youth Leadership Forum to participate in public policy/legislative process by using the skills learned through Board sponsored training.
- Track and publicize achievements of Partners and Youth Leadership Forum Delegates to encourage reporting back to the Board.
- Develop new strategies to engage training program alumni to remain active in advocacy following graduation from their respective programs.

Measures

- ◆ Number of graduates of Board Training programs who are engaged in advocacy or leadership activities

- **Increase public awareness and educate policymakers that full inclusion of individuals with disabilities in education, employment, health and civic/community activities is a civil right and an investment in Virginia's future.**

Summary and Alignment

It is critical for Virginia to identify the most pressing needs of people with developmental and other disabilities and to develop innovative and cost effective ways to meet these needs. Ongoing assessment of the service delivery system and identification of the unmet needs of citizens with disabilities is vital to facilitating system redesign, coalition development, citizen participation and the development of new approaches to services and supports. The Board has a statutory requirement to engage in this initiative and considers it a critical component of its current and future direction. As Virginia's Developmental Disabilities Council, creating public awareness and influencing public perception and attitudes regarding individuals with developmental and other disabilities is a key role. As noted above, the Board provides ongoing communications to support policies that promote inclusion of individuals with disabilities in all facets of community life as well as programs and practices designed to effectively meet support needs. This includes print (Benchmarks brochure) and electronic (social media, blog, e-news, and website). The Board continues to broaden its reach to new audiences. Balancing the cost-effectiveness and wide reach of technology with the need to ensure that audiences without access to technology (the digital divide) are able to receive the Board's communications, the Board remains flexible in how it educates stakeholders. The Board also sponsors and supports numerous educational initiatives designed to build capacity and deliver the message that individuals with developmental disabilities and their families should be the primary decision-makers regarding the services and supports they receive. With education and support, communities can be accessible to and responsive to the needs of citizens with disabilities and be enriched by their full and active participation in community activities. Opportunities must continue to be created for people with disabilities and family members to interact directly with policymakers and to learn and practice the skills necessary for effective interaction and influence. This goal is directly aligned with the Board's mission.

Associated State Goal

Public Interest: Engage and inform citizens to ensure we serve their interests.

Objectives

- » **Increasing availability of timely, accurate information**

Description

Acquisition of relevant, up-to-date outcomes and other evaluative information regarding effective policies, practices, and programs is essential to informing public policy and effecting service delivery changes and program/funding decisions related to persons with developmental disabilities. The designation of the Department of Behavioral Health and Developmental Services (DBHDS) as the state's developmental disabilities agency did not include additional funds to serve the population and did not designate local entities responsible for delivery of direct services to individuals with DD other than ID. This important change to the system will take many years to come to fruition; however significant progress is underway as a result of the recent settlement between the Commonwealth and the Dept. of Justice and the transfer of the Developmental Disabilities Waiver operations to DBHDS. The Board will continue to strengthen its capacity to assess the service system and provide relevant information to stakeholders and policymakers. Since 2006, the Board has published four comprehensive assessments of the Disability Services System in Virginia as required under §51.5-33 of the Code of Virginia and by federal statute. The 2014 edition (the fourth update) will be published in August 2014. The Board must also continue to provide ongoing, up-to-date information and recommendations regarding emerging policy and programmatic issues and use updated delivery mechanisms, including improved web and social media communications.

Objective Strategies

- Implement and refine communications plan that includes outreach to new constituencies
- Continue to invest in new communications avenues. The Board has replaced its quarterly newsletter with more regular e-news and a blog.
- Develop and implement evaluation instruments that measure effectiveness of Board outreach and communication
- Follow up with policymakers regarding policy recommendations issues in the Assessment as well as through other means of communication.
- Publicize results of Board programs and activities, including grant projects and system improvement projects developed by Board program participants.

- Widely disseminate and present on the 2014 Assessment of the Disability Services System

Measures

Major Products and Services

Developmental Disabilities (DD) councils, such as VBPD, work with and for people with DD and their families to identify needs and develop or improve policies, programs and services that will meet these needs. The VBPD accomplishes this by promoting change and helping to build community capacity through investments, policy work, and training.

During SFY14, investments in 7 contract and grant projects of more than \$800,000 impacted more than 1,000 people, programs, and policies. Investments have focused on critical need areas including employment, education, health care, housing, and transportation. The Board leveraged an additional \$272,929 from grantees.

The Board's efforts—policy recommendations, its triennial *Assessment of the Disability Services System*, work on state level workgroups or taskforces, collaboration with other agencies and organizations, and investments in grants and contracts—has led to changes in services, systems, policies, procedures, laws and regulations affecting citizens throughout Virginia.

Board training programs have produced a cadre of advocates able to work on behalf of change in their community, region, or state. These programs have also increased public awareness of the needs and abilities of individuals with disabilities and their valuable role in the community.

Flat federal funding for a decade has impacted Board activities. Advocacy training programs have increased in cost. Researching and tracking policy impact continues to be a complex task, yet is critical to the Board's purpose. In some years, the Board has not issued competitive grants due to insufficient funding or staff resources needed for other key obligations such as developing the triennial *Assessment*.

Performance Highlights

Key metrics for the Board include policy recommendations as well as grants and contracts. In its publication the *2014 Assessment of the Disability Service System of Virginia*, the Board made 82 recommendations impacting services in the Commonwealth. Areas include transportation, housing, community services, employment, education, health, Medicaid, and early intervention. Produced triennially, the *Assessment* serves as a resource for policymakers, service providers, and people with disabilities and their families. The Board's standard of engagement on impacting state policy is a long-term outcome of the *Assessment*.

Additionally, distribution of Federal monies through grants and contracts that impact people with disabilities (and the systems that deliver those services) is a measure of the Board's performance. There are some years in which the Board does not issue Requests for Proposals for competitive grants. This is due to federal funds availability (based in part on the 3 year funding cycle and in part in how much money has been allotted to investment initiatives in a particular year) combined with the need at times to redirect staff resources to other priorities such as development of the triennial *Assessment* or the Five Year State plan.

Staffing

Authorized Maximum Employment Level (MEL)	0
Salaried Employees	10
Wage Employees	2
Contracted Employees	0

Key Risk Factors

Over the next four years, 40% of the staff will be eligible for retirement with full benefits. Retaining existing staff in a small (10 FTE) agency is challenging as there is little opportunity for advancement. Options for addressing staffing issues include reorganization, re-writing job descriptions (and appropriate training), and contracting out specific services due to staff constraints. In order to do the work of the Board in an efficient, effective manner, it is critical to evaluate processes regularly and implement some of the limited options.

Graduates of Board training programs self-report their activities via webforms and surveys. Typically, graduates are most active in the initial year or two after program participation. Tracking accomplishments and impact of these individuals remains challenging. Some graduates move out of state and use their skills elsewhere; others prefer to not maintain contact (especially students). The Board should constantly find touchpoints and refine its data collection systems so as to build a stronger connection with those who are familiar with its mission and vision.

Systems change, one of the key purposes of Federal developmental disabilities (DD) councils, does not happen quickly nor easily. Tracking broad brush work in policy impact, and the resulting change within the disability service system, requires institutional knowledge, good data collection systems, and continued involvement in state initiatives. Maintaining positive and collaborative relationships with diverse stakeholders is critical.

Management Discussion

General Information About Ongoing Status of Agency

The Board's focus is full inclusion of individuals with disabilities in community life. By impacting systems, change will occur, albeit over decades. For example, Virginia is changing the way people with significant disabilities are supported as state training centers reduce their census in anticipation of closure. In its first *Assessment* in 2006, the Board recommended that funds be redirected toward community living instead of funding institutions. By 2020, that shift will be near completion as a result of the Commonwealth's commitment to developing a community-based system, the DOJ settlement, and the work of state and local officials and advocates.

Creativity in providing consumer-directed and person-centered supports is necessary as existing systems are transformed. The Board will continue to fund projects and activities to support community capacity and help broaden understanding by the public of the rights of individuals with developmental and other disabilities to full inclusion in society.

Demand for accessible, affordable housing and transportation in both rural and urban areas will increase. Providers will be needed to meet the growing demands in employment, education and healthcare. Access to assistive technology will be critical as will support to families and aging caregivers.

Tracking and engagement of alumni of Board training programs should be strengthened. New communication and other technological tools will allow staff to keep abreast of advocates in action. Collecting data is one metric; the impact of advocacy is harder to quantify. Initiatives that showcase alumni success stories and raise awareness of people with disabilities and their families will assist in this effort.

Information Technology

The Board is a member of the Disability Services Agency (DSA) group which includes the Department of the Blind and Vision Impaired (DBVI), Department for the 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.

Currently, the Board pays 32% of its general fund allocation to the Virginia Information Technology Agency (VITA). Although this percentage is similar to other state agencies, it is a larger amount in a smaller agency due to the smaller budget.

As the Board increases its efforts to raise awareness using social media and original content video, staff time and equipment 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 FY14. 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.

Estimate of Technology Funding Needs

Workforce Development

The Board's small staff is aging, and in a decade, the institutional knowledge will be limited due to pending retirements of key personnel. Within four years, 40% of staff will be eligible for retirement with full benefits. Key among them are the Grants Manager and the Research, Policy & Program Manager. Planning for succession now would allow a more strategic approach towards balancing institutional knowledge with needed skill sets that are not part of existing job descriptions.

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 and the Department of Human Resource Management (DHRM) Learning Management System as tools for staff development, retention, recruitment and training. The Board will continue to refine job descriptions and support professional development.

Physical Plant

Rental costs for the Board continue to increase. However, the Board has received additional state support for this expense. A search for accessible office space in 2011-12 led to the conclusion that the current lease is below market rate. However, to continue good stewardship, the Board consolidated further, moving program personnel and supplies into unused staff space.

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. Long term, this strategy promotes more opportunities for staff to telework, lessening carbon footprint and the need for expanded office space.

Supporting Documents

Title

File Type

Research, Planning, Outreach, Advocacy, and Systems Improvement [45002]

Description of this Program / Service Area

This service area implements the principles of the federal Developmental Disabilities and Bill of Rights Act of 2000 and Section 51.5-31-33 of the Virginians with Disabilities Act which establishes the Virginia Board for People with Disabilities as the Commonwealth's Developmental Disabilities Planning Council. Activities include outreach, training, technical assistance, supporting and educating communities, barrier elimination, system redesign, coalition development, citizen participation, and informing and guiding policymakers.

Mission Alignment

Mission: 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.

Vision: Virginians with developmental and other disabilities direct their own lives and choose how they live, learn, work, and play.

Products and Services

Description of Major Products and Services

Triennial Assessment of the Disability Services System in Virginia identifies and delineates the needs of people with disabilities, the services and supports available to them through state programs and other mechanisms, the cost and effectiveness of those programs, areas of concern facing the service system, and Board recommendations for addressing those concerns.

Five Year State Plan provides a foundation for Board activities based on the Triennial Assessment and other constituent feedback, available resources, and priorities determined by the Board.

Program Performance Report annually evaluates the success of the Board's investment initiatives and other activities delineated in the federal Five Year State Plan.

Agency Strategic Plan provides background information on the Board and its work as well as specific goals, objectives, strategies, and performance measures beyond those required by the federal Five Year State Plan.

Legislative and Regulatory Tracking informs Board members, partners, and constituents regarding General Assembly and agency actions affecting disability services and supports.

Policy Papers, Public Comments, and Liaison activities provide research, analysis, and guidance on relevant disability policy issues.

Two training programs, Partners in Policymaking and Youth Leadership Forum, are managed by the Board and train individuals with disabilities and family members in self- and systems-advocacy, personal development, and leadership.

Mobilization, support, and encouragement of self-advocates and other constituents to participate in educational and policymaking activities that expand and improve the disability services system.

Public forums, interagency workgroups and collaborations, surveys, and other in-person, printed, and electronic means solicit feedback on disability services and issues from people with disabilities, their family members, advocates, service-providers, policymakers, and other concerned citizens.

Print and electronic publications, social media, websites, conference and workshop presentations and information packets, and other appropriate tools disseminate timely and accurate information on disability services, issues, and related activities by the Board and its partners.

Anticipated Changes

The focus of the Board's activities has changed somewhat with implementation of its federally-mandated 2012-2016 Federal State Plan. An emphasis on policy work remains core to the Board's purpose; however, the policy area priorities alter based on current and emerging issues. Of particular note is Board work in support of the Commonwealth's Settlement Agreement with the U.S. Department of Justice. The Board has also added emphasis on health care reform and its effect on individuals with developmental and other disabilities, particularly any inclusion of long-term care services into a coordinated (managed) care framework. The Board continues to serve on numerous state level task forces and workgroups, including those related to the DOJ Settlement agreement, Waiver Redesign, health equity, emergency preparedness, prevention of domestic/sexual abuse of individuals with disabilities, transportation and housing for individuals with intellectual and developmental disabilities, special education services and supports, and more. As issues, affecting its constituents emerge, the Board works to ensure that it can provide input and help guide discussions. The just established Children's Cabinet will provide another opportunity to ensure that children with disabilities are included in the discussions and outcomes.

- Relatively smaller amounts of federal and state funds and increased operational costs combine to result in fewer total dollars available for grant awards. In the past the Board had been able to issue grant awards annually; this has not been possible in the last several years during which the Board has moved to an every other year cycle for competitive awards, although it is still able to enter into contracts or make awards in the interim when funds are available. Continued achievement of the Board's mission and goals will be facilitated through the Board's increasing emphasis on critical policy and evaluative work, as well as research, monitoring, evaluation, analysis, reporting, outreach, and public information activities. Flat funding will result in fewer resources being available for these activities as well and the need for greater prioritization of goals.
- Shifts in the relative focus of Board activities require the Board to continue increasing its visibility among its constituents and partners and forge additional collaborative relationships with public and private entities. Board messaging, both internal and external, will require continual strengthening.
- The Board's focus on service system monitoring will be significantly affected by community integration initiatives, DBHDS restructuring initiatives, and the transition of people with developmental and other disabilities from institutional living environments to community-based living. The Board will continue to support collaborative state initiatives plan and enhance cross agency opportunities. For example, during development of the Housing Plan required under the DOJ Settlement Agreement, the Board was able to fund a national housing consultant to facilitate the start of this critical process.
- Activities that recruit, train, and support self- and family advocates and that maintain and strengthen long term relationships with them will increase as public awareness of and involvement with disability issues increases. The Board will expand its efforts to mobilize and leverage the participation of these individuals and their organizations in their own policy and advocacy efforts.
- By investing in technology tools to communicate with a wider audience of disability stakeholders, and as access to technology by its constituents grows, the Board will be able to increase the amount and precision of information it gathers and shares. The format and immediacy of its messaging will also change, particularly the availability and widespread use of social media and other online technologies.
- Strategic decisions regarding methods, content, and process, will be ongoing with staff and Board members.

Factors Impacting

Congressional reauthorization of the federal Developmental Disabilities and Bill of Rights (DD) Act, which was to have occurred in 2007, is still pending. Continuation of federally-funded activity by the Board is dependent upon Continuing Resolutions.

- The activities of the Board, particularly the size and number of its grant awards, depend on federal and state funding levels. Continued level federal funding and recent state budget reductions combined with increased operational costs have and will continue to result in future net reduction in funds available to implement grant and other programmatic and policy initiatives.
- Activities of the Board are governed by a federally-mandated Five Year State Plan. The plan, subject to requirements of federal statutes, determines the Board's areas of emphasis, programmatic and operational goals, and specific objectives and strategies for reaching those goals. A state plan covering federal fiscal years 2012-16 is underway. In October 2015, the Board will begin development of the 2017-2022 Federal State Plan.
- Board activities are influenced by the background, knowledge, expertise and interests of individual Board members, appointed by the Governor, which can lead to significant changes in focus or activities as there is an approximately 25 percent turnover of Board members each year.
- The Board's staff is small, highly specialized, and positions are multi-dimensional. Continuity of current activity is dependent upon low turnover, diverse staff member expertise, and efficient operations and administrative support. While the Board staff had been stable for many years, this year, the Board was down 3 of its 12 staff, significantly straining human resources.
- As a part of its required assessment of Virginia's disability services system, the Board actively collects public feedback through public comment forums, surveys, and other means. This public input strongly influences future activities by the Board.
- Current activities by partner state and legislative agencies and subsequent actions by those agencies, the General Assembly, and the administration will result in significant changes to Virginia's system of services and supports for people with disabilities in the near future. This includes (but is not limited to) the type, availability and effectiveness of community based early intervention, education, housing, transportation, Medicaid, health care, and employment supports for individuals with intellectual and developmental disabilities as well as continuing implementation of the Commonwealth's Settlement Agreement with the Department of Justice, Activities of the Board will be strongly influenced by related decisions and actions.
- Court actions regarding the rights of individuals with disabilities and their guarantees of equal opportunity, accessibility, and inclusion in education, employment, housing, transportation, healthcare, and all other aspects of community life strongly influence the systems of public and private services and supports for people with disabilities. This includes continuing influences and outcomes of the Supreme Court's "Olmstead" decision and Department of Justice actions and settlement agreements not only in and with Virginia but in other states as well.
- Significant changes to policies, systems, and practices in the disability services system will increase demands on the Board to provide ongoing accurate and timely information, outreach, and coordination.
- More access to the Internet by people with disabilities as well as changing technology will impact the processes and products of the Board. The

need to ensure accessible web content and expand distribution channels will require investments of time and tools to deliver relevant communication on multiple platforms and raise public awareness.

- Growing interactions through national associations with fellow Developmental Disabilities (DD) in other states and territories can frequently lead to new initiatives and to improvements in existing strategies based on the successes and challenges encountered by other DD Council activities. Attendance at national conferences, which offer important training and networking opportunities, has been limited due to resource constraints

Financial Overview

The Board's primary source of funding is its federal grant award from the Administration for Children and Families, an agency under the Department of Health & Human Services. The grant award represents 87% or \$1,419,224 of the agency's total budget. These funds are obligated annually and liquidated every three (3) years. This means that the Board has three grant awards available for funding in any given year. The Board's SFY 2015 state general fund appropriation is \$185,022 and is used as the match for the federal award.

The agency also receives an annual award from the Department of Education to the Youth Leadership Forum to support participants of an in-house leadership program for rising junior and senior high school students. This award (\$700/student) is used in direct support of the Youth Leadership Delegates to attend the one week leadership training held at Virginia Commonwealth University.

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	185,022	0	189,556	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Administrative Services [45006]

Description of this Program / Service Area

This service area provides administrative and financial support to the agency's research, planning, outreach, advocacy, systems improvement and investment (grants & contract) activities and in support of the 39 member Board which guides program activities.

Mission Alignment

This service area provides the administrative, operational and financial support necessary for the Board to achieve its mission.

Products and Services

Description of Major Products and Services

Administrative support to agency programmatic activity encompasses Research, Planning, Outreach, Advocacy, and Systems Improvement. Relevant products include: • Assessment of the Disability Services System in Virginia identifies and delineates the needs of people with disabilities, the services and supports available to them through state programs and other publicly-funded mechanisms, the cost and effectiveness of those programs, areas of concern for the service system, and Board recommendations for addressing those concerns. • Five Year State Plan provides a foundation for Board activities based on the Disability Assessment and other constituent feedback, available resources, and priorities determined by the Board. • Agency Strategic Plan provides background information on the Board and its work as well as specific goals, objectives, strategies, and performance measures beyond those required by the federal Five Year State Plan. • Print and electronic publications, websites, conference and workshop presentations and information packets, and other appropriate tools disseminate timely and accurate information on disability services, issues, and related activities by the Board and its partners.

Anticipated Changes

Relatively smaller amounts of federal and state funds and increased operational costs will result in fewer total dollars available to be awarded as grants. Continued achievement of the Board's mission and goals will be facilitated through the Board's increasing emphasis on critical policy and evaluative work, as well as research, monitoring, evaluation, analysis, reporting, outreach, and public information activities. Flat or reduced funding will result in fewer resources being available for these activities as well as the need for greater prioritization of goals.

- By investing in technology tools to communicate with a wider audience of disability stakeholders, and as access to technology by its constituents grows, the Board will be able to increase the amount and precision of information it gathers and shares. The format and immediacy of its messaging will also change, particularly the availability and widespread use of social media.

Factors Impacting

Congressional reauthorization of the federal Development Disabilities and Bill of Rights (DD) Act, which was to have occurred in 2007, is still pending. Continuation of federally-funded activity by the Board is dependent upon Continuing Resolutions.

- The activities of the Board, particularly the size and number of its grant awards, are dependent on federal and state funding levels. Continued level federal funding and recent cuts in state funding combined with increased operational costs have and will continue to result in future net reduction in funds available to implement grant and other programmatic initiatives.

- Emerging technologies, especially information technologies including social media, and the growing access to and use of technology by people with disabilities, will affect the practices, products, and services of the Board, including the demand for accessible products and materials.

Financial Overview

The Board's primary source of funding is its federal grant award from the Administration for Community Living, an agency under the Department of Health & Human Services. The grant award represents 87% or \$1,482,561 of the agency's total budget. These funds are obligated annually and liquidated every three (3) years. This means that the Board has at least two grant awards available for funding in any given year. The Board's SFY 2015 state general fund appropriation is \$185,022 and is used as the match for the federal award.

The agency also receives an annual award from the Department of Education to the Youth Leadership Forum to support participants of an in-house leadership program for rising junior and senior high school students. This award (\$700/student) is used in direct support of the Youth Leadership Delegates to attend the one week leadership training program held at Virginia Commonwealth University.

Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	185,022	0	189,556	0
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title **File Type**

Financial Assistance to Localities for Individual and Family Services [49001]

Description of this Program / Service Area

This service area implements the principles of the federal Developmental Disabilities and Bill of Rights Act of 2000 and Section 51.5-1-33 of the Virginians with Disabilities Act which establish the Virginia Board for People with Disabilities as the Commonwealth's Developmental Disabilities Planning Council. Activities include funding of grant and contracts to public and private agencies and organizations. These projects include but are not limited to: demonstration of new approaches, services and supports, training, coalition development, and outreach and education designed to result in development of a coordinated consumer and family centered, consumer and family directed, comprehensive system of services, individualized supports, and other forms of assistance that enable individuals with developmental disabilities to exercise self-determination, be independent, be productive, and be integrated and included in all facets of community life.

Mission Alignment

This service area aligns directly with the Board's mission and vision:

Mission: 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.

Vision: Virginians with developmental and other disabilities direct their own lives and choose how they live, learn, work, and play.

Products and Services

Description of Major Products and Services

Competitive and Solicited Grants to public and private agencies and organizations addressing specific areas of emphasis are awarded, monitored, and evaluated to implement goals of the Board's federally mandated Five Year State Plan. Federal fiscal year 2014 grant awards included projects to (1) significantly increase the knowledge, skill and expertise of builders, building inspectors/officials, engineers, architects and design professionals in the area of ADA Accessibility Guidelines and Fair Housing laws (2) increase affordable transportation options in rural and/or underserved areas; (3) convert a segregated facility based (sheltered) employment program into a community integrated employment model focused on competitive employment; (4) through training and outreach, prevent the institutionalization of people with developmental and other disabilities who experience medical interventions, behavioral stresses or changes in family dynamics that can result in risk of placement of an institutional settings; (5) build statewide capacity and commitment for the provision of dental health services to individuals with developmental disabilities in three regions of the state and establish a dental externship through Virginia Commonwealth University; (6) teach people with developmental and other disabilities about healthy relationships and how to better protect themselves from assault, abuse, neglect and violence; (7) through training to school personnel, parents and students, begin career exploration and transition planning for students with disabilities as early as elementary and middle schools to design Individualized Education Plan goals with the ultimate result of self-sufficiency, higher education and employment; and (8) develop a peer-to-peer mentoring program which will facilitate the discharge of individuals with intellectual or other developmental disability from state training centers into community life or those recently discharged from those facilities.

Contributions to other state agency or organizational efforts through in-kind staff participation, service on advisory councils, or monetary contributions are made following evaluation of requests in light of relevance to the Board's goals and priorities.

Contracts with public and private agencies addressing specific Board goals and objectives are awarded.

Anticipated Changes

- Relatively smaller amounts of federal and state funds and increased operational costs will combine to result in fewer total dollars available for grant awards. Continued achievement of the Board's mission and goals will be facilitated through the Board's increasing emphasis on critical policy and evaluative work, as well as research, monitoring, evaluation, analysis, reporting, outreach, and public information activities. Flat funding has and will continue to result in fewer resources being available for these activities as well and the need for greater prioritization of goals.
- Shifts in the relative focus of Board activities require the Board to continue increasing its visibility among its constituents and partners and forge additional collaborative relationships with public and private entities. Board messaging, both internal and external, will require continual strengthening.
- Activities that recruit, train, and support self- and family advocates and that maintain and strengthen long term relationships with them will increase as public awareness of and involvement with disability issues increases. The Board will expand its efforts to mobilize and leverage the participation of these individuals and their organizations in their own policy and advocacy efforts.
- By investing in technology tools to communicate with a wider audience of disability stakeholders, and as access to technology by its constituents grows, the Board will be able to increase the amount and precision of information it gathers and shares. The format and immediacy of its messaging will also change, particularly the availability and widespread use of social media.
- Strategic decisions regarding grants, contracts, and other products will be ongoing with staff and Board members.

Factors Impacting

Congressional reauthorization of the DD Act, which was to have occurred in 2007, is still pending. Continuation of federally-funded activity by the Board is dependent upon Continuing Resolutions.

- The activities of the Board, particularly the size and number of its grant awards, depend on federal and state funding levels. Continued level federal funding and previous state budget reductions combined with increased operational costs have resulted in net reduction in funds available to implement grant and other programmatic and policy initiatives. The Board has gone to an every other year vs. annual competitive grant award funding cycle. It is able to fund awards and contracts in interim years depending on available funds and emerging priorities.
- Activities of the Board are governed by a federally-mandated Five Year State Plan. The plan, subject to requirements of federal statutes, determines the Board's areas of emphasis, programmatic and operational goals, and specific objectives and strategies for reaching those goals. A state plan covering federal fiscal years 2012-16 (which began on October 1, 2011) was approved by the Administration on Developmental Disabilities. Required updates are submitted annually. The Board will begin development of its 2017 -22 Federal State Plan in the fall of 2015.
- Board activities are influenced by the background, knowledge, expertise and interests of individual Board members, appointed by the Governor, which can lead to significant changes in activities as there is an approximately 25 percent turnover of Board members each year.
- The Board's staff is small, highly specialized, and positions are multi-dimensional. Continuity of current activity is dependent upon low turnover, diverse staff member expertise, and efficient operations and administrative support. After many years of stability, the Board experienced significant turnover in 2014 of 3 positions (2 full-time and one part-time) which has strained its human resources.
- As a part of its required assessment of Virginia's disability services system, the Board actively collects public feedback through public comment forums, surveys, and other means. This public input strongly influences future activities by the Board.
- Current activities by partner state and legislative agencies and subsequent actions by those agencies, the General Assembly, and the administration will result in significant changes to Virginia's system of services and supports for people with disabilities in the near future. This includes (but is not limited to) the type, availability and effectiveness of community based early intervention, education, housing, transportation, Medicaid, health care, and employment supports for individuals with intellectual and developmental disabilities as well as continuing implementation of the Commonwealth's Settlement Agreement with the Department of Justice. Activities of the Board will be strongly influenced by related decisions and actions.
- Court actions regarding the rights of individuals with disabilities and their guarantees of equal opportunity, accessibility, and inclusion in education, employment, housing, transportation, healthcare, and all other aspects of community life strongly influence the systems of public and private services and supports for people with disabilities. This includes continuing influences and outcomes of the Supreme Court's "Olmstead" decision and Department of Justice actions, not just in Virginia but in other states as well.

Significant changes to policies, systems, and practices in the disability services system will increase demands on the Board to provide ongoing accurate and timely information, outreach, and coordination

- Emerging technologies, especially information technologies including social media, and the growing access to and use of technology by people with disabilities and Virginians in general, are anticipated to strongly affect the practices, products, and services of the Board, including the demand for accessible products and materials.
- Growing interactions through national associations with fellow DD Councils in other states and territories can frequently lead to new initiatives and to improvements in existing strategies based on the successes and challenges encountered by other DD Council activities.

Financial Overview

The Board's primary source of funding is its federal grant award from the Administration for Children and Families, an agency under the Department of Health & Human Services. The grant award represents 87% or \$1,419,224 of the agency's total budget. These funds are obligated annually and liquidated every three (3) years. This means that the Board has three grant awards available for funding in any given year. The Board's SFY 2015 state general fund appropriation is \$185,022 and is used as the match for the federal award.

The agency also receives an annual award from the Department of Education to the Youth Leadership Forum to support participants of an in-house leadership program for rising junior and senior high school students. This award (\$700/student) is used in direct support of the Youth Leadership Delegates to attend the one week leadership training held at Virginia Commonwealth University.

Biennial Budget

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Supporting Documents

Title

File Type