

2016-18 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 89% or \$1,725,252 of the agency's fiscal year 2017 annual budget. These funds are obligated annually and liquidated every three years. This means that the Board has at least two grant awards available for funding in any given year. The Board's state general fund appropriation 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 (\$500/student) is used in direct support of the Youth Leadership Delegates to attend the four-day leadership training program held at Virginia Union University. The Youth Leadership Forum operates every other year.

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	218,192	1,725,252	218,202	1,725,350
Changes to Initial Appropriation	-10,910	0	-16,365	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

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 overall 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 number of people with developmental disabilities increases, Virginia 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 such as housing, transportation, and competitive 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.

Current Customer List

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Developmentally-Disabled	Virginians w/ DD (based on requirement that 60% or more of people served through Board grants have DD)	1,679	132,906	Stable
Non-Profit Agency (Boards/Foundation),	State, regional, and local service providers, agencies, colleges and universities (includes multiple people from same organization; potential is unknown)	765	1,000	Stable

Governor	Governor and Virginia state agencies (includes multiple people from same agency; potential is unknown)	415	1,000	Stable
General Assembly	General Assembly members and legislative agencies	142	142	Stable
Consumer	Consumer/advocacy organizations (potential is unknown)	125	300	Stable
Federal Agency	Federal Administration on Developmental Disabilities and other DD Councils	18	56	Stable

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, General Assembly and executive branch agencies on issues affecting people with developmental and other disabilities in the Commonwealth.**

Summary and Alignment

Policy changes across several service areas are needed to enable people with developmental and other disabilities to be independent, self-directed, and fully included. For example, Virginia will need to continue to honor its commitment to the U.S. Department of Justice to serve people with developmental disabilities in the most integrated setting. The Commonwealth committed to several actions through 2021 including closing four of five training centers, reducing waiting lists for community-based long-term services and supports, providing day and supported employment services in integrated settings, and providing rental assistance for people to live in their own homes. The Commonwealth is also redesigning its Medicaid waivers for long-term services and supports and transitioning people with disabilities into managed care, which stakeholders will need to closely monitor. Virginia will also need to improve the provision of many other services for people with disabilities including education, community supports such as crisis intervention services, housing, and transportation. The Board will inform policymakers about the unmet needs of people with disabilities by regularly assessing the service system and recommending changes to the Administration, legislators, and state agencies; commenting on regulations and budget actions; and participating in inter-agency workgroups. The Board's goal to strengthen its role as a policy leader is directly aligned with its mission, authority, and expertise. In order for the Board to realize its mission, policymakers in all branches of government need information and guidance to make funding and policy decisions that improve the lives of people with disabilities. State and federal statutes direct the Board to serve as a policy advisor to the Governor, General Assembly, state agencies, and other policymakers, and state statute directs the Board to submit an annual report to the Governor that assesses at least two major service areas for people with disabilities. VBPD can serve as an independent, objective voice on matters of state policy because it is principally federally-funded. The Board's unique composition gives it the expertise needed to be a comprehensive and educated source of information for policymakers on the needs of people with disabilities because it includes people with developmental disabilities and their families as the majority of the membership, giving the Board first-hand knowledge of the needs of people with disabilities. It also has representatives from key state agencies and other relevant organizations (banking, transportation, non-profits). This goal is also aligned with the Commonwealth's goal to be recognized as the best-managed state in the nation. Virginia is currently underperforming other states with respect to providing services for people with disabilities. One such area is long-term services and supports. The Case for Inclusion, an annual report ranking how well state Medicaid programs serve people with disabilities, finds that Virginia has made progress in recent years but substantial opportunities remain. Virginia's ranking has improved from 49th in 2014 to 39th in 2016, due to recent efforts to shift people from institutional to community-based settings in compliance with the Commonwealth's 2012 Settlement Agreement with the U.S. Department of Justice. However, Virginia still ranks below most other states overall (39th), and is particularly underperforming in promoting independence (42nd) and reaching those in need (47th). Another area in which Virginia is performing below average is in educating students with disabilities. Only 53 percent of high school students with an Individualized Education Program in Virginia graduated with a regular diploma, compared to a nationwide average of 63 percent. Consequently, nearly three of every ten students with disabilities are not employed, nor engaged in post-secondary education or training, within one year of graduating high school. Of those who do find employment, it is harder for them to find integrated employment in Virginia than in other states. Virginia ranked 25th of 32 participating states in the percentage of people receiving state disability services who are engaged in integrated employment, according to 2014-15 National Core Indicators data.

Associated State Goal

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

Objectives

» Influencing policy

Description

In order to strengthen its role as a policy leader, the Board will provide objective, comprehensive, and accurate information to policymakers on issues affecting people with developmental and other disabilities. The Board's regular assessment of the disability service system is vital to this effort. The Board recently changed the format of these assessments. 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. This new format will give the

Board the flexibility to focus on issues that are most relevant and best suited to the expertise of the Board's staff in a given year. In addition to the annual assessments and supplemental policy briefs, the Board will also inform policymakers through legislative positions, formal and informal comments on regulations and budget actions, and participation in inter-agency workgroups.

Objective Strategies

- Produce annual assessments of at least two key service areas for people with disabilities that include recommendations for improvement
- Produce supplemental policy briefs that provide more in-depth information on critical and/or emerging issues and include recommendations for improvement
- Track legislation and regulations affecting people with disabilities for the Board, its partners, and other stakeholders
- Provide legislative testimony on issues affecting people with developmental and other disabilities
- Provide formal and informal comment on policies, regulations, and budget actions affecting people with developmental and other disabilities
- Participate in numerous inter-agency workgroups that address issues related to people with developmental and other disabilities

Measures

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

• **Promote independence, choice, self-determination, and inclusion of people with developmental and other disabilities.**

Summary and Alignment

Improving the lives of people with developmental and other disabilities will require reform and expansion of the current public and private service system. Virginia continues its long-term policy to shift people with disabilities from institutional to community-based settings, a policy which was jump started by the U.S. Department of Justice settlement agreement. As a result, more people will need access to services such as housing, competitive, integrated employment, health care, and other long-term care supports in order to live independently and productively in the community. Several barriers currently limit people's ability to access these services including limited funding, inaccessible public transportation routes, employers' negative attitudes towards people with disabilities, and a lack of awareness of options. The Board will advance systemic change by providing competitive grants, and entering into contracts and other investments, for projects that address these barriers and explore other ways to improve the disability service system. In addition to grants, contracts, and other investment efforts, the Board will also advance systemic change through its policy work and educational efforts discussed in other goals. The Virginia Board for People with Disabilities' goal to promote independence, self-determination, and inclusion of people with disabilities is directly aligned with the Board's mission, authority, and expertise. In order for the Board to realize its mission, the public and private service system must be reformed and expanded so people with disabilities can access needed services and supports. State and federal statutes direct the Board to support a variety of projects including those that eliminate barriers to accessing community services, demonstrate new approaches to serving people with disabilities, educate communities to respond positively to people with disabilities, and educate the public about the abilities and needs of people with disabilities. The Board's unique composition of people with disabilities and their family members as well as key state agencies and community representatives, gives it the expertise needed to identify unmet service needs and barriers to accessing needed services. This goal is also aligned with the Commonwealth's goal to support Virginians toward healthy lives and strong and resilient families. The state has made several efforts to better meet the needs of people with disabilities, including redesigning the Medicaid waivers and reducing the use of Order of Selection for employment services. Despite these ongoing efforts, many people with disabilities are still unable to access needed services and supports in their communities, limiting their ability to lead healthy, productive, and fulfilling lives. For example, over 11,000 people with developmental disabilities were on Medicaid waiting lists for community-based long-term services and supports in March 2017. Only 10 percent of people receiving Medicaid waiver services were engaged in integrated employment in 2014-15, according to National Core Indicators data. Housing is often unaffordable for people with disabilities, particularly in urban areas, and can be non-existent in more rural areas. Many people with disabilities rely on Supplemental Security Income which was an average \$721 in 2014, but the average cost of a one-bedroom apartment in Virginia that year was \$908. The state should continue to build on current efforts to address such service needs for people with disabilities to enable them to live healthy, productive, and fulfilling lives with maximum independence and self-determination.

Associated State Goal

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

Objectives

» **Advancing systemic change through grants, contracts, and other investments**

Description

In order to advance systemic change, the Board will support public and private projects that promote independence, self-determination, and inclusion of people with developmental and other disabilities through competitive grants, contracts, and other investments. These projects can include research, demonstration, outreach and education, and other projects. The Board will prioritize projects that meet the goals and objectives in its federally-mandated state plan for federal FY 2017-2021 which 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 continue to strengthen the value of its investments by increasing outreach about the Board's funding opportunities, providing grantees more flexibility in designing their projects, ensuring grantees can sustain projects once the grants or contracts ends, and disseminating project results to stakeholders statewide.

Objective Strategies

- Increase outreach about the Board's funding opportunities via the Board's social media, the Commonwealth's grant website, and other avenues to increase the number of quality applications
- Provide grantees more flexibility in designing their projects so that projects better align with their expertise and the needs they have identified in their community
- Solicit, review, and fund grants, contracts, and other investments to public and private entities to implement initiatives that promote independence, self-determination, and inclusion of people with developmental and other disabilities
- Encourage recipients of Board funding to look at collaborative funding with other partners and maximizing matching funds
- Closely monitor grants, contracts, and other investments to ensure adequate funding, implementation, evaluation, and sustainability, and provide technical assistance to grantees
- Disseminate the results of grant projects, contracts, and other investments to other disability organizations, policymakers, and the general public statewide

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.
- **Increase awareness among policymakers and the general public that people with disabilities have the civil right and ability to be fully included in all facets of life, and that full inclusion is an investment in Virginia's future.**

Summary and Alignment

Improving the lives of people with developmental and other disabilities will continue to require increased awareness, among policymakers and the general public, of the right and ability of people with disabilities to be fully included in all facets of life. People with disabilities have historically been excluded from the rest of society in many facets of life including housing, education, and employment. This exclusion harms their quality of life by limiting their ability to be independent, be productive, make their own choices, and meaningfully connect to their communities. It also harms the greater community which is unable to benefit from the diversity of abilities of and contributions made by people with disabilities every day. Research indicates that exclusion can limit the social development of people without disabilities. Although recent state initiatives have focused on shifting people to integrated settings, many are still being served in segregated settings and those in integrated settings may not be fully included. For example, over 300 people were still residing in state training centers in March 2017. Great progress has been made in census reduction since the implementation of the DOJ Settlement agreement but there is still a long way to go and many who have been discharged have transitioned to segregated, albeit smaller settings in the community. Over one-third of students with an Individualized Education Program spend less than 80 percent of their school day in a general education classroom and four percent of students are served in a separate facility. Only 15 percent of people receiving services from the state Intellectual and Developmental Disabilities services system are engaged in integrated employment. In addition to its policy work, the Board will increase awareness of the right and ability of people with disabilities to be fully included by increasing the availability of timely and accurate information, and by preparing future leaders in the advocacy community. This goal directly aligns with the Board's mission and authority. In order for the Board to realize its mission, policymakers and the general public need to respect the right and ability of people with disabilities to be fully included in all facets of life. Public attitudes influence both policy decisions and the extent to which the intent behind those policies is carried out on a daily basis. State and federal statutes direct the Board to support and educate communities to respond positively to people with disabilities, educate the public about the abilities and needs of people with disabilities, train people with disabilities and their families to advocate for their own needs, and strengthen self-advocacy organizations led by people with disabilities. This goal also directly aligns with the Commonwealth's goal to engage and inform citizens to ensure we serve their interests. The interests of people with disabilities are not served by policies and programs that limit their ability to be fully included in all facets of life. Opportunities must continue to be created for people with disabilities and their family members to interact directly with policymakers to effectively communicate their needs and abilities.

Associated State Goal

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

Objectives

» **Increasing availability of timely, accurate, and accessible information**

Description

In order to increase awareness of the rights and abilities of people with disabilities, the Board will continue to provide timely, accurate, and

accessible information to policymakers and the general public. The Board provides ongoing information to support policies that promote full inclusion of people with developmental and other disabilities, including regular assessments of the disability services system and the results of Board programs and activities including grant projects. This information is communicated through a variety of avenues including the Board's website, social media, e-news, and other publications that are disseminated to select individuals and groups. The Board will broaden its reach to new audiences by streamlining its reports, websites, and branding to improve their timeliness and accessibility. For example, the Board recently changed the format of its regular assessments of the service delivery system for people with disabilities. 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 assessments and supplemental policy briefs will be more frequent to improve timeliness, will be shorter to improve readability, and will include less description of the current service system because these descriptions quickly become outdated as the system undergoes numerous changes. The Board recently redesigned its website in order to improve navigation and visual appeal and will continue to focus on additional improvements and enhancement.

Objective Strategies

- Widely disseminate annual assessments of at least two key service areas for people with disabilities, as well as supplemental policy briefs that provide more in-depth information on critical and/or emerging issues
- Disseminate the results of Board programs and activities, including grant projects, contracts, and other investments
- Streamline the Board's reports, website, and branding to improve their timeliness, accuracy, and accessibility
- Assess the effectiveness of the Board's outreach and communication using tools such as Constant Contact and Google Analytics
- Implement SharePoint to expedite information sharing
- Implement communications plan that includes outreach to new constituents
- Continue to invest in new communications avenues, including expanded social media content

Measures

» **Preparing future leaders in the advocacy community to effect systemic change**

Description

In order to increase awareness of the rights and abilities of people with disabilities, the Board will prepare people with disabilities and their family members to be leaders and advocate for their needs. People with disabilities and their families are often unaware that they can effect change through their own advocacy efforts, or they may lack the skills to effectively advocate. The Board's training programs are therefore critical to providing them with the necessary knowledge and skill sets to lead and advocate for systemic change. The Board will also engage its training program alumni by implementing an Alumni Development Program to connect graduates of its training programs with each other, the Board, and other disability organizations to advocate for systemic change.

Objective Strategies

- Implement the Partners in Policymaking program, which trains self-advocates and parents of children with developmental disabilities on how to engage and advocate for themselves to effect systemic change
- Implement Youth Leadership Training (currently the Youth Leadership Forum) to help high school students with developmental and other disabilities develop personal leadership and career development skills to enhance their ability to advocate for themselves and others
- Implement and refine an Alumni Development Program, which engages alumni of the Partners in Policymaking program and Youth Leadership Training with each other, the Board, and other disability organizations to advocate for systemic change to policies and programs
- Improve and enhance outreach and recruitment efforts for the Board's training programs for youth and adults in order to increase the number and diversity of participants
- Solicit and build upon the contact information in Board records for training program alumni in order to increase the Board's ability to engage alumni in future advocacy and leadership opportunities
- Strengthen a self-advocacy organization or program led by people with disabilities through mini grants designed to help build the program or organization's infrastructure, skills, and ability to advocate for policy change

Measures

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

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.

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.

Staffing

Authorized Maximum Employment Level (MEL)	9
Salaried Employees	9
Wage Employees	4
Contracted Employees	0

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.

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.

Estimate of Technology Funding Needs

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 conferencing, social media and other technologies to reduce need for travel by both the consumer and agency staff.

Supporting Documents

Title

File Type

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

Description of this Program / Service Area

This service area consists of the Board's activities to advocate for systemic change in the provision of disability services and supports and to educate policymakers and the general public about the needs and abilities of people with disabilities. Activities include researching the effectiveness of the service system for people with disabilities, planning and evaluating Board efforts to address the unmet needs of people with disabilities, providing input on legislation and policies related to people with disabilities, preparing people with disabilities and their families to advocate for their own needs, and conducting outreach to policymakers and the general public.

Mission Alignment

This service area directly aligns with the Board's mission to maximize the ability of people with developmental and other disabilities to be independent, self-directed, and fully included by educating policymakers and the public about the needs and abilities of people with disabilities and informing policymakers about how they can meet those needs through changes to the disability service system.

This service area implements several of the Board's responsibilities enumerated in the federal Developmental Disabilities and Bill of Rights Act of 2000 (42 U.S.C. §15021-15029) and the Virginians with Disabilities Act (Va. Code §51.5-31 through §51.5-33), which establishes the Virginia Board for People with Disabilities as the Commonwealth's Developmental Disabilities Council.

Products and Services

Description of Major Products and Services

- Annual assessments of at least two key service areas for people with disabilities that include recommendations for improvement
- Supplemental policy briefs that provide more in-depth information on critical and/or emerging issues and include recommendations for improvement
- Five-year state plan and annual updates for the federal Administration on Intellectual and Developmental Disabilities (AIDD) to guide the Board's efforts to address the unmet needs of people with disabilities
- Program Performance Report for the AIDD to annually evaluate the Board's progress towards meeting its five-year state plan
- Agency strategic plan for the Virginia Department of Planning and Budget to provide background information on the Board as well as specific goals, objectives, strategies, and performance measures
- Tracking of legislation, regulations, and budget actions affecting people with disabilities to inform the Board, its partners, and other stakeholders
- Board input on legislation, regulations, and budget actions affecting people with disabilities, including legislative advocacy, formal and informal comment, and participation in numerous inter-agency workgroups
- Two training programs, Partners in Policymaking and Youth Leadership Training (currently the Youth Leadership Forum) operated by the Board to train people with disabilities and their family members on leadership and self-advocacy
- 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
- Print and electronic dissemination of timely, accurate, and accessible information on issues affecting people with disabilities

Anticipated Changes

- The Board's policy priorities and strategies to address them will shift from the previous biennium to align with the Board's new federally-mandated state plan for federal FY 2017-2021, including a new focus on increasing access to critical information for culturally and linguistically diverse individuals
- The Board will continue to implement and refine the regionally-based Alumni Development Program and, if successful, create a statewide presence for the program in 2018
- The Board will streamline its reports, website, and branding to improve their timeliness, accuracy, and accessibility given the increased ability of people with disabilities to access the Internet through a variety of platforms

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.
- Flat or declining federal and state funding, combined with increased operational costs, could limit the Board's ability to carry out its activities as effectively as possible. For example, 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.
- The Board will develop an internal strategic plan for the use of its resources including organizational structure, personnel, budget, and succession planning in order to more effectively utilize agency resources to meet its goals and responsibilities
- Board activities are influenced by the background, expertise, and interests of individual Board members who are appointed by the Governor, which can lead to substantial changes in the Board's priorities and activities given a 25 percent annual turnover rate of Board members
- The Board solicits public feedback when developing its assessments of the disability services system. This feedback influences the assessment and future Board priorities
- The Board's staff is small, highly specialized, and multi-dimensional. Recent staff turnover in several positions, and the hiring of new staff to replace them, may lead to a re-evaluation of resource utilization, priorities, and activities in order to take advantage of staff strengths.
- The Board's policy priorities will continue to evolve to account for developments in the implementation of numerous, ongoing state initiatives that are substantially altering the disability service system, such as the transition of people with disabilities from institutional to community-based settings, redesign of the Medicaid waivers for long-term services and supports, implementation of the Commonwealth Coordinated Care Plus program, implementation of federal law such as the Workforce Innovation Opportunity Act, and the Every Student Succeeds Act
- Court actions regarding the rights of people with disabilities strongly influence the disability service system. Continued enforcement of Virginia's settlement agreement with the U.S. Department of Justice will be critical to effecting systemic change.
- Significant policy and regulatory changes in the disability services system will increase demands on the Board to provide accurate, timely, and accessible information, outreach, and coordination
- Interaction with fellow Developmental Disability Councils and the National Association of Councils on Developmental Disabilities (NACDD) can lead to new initiatives or improvements in existing strategies based on the successes and challenges of the other Councils
- The Board has convened a workgroup of relevant state agencies and other stakeholders to evaluate ways to strengthen recruitment efforts for, and the effectiveness of, the Youth Leadership Forum, which could result in operational or programmatic changes

- The extent to which the Board can engage alumni of its two training programs, generally and through the Alumni Development Program, will depend in part on the accuracy of the alumni's contact information in Board records

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 89% or \$1,725,252 of the agency's fiscal year 2017 annual budget. These funds are obligated annually and liquidated every three years. This means that the Board has at least two grant awards available for funding in any given year. The Board's state general fund appropriation 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 (\$500/student) is used in direct support of the Youth Leadership Delegates to attend the four-day leadership training program held at Virginia Union University. The Youth Leadership Forum operates every other year.

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	0	836,452	0	836,452
Changes to Initial Appropriation	0	0	0	53,866

Supporting Documents

Title **File Type**

Administrative Services [45006]

Description of this Program / Service Area

This service area provides ongoing financial oversight and administrative support for the Board's activities in the Research, Planning, Outreach, Advocacy, and Systems Improvement service area and Financial Assistance to Localities for Individual and Family Services service area. Activities include the management of agency funds, human resources, information technology, organization and logistics for the 39-member Board, and general services including procurement of goods and services, contracts, RFPs requiring eVA procedures, and mandates for small purchases. In carrying out these activities, the Board ensures that the agency is efficiently and effectively using its resources within the agency's budgetary constraints. The Board has a Memorandum of Understanding with Department of Aging and Rehabilitative Services to provide additional administrative "back-office" support in the areas of human resource management, fiscal and audit services, and information technology and web support.

Mission Alignment

This service area directly aligns with the Board's mission to maximize the ability of people with developmental and other disabilities to be independent, self-directed, and fully included. Without administrative services and supports, programmatic staff would be unable to fulfill the Board's efforts in other service area to improve the disability service system, educate policymakers and the general public about the needs and abilities of people with disabilities, and advance systemic change through grants, contracts, and other investments.

This service area provides administrative services that are needed to implement several of the Board's responsibilities enumerated in the federal Developmental Disabilities and Bill of Rights Act of 2000 (42 U.S.C. §15021-15029) and the Virginians with Disabilities Act (Va. Code §51.5-31 through §51.5-33), which establishes the Virginia Board for People with Disabilities as the Commonwealth's Developmental Disabilities Council.

Products and Services

Description of Major Products and Services

- Monitoring and disbursing agency funds
- Staff recruitment, management, and professional development
- Procurement of goods and services in eVA
- Oversight of information technology services
- Organization of Board functions including quarterly Board meetings
- Other supports for programmatic staff, as needed, including interpreting policies and procedures

Anticipated Changes

- The Board will implement SharePoint technology to expedite information sharing with Board members
- Procurement and use of project management software to oversee execution of staff activities including investments and strategic planning
- Hire one FTE to handle all board management logistics, including ad hoc committee coordination and travel arrangements, as well as tracking and responding to constituent calls

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.
- Flat or declining federal and state funding, combined with increased operational costs, could limit the Board's ability to carry out its

activities as effectively as possible. The Board receives a small amount of state funding which serves as match to its federal award. This funding has not substantially changed in a number of years. The Board receives only a small amount of state funds to cover increases in personnel costs because the majority of staff are paid out of federal funds. Therefore, increased personnel costs decrease the amount of federal funds available for programmatic activities.

- Emerging technologies and their growing accessibility to people with disabilities will affect the Board’s practices, products, and services.

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 89% or \$1,725,252 of the agency’s fiscal year 2017 annual budget. These funds are obligated annually and liquidated every three years. This means that the Board has at least two grant awards available for funding in any given year. The Board’s state general fund appropriation 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 (\$500/student) is used in direct support of the Youth Leadership Delegates to attend the four-day leadership training program held at Virginia Union University. The Youth Leadership Forum operates every other year.

Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	218,019	387,423	218,019	387,423
Changes to Initial Appropriation	-10,910	0	-16,351	46,134

Supporting Documents

Title **File Type**

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

Description of this Program / Service Area

This service area supports projects that promote the independence, self-determination, and inclusion of people with developmental and other disabilities through competitive grants, contracts, and other investments. These projects can include public or private research, demonstration, outreach and education, and other projects. The Board prioritizes projects that meet the goals and objectives in its federal five-year state plan. The Board monitors its investments to ensure adequate funding, implementation, evaluation, and sustainability, and disseminates project results to stakeholders statewide.

Mission Alignment

This service area directly aligns with the Board's mission to maximize the ability of people with developmental and other disabilities to be independent, self-directed, and fully included by investing in public and private projects that advance these principles.

This service area implements several of the Board's responsibilities enumerated in the federal Developmental Disabilities and Bill of Rights Act of 2000 (42 U.S.C. §15021-15029) and the Virginians with Disabilities Act (Va. Code §51.5-31 through §51.5-33), which establishes the Virginia Board for People with Disabilities as the Commonwealth's Developmental Disabilities Council.

Products and Services

Description of Major Products and Services

- Solicitation, review, and funding of competitive grants, contracts, and other investments to projects that promote the independence, self-determination, and inclusion of people with disabilities and support the Board's goals and objectives in its federal five-year state plan
- Close monitoring of its grants, contracts, and other investments to ensure adequate funding, implementation, evaluation, and sustainability
- Dissemination of project results to other disability organizations, policymakers, and the general public statewide

Anticipated Changes

- The Board's policy priorities for investment projects will shift from the previous biennium to align with the Board's new federally-mandated state plan for federal FY 2017–2021, including a new focus on supporting an existing self-advocacy organization led by people with developmental disabilities
- The Board will increase outreach about the Board's funding opportunities via the Board's social media, the Commonwealth's grant website, and other avenues to reach new potential partners and increase the number of quality applications
- Utilize DD Suite software for the grant solicitation process to facilitate information sharing between potential grantees and Board staff
- Provide grantees more flexibility in designing their projects so that projects better align with their expertise and the needs they have identified in their community

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 size and number of grant awards depends on federal and state funding levels. Flat or declining federal and state funding, combined with increased operational costs, has limited the Board's investments in recent years. The Board has had to skip grant funding in some years due to limited resources.
- Board activities are influenced by the background, expertise, and interests of individual Board members who are appointed by the Governor, which can lead to substantial changes in the Board's activities given a 25 percent annual turnover rate of Board members

- The Board solicits public feedback when developing its assessments of the disability services system. This feedback influences the assessment and future Board activities.
- The Board's investment priorities will continue to evolve to account for developments in the implementation of numerous, ongoing state initiatives that are substantially altering the disability service system, such as the transition of people with disabilities from institutional to community-based settings, redesign of the Medicaid waivers for long-term services and supports, and implementation of the Commonwealth Coordinated Care Plus program, and implementation of federal law such as the Workforce Innovation Opportunity Act and the Every Student Succeeds Act
- Interaction with fellow Developmental Disability Councils and the National Association of Councils on Developmental Disabilities (NACDD) can lead to new initiatives or improvements in existing strategies based on the successes and challenges of the other Councils

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 89% or \$1,725,252 of the agency's fiscal year 2017 annual budget. These funds are obligated annually and liquidated every three years. This means that the Board has at least two grant awards available for funding in any given year. The Board's state general fund appropriation is used as the match for the federal award.

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Biennial Budget

	2017 General Fund	2017 Nongeneral Fund	2018 General Fund	2018 Nongeneral Fund
Initial Appropriation for the Biennium	173	501,377	183	501,475
Changes to Initial Appropriation	0	0	-14	-100,000

Supporting Documents

Title **File Type**