NASDDDS ANNUAL REPORT

National Association of State Directors of Developmental Disabilities Services

For Fiscal Year 2018-2019
Lupita Cano is a self-taught abstract painter who loves to share her unique perspective of the world through her art.

Lupita, who happens to have Down syndrome, was born and raised in Seattle as part of a close-knit Peruvian family that valued and encouraged creative expression. After graduating from high school, she began to search for a job that would satisfy her bold personality and unfettered imagination. During this time, she began painting for recreation and soon discovered that this was her passion and her calling. With the support of her family, friends, and her job coach, Lupita launched AE Designs by Lupita, selling note cards reproduced from her original paintings. Today Lupita’s work is exhibited and sold at art walks, craft fairs, gallery shows, coffee shops, regional and national disability conferences, fundraisers, through retail shops and online. Lupita also contributes to her community by donating her work to charitable causes.

As a disciplined artist, she has devoted countless hours over the past 20 years to developing her natural talents. Her preferred medium is acrylic paint, although she enjoys experimenting with various mediums and techniques. Her style could be described as exuberant, deep, and layered. She is fearless in her use of color and does not subscribe to any rules or boundaries that would contain her artistic vision.

In February 2018 in Seattle, Lupita’s artwork was featured in a musical titled "Imaginary Opus: A Sensory Experience in Two Acts". Projections of her paintings were utilized in the performance, while an art exhibition showcasing a retrospective of Lupita’s work, "I Beg To Differ", was on display in the theater lobby. The musical was conceived and written by her sister, Rose Cano.

Lupita paints at the Vibrant Palette Art Center in Seattle, the Museum of Special Art (MOSA) open studio, and at her home. She enjoys being a business owner, contributing member of her community, and an inspiration to others. Lupita encourages others to "listen to their hearts and take a chance."

lupitacanoartist.com
Mission, Association Goal, Guiding Principles, and Strategic Plan

Mission Statement
The mission of the National Association of State Directors of Developmental Disabilities Services (NASDDDS) is to assist member state agencies in building person-centered systems of services and supports for people with intellectual and developmental disabilities and their families.

Association Goal
The association's goal is to promote and assist state agencies in developing effective, efficient service delivery systems that furnish high-quality supports to people with intellectual and developmental disabilities.

Guiding Principles
State service systems should be based on the following principles that people with developmental disabilities have a right to:

- be treated with respect and dignity;
- be independent and make individual choices;
- participate in family, community, and work life;
- have opportunities to maximize their full potential; and
- receive outcome-based services and supports.

Strategic Plan
The association's Strategic Plan connects our mission and guiding principles to priorities for action, research, and policy development. The Strategic Plan is a dynamic document that adapts to changing expectations and new challenges.

In pursuit of this goal, NASDDDS strives to provide member state agencies with timely analyses of federal statutory and regulatory policies that affect people with disabilities; disseminate cutting edge information on state-of-the-art programs and service delivery practices; provide technical assistance and support to member states; and offer a forum for the development of state and national policy initiatives.
NASDDDS Staff

Mary P. Sowers  
Executive Director

Dan Berland  
Director of Federal Policy

Robin E. Cooper  
Director of Technical Assistance

Rie Kennedy-Lizotte  
Director of Employment Policy

katherine karol snyder  
Director of Administrative Services

Barbara Brent  
Director of State Policy

NASDDDS Board of Directors

Alex Bartolic  
President  
November 2018 – November 2020

Mark Thomas  
Vice President/President Elect  
November 2018 – November 2020

Mary Brogan  
Secretary/Treasurer  
November 2018 – November 2020

Bernie Simons  
Immediate Past President  
November 2018 – November 2020

Jordan Scheff  
Member-at-Large  
November 2017 – November 2020

Lee Grossman  
Member-at-Large  
November 2018 – November 2021

Lilia Teninty  
Member-at-Large  
November 2016 – November 2019

Kylee Hope  
Member-at-Large  
June 2019 – June 2022
NASDDDS Staff

Jeanine Zlockie
Director of Special Projects

Laura Vegas
Director of National Core Indicators

Mary Lou Bourne
Chief Quality and Innovation Officer

Megan Rose Sierra
Office Manager

Adam H. Sass
Director of Community Engagement

Nicole Orellana
Office Associate

Alumni Association
Contact information and links to the current alumni association members are available on the NASDDDS website (www.nasddds.org/alumni/).

Cathy Anderson  Peter Bisbecos  Roger Deshaies  Stan Butkus
Max Chmura  Jim DeBeauprîne  Jodi Fenner  Kathryn Du Pree
Steven Eidelman  David Evans  Jane Gruner  Jane Gallivan
Roy Gerstenberger  Gail Grossman  Frank Kirkland  Elin Howe
Sharon Jacksi  Julia Kenny  Jane Gruner  Dan Lusk
Gerry Morrissey  James Nicholson  Frank Kirkland  Barbara Ramsey
Kenneth Ritchey  Wanda Seiler  Peter O'Meara

NASDDDS 2018-2019 Annual Report
www.nasddds.org
When considering the past year, and what lies ahead, I appreciate the timely opportunity we have at our meetings for leaders across the country to connect, learn and reflect, and look forward to this year's focus on improving our state systems through linking technology and quality to support people with disabilities and their families.

Board members have the privilege of calling our fellow state directors to learn about what is happening in their states, and explain ways the association can support them. It is inspiring to learn about state initiatives and improvements that are making a difference in the lives of so many people. We also have an opportunity to learn of the challenges states face, and recognize the themes that are common across states, and the different approaches taken. Waiting lists, using data effectively, moving from compliance to quality, positive supports, building person centered systems, meeting needs of people with dual diagnosis, and sustainability with changing demographics and economic trends are examples of challenges states face.

Through these calls, we are reminded over and over again about the valued role NASDDDS plays in supporting directors, state staff, and disability communities throughout the country as they develop and continuously improve effective, sustainable service delivery systems that contribute to quality outcomes for people with disabilities.

The association has a rich history of values based leadership in the field of intellectual and developmental disabilities, and is well respected for the knowledgeable staff, effective partnerships, and ability to creatively respond to the needs of states. We know that state staff across the country rely on the associations webinars, newsletters, and ListServ to learn about emerging national policy, what other states are doing, and information to stay current and proactively engaged in strategically managing their systems.

The National Core Indicators and the analysis of state data provided, is meaningfully used by the majority of states. The SELN is a valuable resource to over half the states as they strive to increase competitive employment. Additional states are joining the Supporting Families Community of Practice, and a new effort to build a culture of quality has started with three states. These partnerships are developed through NASDDDS to bring together state staff and nationally recognized experts from universities and researchers to work towards a specific goal. NASDDDS has been participating with other associations to develop community based service organizations business acumen, especially as many are in states moving towards managed care. NASDDDS also partners with other associations and federal agencies on topics, such as the HCBS rule implementation, quality outcomes, and health and safety. Association leadership
and coordination of state representatives to participate in the national workgroups have been an important mechanism for state issues and suggestions to be brought to the table as federal policy is developed.

The association built upon its legacy of strong leadership as we celebrated Mary Lee Fay's service at the June mid-year conference, and welcomed Mary P. Sowers as the new Executive Director. Mary and the NASDDDS staff have been evaluating and considering ways to continuously improve the services offered by the association to its members. Mary Lou Bourne is taking lead as the Chief Quality and Innovations Officer. In FY 2019 -2020, NASDDDS is adding additional talent to meet the needs of our members and welcomed Ms. Teja Stokes on October 21, 2019. Teja brings extensive experience in federal and state Medicaid policy. In addition, in early November, Ms. Carrie McGraw started in a newly created position to focus on strategic communications. As a NASDDDS team, there are also some shifts with staff assignments to be able to support initiatives.

NASDDDS is also testing different approaches for our Directors Forum and considering other venues to enable small groups of states with similar interests to learn from each other and from association staff with expertise in that topic. The board also had some changes over the past year. We said goodbye to John Martin, as he retired from Ohio state service, and welcomed new board members Kylee Hope, from Indiana and Lilia Teninty from Oregon.

Thank you to all the NASDDDS staff and to each of the State Directors in this dynamic association. The board of directors is pleased to provide you with the annual report of accomplishments and continued fiscal soundness.

Letter from Mary P. Sowers
Executive Director, NASDDDS

Reflections from NASDDDS Executive Director

As an organization, our key mission is to assist our members in their pursuits to support individuals with intellectual and developmental disabilities to have good lives in their homes and communities. Fiscal Year 2018-2019 has reminded me that our strengths in these efforts are our members themselves. This year marked significant cross learning among and between states — spotlighting that the states truly are the incubators for innovation and creative solutions to systemic challenges.

The expansion of the Supporting Families Community of Practice (CoP) spotlights the increasing awareness among our members that the trajectory toward a good life links integrally to setting strong expectations for individual success and to supporting people,
not as islands, but as individuals living lives in the context of their families, friends, and communities. The sharing among CoP members highlights the opportunity for seeds of creativity to spread when open collaboration occurs.

The fruits of collaboration and cross-state learning are also evident in last year's work of the State Employment Leadership Network (SELN), which continues supporting states in increasing employment opportunities for individuals across the nation. SELN's efforts recognize the interconnectivity of all system pieces and help states identify and improve those areas of interdependence required for strong employment outcomes.

NASDDDS launched another collaborative learning opportunity in FY 2018-2019 aimed at assisting states to create a Culture of Quality. This effort began with three pioneer member states, and seeks to help states move beyond compliance and to build a culture of continuous learning across state systems. While spurred in part by the focus on ensuring individual health and welfare, these efforts will transcend all system elements to inculcate ongoing learning and improvement as the bedrock for quality.

In addition to these efforts, we continue to provide thousands of hours of technical assistance to our members annually, and, through these engagements, gain knowledge of strong practices, enabling the continued cross-pollination among our state members and beyond.

The successes of all of these initiatives are informed by the National Core Indicators™ (NCI) project. In addition to providing key data to gauge system performance on a state level, NCI represents the largest national data set about I/DD service systems, used to track performance, compare results across states, and to establish national benchmarks.

On the federal level, much work is afoot around quality measurement in HCBS, continued implementation of the home and community based services (HCBS) settings regulation, ensuring states have strong systems supporting the health and welfare of individuals served, and identification of more effective ways to deliver and purchase services. NASDDDS’ is proud that our work with members, as noted above, are key elements to success in each of these areas.

Last year was also a time of transition for NASDDDS, as Mary Lee Fay announced her retirement effective June 30, 2019. This milestone reminds us of the association's rich history and stellar historical leadership, with Bob Gettings, Nancy Thaler, and Mary Lee Fay, each playing key roles in shaping our nation's disability policy. As the association plans for the future, all steps forward will be informed by and pay tribute to this deep and rich history and the great leaders and staff who built it.

In the coming year, NASDDDS will continue to benefit from our remarkable team of professionals, adding resources to help us grow our offerings to our members and to help us continue to ensure a strong national field to support individuals with I/DD and their families – leveraging the strengths of our state partners!
NASDDDS Welcomed Four New Board Members

**Lee Grossman, MPA / Member-at-Large**  
Administrator, Developmental Disabilities Section  
Wyoming DOH / Behavioral Health Division

Lee’s history with the NASDDDS board began during the June 6, 2018, Director’s Forum where he was appointed to a vacant member-at-large position.

Lee has served as the Developmental Disabilities Administrator for the Wyoming Department of Health since January 2017. In this capacity, he directs Wyoming’s Medicaid waiver programs serving individuals with developmental and intellectual disabilities. Lee has previously managed Wyoming’s home and community based services targeting aging and physically disabled populations. He has seven years of experience at the state level working in Medicaid delivery system design, policy management, and home and community based services. Lee is a University of Nebraska graduate with a B.A. in political science and earned a master’s degree in public administration from the University of Wyoming.

**Jordan Scheff / Member-at-Large**  
Commissioner, Connecticut Department of Developmental Services

Jordan's history with the NASDDDS board began during the June 6, 2018, Director’s Forum where he was appointed to a vacant member-at-large position.

Jordan was appointed Commissioner of the state of Connecticut Department of Developmental Services (DDS) in April, 2017. Jordan had previously served as Acting Commissioner since January 2017 and Deputy Commissioner since February 2015, after working as North Regional Director for DDS since April 2012. Throughout his five years with the department, Jordan has demonstrated exemplary leadership and a continued commitment to supporting individuals with intellectual disabilities. A lifelong advocate, Jordan has served the intellectual and developmental disability community in both private and public operations for nearly 25 years, beginning in direct service. Jordan holds a Master of Science in human service administration and a Bachelor of Science in communications.

**Kylee Hope / Member-at-Large**  
Director, Disability and Rehabilitation Services  
Indiana Family and Social Services Administration

Prior to Ms. Hope’s current position as Director of Disability and Rehabilitation Services, she served as the Director of the Bureau of Rehabilitation Services (a bureau under DDRS), which includes Vocational Rehabilitation Program, Blind and Visually Impaired Services and the Randolph-Sheppard Business Enterprise Program, Deaf and Hard of Hearing Services, and Independent Living Services. Ms. Hope previously worked in a variety of capacities involving disability and public policy; specifically she worked for Ball State University, Indiana University School of Medicine, and the Indiana Department of Education, Office of Special Education.
Her education includes a B.A. degree in special education from Purdue University and a J.D. from Indiana School of Law-Indianapolis. Ms. Hope has a teaching license and is admitted to practice law in both districts in Indiana.

Lilia Teninty / Member-at-Large
Director, Developmental Disability Services
Oregon Department of Human Services

Ms. Teninty is responsible for the development, oversight, and delivery of intellectual and developmental disability services across Oregon. She brings with her more than 18 years of experience, 16 of those working specifically with intellectual/developmental disability (I/DD) programs in several states. She began her career working for a small non-profit that provided assistive technology to people with disabilities. In 2003, she became the supervisor of the Medicaid waiver unit in the state of Indiana, later becoming the Chief of Staff for the Division of Disability and Rehabilitative Services (2006-2007). In 2007, Ms. Teninty later accepted the position of Director of the Division of Developmental Disabilities for the state of Illinois. In 2011, she moved to Oregon to work for the Human Services Research Institute (HSRI). As a senior policy specialist at HSRI, she provided consultation on Medicaid policies and funding mechanisms for people with I/DD to several states. She became the director of ODDS five years ago.

Ms. Teninty holds a Bachelor of Arts in International relations from Mills College and a Master's of Public Affairs from Indiana University. Lilia has a passion for public service and has dedicated most of her career to serving those with intellectual and developmental disabilities.

Influencing National Policy

NASDDDS is the states' voice in the nation's capital, ensuring that members' perspective and collective knowledge inform national policy. NASDDDS works closely with executive branch agencies; educates federal lawmakers; and provides member states with timely analysis of federal statutory and regulatory policies.

NASDDDS Continues to Fight to Extend and Reauthorize Money Follows the Person

NASDDDS has continued to work with partners on Capitol Hill and with the advocacy community to extend and reauthorize the Money Follows the Person Demonstration Program (MFP).

Reauthorization and extension of MFP is a NASDDDS priority for several key reasons:

- MFP has enabled categorically high need, high cost, older adults and people with disabilities to transition from costly institutional settings to the community, which enables choice, self-direction, and integration in civic life;
- MFP has been a leading means of shifting the proportion of Medicaid long-term services and supports (LTSS) spending from expensive nursing homes and chronic disease hospitals to less costly home and community-based waivers, resulting in billions of dollars of savings;
• MFP has represented the leading edge of Medicaid's efforts to address social determinants of health, including housing access and stability;
• MFP's success in systems transformation has been documented longitudinally through years of rigorous data collection and analysis through third-party evaluators; and
• States that are participating in MFP are currently exhausting their allotted funding, and will not have the means of ensuring that all those who seek transition will be served.

The letter called on Congress to "reauthorize and extend this program as soon as possible so that no individuals who could be helped by MFP are instead forced to remain in an institution."

**Electronic Visit Verification**

NASDDDS has provided input to CMS on implementation of the Electronic Visit Verification requirements in the 21st Century CURES Act, directly communicating state DD agencies' concerns in meetings and an official letter. NASDDDS is working in coalition with other state associations, and with providers and advocates, to seek solutions to EVV implementation challenges from both the executive and the legislative branch.

**Federal Regulations: HCBS Rule**

NASDDDS continues to provide leadership on the implementation of the HCBS rule, representing state DD agencies' perspectives on implementation opportunities and challenges. The association meets on a monthly basis with the Centers for Medicare & Medicaid Services (CMS) officials and participated in a dedicated workgroup to assist CMS to identify areas requiring additional guidance, providing input and advice on the content and approach. State representatives on the workgroup (Michigan, Maryland, Wisconsin, Pennsylvania, and South Carolina) provided invaluable perspective on policy and operational feasibility of proposed courses of action. At the conclusion of the workgroup's efforts, CMS issued new guidance on heightened scrutiny.

**NASDDDS Leadership in CMS Workgroups**

In addition to the HCBS work group, NASDDDS actively participated in other CMS workgroups. In 2018-2019, NASDDDS' members provided key leadership on a workgroup related to improvements to waiver and state plan amendment processing. The fruit of this effort is improved processing times for waivers and SPAs nationally and a reduction in protracted negotiations on smaller issues within state proposals. In addition to this group, NASDDDS' members also serve on an HCBS Quality Workgroup. This workgroup, which has two active subgroups, is focusing on quality measures for HCBS and issues related to health and welfare.

**Coalition Leadership**

Dan Berland is a member of the board of the Consortium for Citizens with Disabilities (CCD), the nation's largest coalition advocating for the rights and services for people with all disabilities, and serves as the Co-Chair of CCD's Long-Term Supports and Services Task Force. Rie Kennedy-Lizotte serves as a Co-Chair of CCD's Employment and Training Task Force. Both also play a leading role in NASDDDS' participation in the Collaboration for the Promotion of Self-Determination (CPSD). The association's leadership roles in these organizations help ensure that the federal policy priorities of these effective disability stakeholder coalitions are fully informed by the knowledge and perspective of the state ID/DD agencies.
Supporting State Members

The association's primary role and mission is to assist member state agencies in building person-centered systems of support for people with intellectual/developmental disabilities (I/DD) and their families.

Technical Assistance

One of the association's primary functions is to provide technical assistance to state agencies. Technical assistance (TA), as a standard membership service, includes responding to telephone and email inquiries from members. NASDDDS technical assistance may also include more in depth engagements with states that could include reviewing and commenting on draft proposals or plans, supporting the state in devising approaches to serve people with significant support needs, identifying effective financing strategies, and linking members to other states and organizations that can be of assistance. NASDDDS staff respond to state agency representatives daily to offer specialized technical assistance.

NASDDDS STAFF PROVIDED 3,796 HOURS OF MEMBER SERVICES AND TECHNICAL ASSISTANCE TO STATES IN FY 2018-2019.

Major Technical Assistance Projects for FY 2018-2019

**ILLINOIS**

NASDDDS continued its partnership with the Illinois Council on Developmental Disabilities (ICDD) and the state Division of Developmental Disabilities, by providing technical assistance on many facets of the systemic redesign underway, including Medicaid options and opportunities, alignment and integration of service coordination authority, person-centered planning strategies, infrastructure considerations, and other issues related to a robust HCBS service system.

**MARYLAND**

NASDDDS has continued to provide support to Maryland as they embark on a significant system transformation, including the implementation of two new waivers to expand capacity within the state to serve individuals and support families. In addition, NASDDDS assists the state with facilitation of two key workgroups aimed at monitoring transformation efforts and establishing tiered standards to ensure the growth of modern, person-centered services within the state.
DISTRICT OF COLUMBIA

The District of Columbia has engaged NASDDDS on efforts related to the District's Partnerships in Employment Project, known as DC Earners and Learners. This work includes meeting with the D.C. state agency in multi-stakeholder engagement to develop a plan to increase employment outcomes for youth and young adults with disabilities. NASDDDS also participated in a DC World Café, Breaking the Barriers to Employment, and summarized the findings and observations that resulted from the World Café.

In addition, NASDDDS has continued technical support on the development of both a support waiver and self-directed service options.

Federal Technical Assistance Projects

NASDDDS had entered into contracts with several federal agencies directly or as subcontractors to provide technical assistance to states on the behalf of federal agencies.

GEORGETOWN UNIVERSITY DIVERSITY COMMUNITY OF PRACTICE

NASDDDS is pleased to partner with Georgetown University on their efforts related to a Diversity Community of Practice (CoP), furthering system capacity to support people in a culturally competent fashion. This CoP brings together state teams, including NASDDDS members, to identify strengths and opportunities within their own systems of supports.

CMS TECHNICAL ASSISTANCE PROJECT FOR HCBS (NEW EDITIONS)

Robin E. Cooper, Barbara Brent, Rie Kennedy-Lizotte, Adam H. Sass, Mary Lou Bourne, Laura Vegas, Jeanine Zlockie, Mary Lee Fay, and Mary P. Sowers each contributed to this effort. Assistance to more than 36 states has been provided on topics ranging from developing applications for new Medicaid HCBS authorities such as 1915(i) and (k), conflict of interest in case management, person-centered plan regulations, state plan behavioral health services, quality management, waiver analysis, and managed care. NASDDDS provided more than 900 hours of technical assistance to New Hampshire, Washington, Oklahoma, Missouri, Colorado, Mississippi, Alabama, Florida, and the District of Columbia under this contract.

NASDDDS staff prepared and presented three national CMS webinars:

- Conflict of Interest in Medicaid Authorities - Robin E. Cooper
- Steps to Creating a Statewide Person-Centered Service Planning System - Mary Lou Bourne
- Combining & Targeting Populations Under 1915(c) - Mary P. Sowers

CMS INNOVATION ACCELERATOR PROGRAM IN PARTNERSHIP WITH IBM WATSON

NASDDDS collaborated with IBM Watson to work with a number of states regarding efforts aimed at structuring outcome-based payment efforts. This engagement followed a comprehensive research effort to provide an environmental landscape of day services in home and community-based services nationally.
Publications / Papers

NASDDDS Published

- **Federal News Briefs** on a weekly basis  
  Writer/Editor: Dan Berland
- **State News Briefs** on a biweekly basis  
  Writer/Editor: Jeanine Zlockie
- **Federal Perspectives** on a monthly basis  
  Writer/Editor: Dan Berland  
  Layout, Design, and Distribution: Katherine Karol Snyder
- **Community Services Reporter** (news about states' developments) on a monthly basis  
  Writer/Editor: Jeanine Zlockie  
  Layout, Design, and Distribution: Katherine Karol Snyder

- Robin Cooper Principal Author, along with contributors: Barbara Brent, Mary Lou Bourne, Mary P. Sowers, and Jeanine Zlockie wrote the third edition of *Medicaid and Case Management for People with Developmental Disabilities: Structure, Practice, and Issues*.
- Mary P. Sowers participated on a study panel with other subject matter experts in the LTSS field to develop a report for the National Academy of Social Insurance on the topic of "Designing Universal Family Care: State-Based Social Insurance Programs for Early Child Care and Education, Paid Family and Medical Leave, and Long-Term Services and Supports."
  - Robin Cooper, Barbara Brent, and Mary P. Sowers authored a paper regarding state use of Quality Improvement Organizations (QIO) or QIO-like entities.

Teleconferences / Webinars

NASDDDS holds teleconferences and webinars for member state agencies on topic areas of interest. Recordings and materials are made available on the website for state agency staff unable to participate the day of the event.

- A NASDDDS webinar was held on October 18, 2018, "Ensuring Health and Welfare: "Leading Practices Used by State DD Agencies"
- A NASDDDS webinar was held on February 7, 2019, “Effective Assessment for People Dually Diagnosed"
- A NASDDDS webinar was held on March 21, 2019, "Designing and Developing a New Clinical Program for People Dually Diagnosed"
- A NASDDDS webinar was held on April 25, 2019, "The Crucial Role of DSP’s in Supporting People with Complex Dual Diagnosis"
In addition, NASDDDS hosted a roundtable series jointly with NADD and NASMHPD regarding strong strategies for supporting individuals with co-occurring I/DD and mental health support needs.

**Membership Services, Meetings, and Conferences**

**NASDDDS Hosts** a ListServ for state intellectual/developmental disabilities (I/DD) services directors and their staff.

New to NASDDDS communication strategy this year was the issuance of the NASDDDS Quarterly ListServ Summary Report. The summary report includes all responses and answers sent through the ListServ as well as all supporting attachments shared by member states for member ease of reference.

**Meetings and Conferences**

**2018 Reinventing Quality Conference**  
"Building an Infrastructure that Promotes Equity and Diversity"  
July 29 - 31, 2018  
Baltimore, Maryland

**2018 National Core Indicators Annual Meeting**  
July 31 - August 1, 2018  
Baltimore, Maryland

**2018 SELN Annual Meeting**  
"Refining Our Employment Goals"  
October 2-4, 2018  
Alexandria, Virginia

**2018 Directors Forum & Annual Conference**  
"Beyond Compliance: Creating a Culture of Quality"  
November 7-9, 2018  
Alexandria, Virginia

**2019 Supporting Families Community of Practice Annual Meeting**  
April 30, 2019  
Kansas City, Missouri

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**What our members said about the new Quarterly ListServ Report………..**

- North Dakota, "Really like this quarterly summary, thank you so much for putting it together."
- Texas, "This is great, thank you so much! This is very helpful!"
- Connecticut, "I love these consolidated reports so much!! Thank you, these are fantastic!"
The Charting the LifeCourse Showcase  
May 1-2, 2019  
Kansas City, Missouri

2019 Directors Forum & Mid-Year Conference  
"The Future is Now: Using Technology in I/DD Services"  
June 4-6, 2019  
Seattle, Washington

Projects

National Core Indicators

Data-Based Decision-Making

NASDDDS promotes the use of data in policy-making and program performance measurement.

For the past 21 years, National Core Indicators (NCI) has documented the outcomes of state developmental disabilities agencies' systems. The NASDDDS-HSRI partnership collaborates with participating state agencies to gather in-depth information on key system performance indicators and outcomes essential for effective policy planning, program operations, and system development. NCI data informs state agencies on the experience of people most directly impacted by the extensive system of services and supports available. NCI continues to provide member states with annual comparative reports inclusive of the results from all states participating in data collection through in-person surveys, family surveys and the newest instrument for collecting workforce and staff stability data. During 2018-2019, improvements were made to reporting formats, making it easier for states to identify the range of results; templates were distributed allowing each state to build custom At-A-Glance reports; the new chart generator was launched on the NCI website; feedback from self-advocates and other stakeholders was realized in the revisions to the user-friendly report structure. All reports are available for download from the NCI website. Training materials have been updated, with the full refresher training now available on video/you tube, and a pre- and post-assessment tool available for states to determine if new surveyors have understood the expectations and skills involved in administering the in-person instrument.

During a May 2019 CMCS Medicaid Adult Core Set Workgroup meeting, NCI was recommended for inclusion in the Adult Core Set as long-term services and supports (LTSS) measures for the 2020 Core Set. The work group consisted of experts in the Medicaid field at large, including several present and former state Medicaid agency directors, health care plans, advocates, and hospital system representatives. It is a significant accomplishment for NCI to be among the first LTSS measures recommended by this esteemed group for inclusion in the Medicaid Adult Core Measure set. Inclusion requires that a minimum of two-thirds of the workgroup vote in favor; NCI received 75% of the workgroup's support.
By the Numbers  Forty-four states plus the District of Columbia participated in data collection through one of the NCI instruments between July 1, 2018, and June 30, 2019. Thirty-seven states collected information directly from people who are enrolled in services through the In-person Survey; 10 states collected Family Guardian Survey information, 14 states collected adult-family surveys, and 14 states collected the child-family surveys. A record high 27 states also collected data on the experience of their direct care workforce through the 2018 Staff Stability survey instrument. The staff stability survey results from 2017 were published in a final report in early January 2019. Workforce stability and experience continues to be a strong interest, and template infographics were developed by the University of Minnesota team for each individual state with Staff Stability data.

2018-2019 was the third year of the Administration on Community Living's support for NCI to carry out "…the work necessary to ensure that the results of the instrument are regularly and appropriately used by state and federal programs in both quality monitoring and in developing evidence based quality improvement approaches in home and community-based services." Prioritized measures were identified for submission to National Quality Forum for endorsement, including several composite measures. Cognitive testing was undertaken for several new person centered planning questions, specific to results of planning efforts. Through the project, technical assistance was provided to states on the implementation of quality management procedures using NCI data.

✔ NCI Data Briefs and Data Highlights released in 2018-2019

Data Briefs

- What Do NCI Data Reveal About the Guardianship Status of People With IDD?
- Working in the Community: The Status and Outcomes of People with Intellectual and Developmental Disabilities in Integrated Employment--Update 3

www.nationalcoreindicators.org/resources/data-briefs/

Data Highlights

The quick reads highlight a specific data point, discusses why that point is important, and how states can further examine the issue. Each data highlight shares further resources for people interested in learning more about a specific issue. Partner organizations can access the highlights to distribute further throughout the DD network via newsletters, websites, or other platforms. Highlights produced during 2018-2019 included:

- Older Caregivers
- Employment Goals
- Guardianship
- Health and Safety
- Parents with Disabilities
- Self-Advocacy

www.nationalcoreindicators.org/news/

2018-2019 NCI Webinars (NASDDDS/HSRI)

NCI sponsored three webinars specifically focused on the use of NCI data this past year:

- **Using data for change** - NCI and the Missouri Division of Developmental Disabilities.
- **What do NCI Data Show about Guardianship?** This webinar focused on the findings from the data brief of the same name. Missouri and the District of Columbia both share findings and learning discovered as a result of intentional approaches to implementation of Supported Decision Making.
- **Staff Stability Survey Results** - findings from the 2017 Staff Stability Survey.

Links to each of the webinars and the supporting documents can be found on the NCI [website](https://www.nasddds.org).

Residential Information Systems Project (RISP)

NASDDDS staff continued close collaboration with the University of Minnesota Research and Training Center on Community Living, Institute on Community Integration on the Residential Information Systems Project (RISP), funded under a grant from the Administration on Intellectual and Developmental Disabilities. NASDDDS' Research Committee provides ongoing recommendations to ensure the report meets the needs of state DD directors and their staff, developmental disabilities councils, state protection and advocacy agencies and University Centers on Developmental Disabilities. NASDDDS continues to serve as a liaison between the university and states to inform the survey and related process and to provide technical assistance in completion of state data submissions.

RISP.umn.edu

Business Acumen

In the late summer of 2016, the Administration on Community Living (ACL) awarded a grant to the National Association of States United for Aging and Disability (NASUAD) for the purposes of supporting disability community-based organizations (CBOs) in developing the business acumen needed to carve out a new role for themselves in a managed long-term services and supports (MLTSS) environment. Because this work is so important to state DD agencies and other disability networks, NASDDDS is a partner in this work along with ANCOR, NCIL, and other national organizations. This three-year grant that began October 1, 2016, supports training, technical assistance, development of a virtual resource center, and a learning collaborative for disability organizations that want to cement their role in a changing long-term services and supports delivery system.

As the grant moved into the third and final year of implementation, NASDDDS has continued to be instrumental in the many grant activities including:

- Monthly webinar series – webinars are archived on resource center site.
The Business Acumen Learning Collaborative (BALC) — Texas, New Hampshire, Missouri, New York, and Maryland are the five states participating in the first Business Acumen Learning Collaborative. The shared aim of the BALC is: Develop Resources to Support CBOs to Identify, Manage, and Mitigate Risks Related to Integrated Care. The specific outcomes each state hopes to accomplish by participating in the learning collaborative vary in nature. However, the overarching key themes for all states are to develop systems to support:
- Increasing CBO capacity to develop and implement sustainable business practices and
- Promoting disability provider organizations to be successful in building and implementing integrated care approaches

The Business Development Learning Collaborative (BDLC) — Illinois, Minnesota, and Virginia are the three states participating in this collaborative. The shared aim of the BDLC is: Prepare CBOs to pivot and pro-actively respond to a changing environment to ensure quality services. The overarching key theme for all states is to evaluate the CBO business environment and develop business strategies to strengthen and sustain community-based organizations that serve people with disabilities.

The state teams involved in the two Business Acumen Learning Collaboratives were instrumental in the development of the Business Acumen Toolkit. During the writing of each module, the state teams were able to "test" the module for effectiveness while doing their own work for the Collaborative. The Collaboratives review each module prior to final release to ensure their experience and input is included.

Over the past two years, learning collaboratives have reported much progress toward accomplishing their team goals. Overall, the collaboratives report feeling more comfortable discussing MLTSS with their stakeholders and partners. One collaborative is in the final stages of signing and implementing a contract for MLTSS while another team is dealing with the plan for MLTSS being stopped legislatively. A common theme noted through the process is that CBOs, state agencies, and their stakeholders understand the need to understand value based payment and how that might factor in their service delivery system.

Community of Practice for Supporting Families Throughout the LifeSpan

The Goal of Supporting Families

"The overall goal of supporting families, with all of their complexity, strengths and unique abilities is so they can best support, nurture, love and facilitate opportunities for the achievement of self-determination, interdependence, productivity, integration, and inclusion in all facets of community life for their family members." (AIDD National Agenda on Family Support Conference, 2011).
The National Community of Practice

For the last six years, the National Community of Practice (CoP) for Supporting Families Throughout the LifeSpan, a partnership between NASDDDS and University of Missouri, Kansas City Institute on Human Development (UMKC) has served, in concert with CoP states, to support systems change in increasing supports to families and to people with disabilities in the context of their families. This occurs through the provision of technical assistance, resource sharing, the developmental of tools and products and support between the states.

The project began with six states, composed of Connecticut, District of Columbia, Oklahoma, Tennessee, Washington, and Missouri, as the mentor state.

Through the lens of the Charting the LifeCourse Framework, the CoP accomplishments have led to a common language and platform for systems change, development of innovative policies and practices in areas of outreach, increasing family networks, support planning, cross-agency engagement and informing new waiver development and amendments.

Community of Practice Continued New State Expansion and Sustainability

Through an optional NASDDDS membership benefit, a three-year expansion started in 2017 and continued through July 2019, with 10 new states joining the CoP, along with four of the original states. NASDDDS and UMKC partner to support states, facilitate state-to-state learning, develop products and tools, facilitate innovation workgroups prioritized by the states, and provide technical assistance. Information dissemination, peer exchange, and national sharing have been and remain key components of the CoP.

The expanded states in this phase included:

- Alabama
- Maryland
- Delaware
- Ohio
- Hawaii
- Oregon
- Indiana
- Pennsylvania
- Kansas
- South Dakota

Continuation states were composed of Connecticut, D.C., Oklahoma, and Washington.

Using the Charting the LifeCourse Framework, the new states and continuing original states focused their planning efforts on state systems change innovations to support individuals with intellectual and developmental disabilities in the context of their families to live good lives in the communities.

These targeted innovations, supported through onsite technical assistance, monthly technical assistance calls, publications, and virtual workgroups fall into general themes:

- Family engagement and self-advocacy
- Policy development and implementation, cross systems influences, quality and funding
- Support coordination and individual support planning process
- Cultural considerations in supporting families
This year brought an enhanced emphasis on working across-agencies and building strong practices to embed the Charting the LifeCourse Framework© upon which the CoP is based into "everyday" business and all state systems changes.

The CoP annual membership meeting and showcase was held on April 30-May 2, 2019, providing opportunities for states to share experiences, plan for the year ahead, and hear initial findings from the Lewin Group, who is conducting an evaluation of the Community of Practice, funded by the Administration for Community Living.

A new opportunity for states to join the CoP will bring five new states into the CoP in July 2019: Massachusetts, Michigan, Minnesota, New Jersey, and Virginia. Endeavoring to deepen their practice, Alabama, Delaware, District of Columbia, Indiana, Maryland, and South Dakota are moving into another phase of implementation. All other states continue as core members.

The CoP has a members-only website for state branded materials, presentations and publications. There are also webinars, products, presentations, materials, and videos widely available through the project’s public websites (supportstofamilies.org) and lifecoursetools.com.

State Employment Leadership Network

Prioritizing Employment and Community Participation

The SELN is a membership-based network of state intellectual and developmental disabilities (I/DD) agencies committed to making changes in their service systems and improving integrated employment outcomes.

NASDDDS and The Institute for Community Inclusion UMass Boston (ICI UMass Boston) in partnership jointly support this learning community. During the 2018-2019 membership year, the project staff engaged in delivering technical assistance to 25 state agencies.

A recurring refrain this year has been "keeping our eyes on the prize;" keeping the goal and vision in clear view. Regulatory changes in the last five years have greatly influenced how service systems are operating. While there are many beneficial aspects of the changes, the sheer volume and scope of culture, programmatic, and business models shifts have sometimes muddled the focus or made describing the goal more challenging.

Our 2018 annual meeting theme, "Refining Our Employment Goals," reinforced the importance of being clear about what you are seeking to achieve, and consistently communicating it across all channels.
Guided by the Higher Performing States Model, sharing knowledge and actively collaborating across states and state agencies SELN states are having a collective impact in access and improvement of employment services.

For more information on the SELN read the SELN accomplishments reports: [www.selnhub.org/accomplishments](http://www.selnhub.org/accomplishments).

### Community Participation (Integrated Day) Services

*Community Participation* is a term used to encompass integrated day services. States use many titles for these types of supports, including:

- Community Life Engagement
- Community Integration
- Community-Based Day
- Community-Based Non Work
- Customized Community Supports
- Community Inclusion
- Community-based Day Habilitation
- Community Development Services
- Community-based Day Services
- Community Participation Support
- Day Services-Adult
- Adult Day Service

While these service titles differ, the underlying purpose of the service is to increase the opportunity for people to be integrated in their community in ways other than work.

**Community Participation is the Outcome:** Community Participation refers to the level of meaningful participation of people with disabilities have in their communities outside of employment.

**Community Participation Services are the Service:** Services that assist people with accessing and participating in their communities outside of employment as part of a meaningful day.

### Community Participation Survey

NASDDDS surveyed a select number of providers of integrated day services to collect information on strategies states could use to best support day service providers to support individuals in accessing their community through Community Participation. The survey results provided insight into strategies states could use to bolster community integration activities within their HCBS array such as (1) developing new service definitions, (2) the state actively promoting community participation to stakeholders such as self-advocates, case managers, and families, and (3) clear support for community participation across applicable state agencies (DD, Vocational Rehabilitation, Department of Education, Mental Health services).

The full report will be available in fall 2019.
Employment Special Projects

**FLORIDA**

NASDDDS under subcontract with Institute for Community Inclusion UMass Boston continues to participate in an advisory capacity and in providing support and technical assistance for the Florida Employment First Interagency Collaborative through contact with the Florida Developmental Disabilities Council.

This project disseminates "best practice" information to grassroots groups; maintain Employment First Florida website, and supports the local level interagency collaborative teams to bring to scale strategies for the integration of local issues and successes into state, local, and organizational operations.

**REHABILITATION RESEARCH AND TRAINING CENTER ON EMPLOYMENT**

NASDDDS is a partner with ICI UMass Boston's Rehabilitation Research and Training Center on Advancing Employment for Individuals with Intellectual and Developmental Disabilities, serving as both in advisory capacity and developing policy papers.

Collaborating to Achieve Our Missions

**The Consortium for Citizens with Disabilities (CCD)**

The consortium is the nation's largest disability stakeholder's coalition and informs and advocates for people with disabilities at the state and federal level. Dan Berland serves as co-chair of CCD's Long-Term Supports and Services Task Force (c-c-d.org).

**National Association for the Dually Diagnosed (NADD)**

NADD works on public policies on supporting people with co-occurring developmental disabilities and mental illness, works on public policies for individuals with a dual diagnosis and provides educational webinars and publications. NADD develops standards for quality services programs to provide accreditation of services and the certification of staff involved in the delivery of supports to adults with co-occurring developmental disabilities and mental illness. (thenadd.org).

**Reinventing Quality Conference**

The Reinventing Quality Conference is planned in collaboration with the Human Services Research Institute, the American Association on Intellectual and Developmental Disabilities, the University of Minnesota, ANCOR, and the University of Delaware (www.reinventingquality.org).
Recognizing Outstanding Achievement

Gary Smith Scholarship to the National Leadership Consortium on Developmental Disabilities

The National Leadership Consortium on Developmental Disabilities (NLCDD) convenes weeklong Leadership Institutes twice a year. Jeanine Zlockie holds a session on "Demographics and Trends Impacting State I/DD Systems." The NASDDDS board of director’s awards two scholarships annually to employees of member state agencies.

The Gary Smith Scholarship Fund was established to support the participation of one participant from state government at the University of Delaware National Leadership Consortium on Developmental Disabilities, held twice yearly. The scholarship fund in Gary Smith's name is a legacy to support others who work for state, local, or the federal government in their pursuit to improve the lives of people with disabilities and their families.

January 2019 Scholarship Recipient

Katherine Becker
Policy Administrator 11
Nebraska Division of Developmental Disabilities
Department of Health and Human Services

Katherine joined the Nebraska Division of Developmental Disabilities as the Policy Administrator in June 2016. She oversees the management of two Medicaid Home and Community-Based Developmental Disabilities Services Waivers, internal and external communications, regulations, and provider relations. Prior to this position, she worked in the Nebraska Division of Medicaid and Long-Term Care, working with Medicaid eligibility and case management, and Division of Children and Family Services working with economic assistance programs such as the SNAP program, Energy Assistance, ADC/TANF, and Child Care. Katherine has been with the state of Nebraska since 2011. She graduated from Chadron State College with a degree in psychology and minor in human biology in 2010.

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Ben Censoni Award for Excellence in Public Service

The Censoni Award is the only award that recognizes public officials who strive to improve the lives of people with developmental disabilities and is named after the late Ben Censoni, former developmental disabilities director for Michigan and chair of the association's Governmental Affairs Committee. Ben's motto was "people are what really matter."

2018 Award Winner - John L. Martin

John is now retired since being appointed as director of the Ohio Department of Developmental Disabilities (DODD) in 2007 by then, Governor Ted Strickland. He was then reappointed by Governor John Kasich in 2011 and served as director until retiring in December 2018. John served on the NASDDDS board for five years as a member-at-large, secretary/treasurer, and vice president. He was most recently board president until his retirement from DODD. Prior to coming to the DODD, John was the Executive Director of a large diverse provider organization, a live-in house parent in a group home, a direct care worker with medically involved children, a special education teacher, and the president of a software company. He is also the parent of three children, one of whom has significant disabilities. Martin received a bachelor's degree in special education from Illinois State University and a Master's degree in community psychology from Temple University.

Members Who Serve…

Board of Directors

- Alex Bartolic, President
- Mark Thomas, Vice President/President Elect
- Mary Brogan, Secretary/Treasurer
- Bernard Simons, Immediate Past President
- Jordan Scheff, Member-at-Large
- Lee Grossman, Member-at-Large
- Kylee Hope, Member-at-Large
- Lilia Teninty, Member-at-Large

Research Committee

ASSOCIATION MEMBERS
- Mary Brogan (Chair), Hawaii
- John Martin, Ohio
- Terrence Macy, Delaware
- Andrew Reese, District of Columbia
- Lilia Teninty, Oregon
- Bernard Simons, Maryland
- Kylee Hope, Indiana
- Evelyn Perez, Washington

NON-ASSOCIATION MEMBERS
- Amy Hewitt, Ph.D., Univ. Minnesota
- John Butterworth, Ph.D., U Mass Boston
- Val Bradley, HSRI
- Shea Tanis, Univ Colorado

National Policy Work Group

- Alex Bartolic (Chair), Minnesota
- Lee Grossman, Wyoming
- Jason Vogler, North Carolina
- Kerri Zanchi, Rhode Island
- Curtis Cunningham, Wisconsin
- Kerri Delaney, New York
- Barbara Palmer, Florida
- Jim Copeland, New Mexico
### NASDDDS Members (October 2019)

Contact information and links to the state agencies are available on the NASDDDS website (www.nasddds.org/state-agencies/)

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<thead>
<tr>
<th>State</th>
<th>Name</th>
<th>Position</th>
<th>Agency/Program</th>
</tr>
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<tbody>
<tr>
<td>Alabama</td>
<td>Terry Pezent</td>
<td>Associate Commissioner</td>
<td>Division of Developmental Disabilities</td>
</tr>
<tr>
<td>Alaska</td>
<td>John Lee</td>
<td>Director</td>
<td>Senior and Disabilities Services</td>
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<tr>
<td>Arizona</td>
<td>Cheryl Lovell</td>
<td>Assistant Director</td>
<td>Division of Developmental Disabilities</td>
</tr>
<tr>
<td>Arkansas</td>
<td>Melissa Stone</td>
<td>Director</td>
<td>Division of Developmental Disabilities Services</td>
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<tr>
<td>California</td>
<td>Nancy Bargmann</td>
<td>Director</td>
<td>Department of Developmental Services</td>
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<tr>
<td>Colorado</td>
<td>Bonnie Silva</td>
<td>Interim Director</td>
<td>Office of Community Living</td>
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<tr>
<td>Connecticut</td>
<td>Jordan Scheff</td>
<td>Commissioner</td>
<td>Department of Developmental Services</td>
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<td>Delaware</td>
<td>Marie Nonnenmacher</td>
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<td>District of Columbia</td>
<td>Andrew Reese</td>
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<td>Department on Disability Services</td>
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<td>Florida</td>
<td>Barbara Palmer</td>
<td>Director</td>
<td>Agency for Persons with Disabilities</td>
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<td>Georgia</td>
<td>Ronald Wakefield</td>
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<td>Department of Developmental Disabilities</td>
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<td>Hawaii</td>
<td>Mary Brogan</td>
<td>Chief</td>
<td>Developmental Disabilities Division</td>
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<td>Idaho</td>
<td>Cameron Gilliland</td>
<td>Deputy Administrator</td>
<td>Developmental Disabilities Program</td>
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<td>Illinois</td>
<td>Allison Stark</td>
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<td>Indiana</td>
<td>Kylee Hope</td>
<td>Director</td>
<td>Disability &amp; Rehabilitative Services</td>
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<td>Iowa</td>
<td>Rick Shults</td>
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<td>Division of Mental Health and Disability Services</td>
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<td>Kansas</td>
<td>Laura Howard</td>
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<td>Department for Aging and Disability Services</td>
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<td>Kentucky</td>
<td>Claudia J. Johnson</td>
<td>Director</td>
<td>Division of Developmental and Intellectual Disabilities</td>
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</table>
NASDDDS Members (October 2019)

LOUISIANA
Mark Thomas
Deputy Secretary
Louisiana Department of Health

LOUISIANA
Julie Foster Hagan
Assistant Secretary
Office for Citizens with Developmental Disabilities

MAINE
Elizabeth Hopkins
Director
Office of Aging & Disability Services

MARYLAND
Bernard Simons
Deputy Secretary
Developmental Disabilities Administration

MASSACHUSETTS
Jane Ryder
Commissioner
Department of Developmental Services

MICHIGAN
George Mellos
Senior Deputy Director
Behavioral Health & DD Administration

MINNESOTA
Alex Bartolic
Director
Disability Services Division

MISSISSIPPI
Jennifer Fulcher
Director
Division of HCBS / IDD Services

MISSOURI
Valerie Huhn
Director
Division of Developmental Disabilities

MONTANA
Rebecca de Camara
Administrator
Developmental Services Division

NEBRASKA
Courtney Miller
Director
Division of Developmental Disabilities

NEVADA
Dena Schmidt
Administrator
Aging and Disability Services Division

NEW HAMPSHIRE
Deborah Scheetz
Director
Division of Long Term Supports and Services

NEW JERSEY
Jonathan Seifried
Acting Assistant Commissioner
Division of Developmental Disabilities

NEW MEXICO
Jason Cornwell
Interim Director
Developmental Disabilities Supports Division

NEW YORK
Theodore Kastner
Commissioner
Office for People with Developmental Disabilities

NORTH CAROLINA
Kody Kinsley
Acting Director
Mental Health, DD, and Substance Abuse Services

NORTH DAKOTA
Tina Bay
Director
Developmental Disabilities Division
NASDDDS Members (October 2019)

OHIO
Jeff Davis
Director
Department of Developmental Disabilities

OKLAHOMA
Beth Scrutchins
Director
Developmental Disabilities Services

OREGON
Lilia Teninty
Director
Developmental Disability Services

PENNSYLVANIA
Kristen Ahrens
Acting Deputy Secretary
Office of Developmental Programs

RHODE ISLAND
Kerri Zanchi
Director
Division of Developmental Disabilities

SOUTH CAROLINA
Mary Poole
Director
Department of Disabilities and Special Needs

SOUTH DAKOTA
Darryl Millner
Director
Division of Developmental Disabilities

TENNESSEE
Brad Turner
Commissioner
Intellectual and Developmental Disabilities

TEXAS
Sonja Gaines
Associate Commissioner
IDD and Behavioral Health Services

UTAH
Angella Pinna
Director
Division of Services for People with Disabilities

VERMONT
Clare McFadden
Director
Developmental Disabilities Services Division

VIRGINIA
Laura L. Nuss
Deputy Commissioner
Division of Developmental Services

WASHINGTON
Evelyn Perez
Assistant Secretary
Developmental Disabilities Administration

WEST VIRGINIA
Pat S. Nisbet
Director of HCBS
Bureau for Medical Services

WISCONSIN
Curtis Cunningham
Deputy Administrator
Developmental Disabilities Services

WYOMING
Lee Grossman
Administrator
Developmental Disabilities Section
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<td><strong>LIABILITIES</strong></td>
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<td>474,641</td>
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<tr>
<td><strong>TOTAL LIABILITIES &amp; NET ASSETS</strong></td>
<td>$4,088,705</td>
<td>$3,538,802</td>
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</tbody>
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## Sources of Revenue

**FY 2018-2019: Sources of Revenue**  
**Total $4,504,464\(^*\)**

*revenue reflected excludes realized gains

### Revenue Breakdown

- **Membership**: 30%
- **SELN & Employment**: 24%
- **CoP Expansion**: 7%
- **Technical Assistance**: 12%
- **NCI**: 22%
- **Publication**: 1%
- **Culture of Quality**: 3%
- **Administration**: 2%
- **Publication**: $57,323 (1%)
- **Membership**: $1,345,387 (30%)
- **Technical Assistance**: $554,720 (12%)
- **NCI**: $975,716 (22%)
- **SELN & Employment**: $1,069,500 (24%)
- **CoP Expansion**: $295,850 (7%)
- **Culture of Quality**: $138,000 (3%)

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<thead>
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<th>Program</th>
<th>Revenue</th>
<th>%</th>
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<td>Administration</td>
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<td>Publication</td>
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<td>Membership</td>
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<td>NCI</td>
<td>$975,716</td>
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<td>SELN &amp; Employment</td>
<td>$1,069,500</td>
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<td>CoP Expansion</td>
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<td>Culture of Quality</td>
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| Total                       | $4,504,464| 100% |