



JULY 1, 2020-JUNE 30, 2021
ANNUAL IMPACT REPORT

BREAKTHROUGH: EVOLVE. PROGRESS. CONNECT.



National Association of State Directors
of
Developmental Disabilities Services

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NASDDDS OVERVIEW

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 (I/DD) 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 intellectual and developmental disabilities have the same rights as every community member which includes a right to:

- 1 • Be treated with respect and dignity
- 2 • Be independent and make individual choices
- 3 • Participate in family, community, and work life
- 4 • Have opportunities to maximize their full potential; and
- 5 • Receive outcome-based services and support

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.

Member Benefits Include:

- Technical assistance and support;
- Timely analyses of federal statutory and regulatory policies;
- A forum for development of state and national policy initiatives;
- Leadership development;
- Innovative projects addressing the needs of I/DD systems;
- Networking and peer support opportunities; and,
- Dissemination of cutting edge information on state-of-the-art programs and service delivery practices.



REFLECTIONS FROM



MARK A. THOMAS
PRESIDENT, NASDDDS BOARD OF DIRECTORS

The past 12 months, marked by continued challenges emanating from the COVID-19 pandemic and – in many parts of the United States – natural disasters, have revealed the strength, flexibility and resiliency of our state systems supporting all individuals with intellectual and developmental disabilities and their families. States are taking the challenges presented during the last two years to recommit to equity and inclusion while also building a system for tomorrow. The disparities laid bare by the pandemic have inspired determination and action to ensure a better tomorrow for the individuals we support. This is nothing short of amazing.

The ability to see promise and make progress from adversity has been unparalleled among our nation’s I/DD agencies. From becoming conversant in vaccine data, to supply and distribution efforts, to ensuring attention to cultural and linguistic competency and health disparities—NASDDDS members have risen to meet every challenge that has emerged. States are now looking ahead – not just to tomorrow—but to the next 20 years, and are aiming to position our systems to be ready for the next generation.

We are truly at a historic juncture in home and services. NASDDDS stands ready to assist members to be positioned well to meet the opportunities that lie ahead. We must build meaningful foundations to ensure person-centered systems of support that reach all individuals and families. The flexibility, resiliency, and strength demonstrated by our members during the past two years makes me certain that our systems – and our leaders (current and emerging) are up to this challenge!

“The growing recognition on the national stage that supports are essential for the future provides a challenge for us all – both to put vision into action and to ensure stellar stewardship of unprecedented investments.”



NASDDDS BOARD OF DIRECTORS



Mark Thomas
President



Mary Brogan
Vice President/Elect



Jordan Scheff
Secretary/Treasurer



Bernard Simons
Immediate Past
President



Valerie Huhn
Member-at-Large



Lee Grossman
Member-at-Large



Lilia Teninty
Member-at-Large



Ronald Wakefield
Member-at-Large

WELCOMING NEW BOARD MEMBERS



RONALD WAKEFIELD

DIRECTOR, DIVISION OF DEVELOPMENTAL AND INTELLECTUAL DISABILITIES GEORGIA DEPARTMENT OF BEHAVIORAL HEALTH AND DEVELOPMENTAL DISABILITIES

NASDDDS board member, Kylee Hope, resigned from her position as director of DDRS in Indiana. We owe her an enormous debt of gratitude for her service to NASDDDS both on the board and in numerous other capacities supporting the association. Her contributions to the I/DD field are lasting and we wish her the best of luck in her next endeavors.

During the NASDDDS board meeting on June 3, 2021, Ronald Wakefield was appointed by Mark Thomas and approved by the board to fill the Member-at-Large position vacated by Ms. Hope. Ronald Wakefield began working with the intellectual and developmental disabilities community in 1982 for a program administered by Temple University in Pennsylvania. He began as a direct care worker and was quickly promoted to supervisor of direct care services. Ron advanced in his career over the next two decades serving individuals diagnosed with developmental disabilities before moving to Georgia in 2005. He worked as a case expeditor in DBHDD's Region 3, then as a regional service administrator in Region 1 before being promoted to director of field operations. In February 2017, Ron was asked to serve as director of the Division of Developmental Disabilities in Georgia.

Ron holds a Bachelor of Business Administration from Temple University and many certifications for developmental disabilities service.

2020-2021 NASDDDS Alumni Association Members

Alex Bartolic

Laura Brackin

Stan Butkus

Jim DeBeaugrine

Roger Deshaies

Kathryn DuPree

Steven Eidelman

David Evans

Mary Lee Fay

Jodi Fenner

Jane Gallivan

Roy Gerstenberger

Jane Coorough
Gruner

Dan Lusk

Darryl Millner

Gerry Morrissey

James Nicholson

Peter O'Meara

Barbara Ramsey

Kenneth Ritchey

Wanda Seiler

Ric Zaharia

Kerri Zanchi

REFLECTIONS FROM



MARY P. SOWERS
EXECUTIVE DIRECTOR, NASDDDS

As I reflect on NASDDDS' year, I cannot help but stand in awe of our members. A year ago, as a nation, we were in the tempest of the pandemic and our members defied many odds and untold hardships in efforts to keep individuals with disabilities and the essential workers who support them safe and thriving. These efforts involved uncharted waters in every facet of the service delivery system – from tailoring individualized supports; to

obtaining and distributing essential health materials; to gaining federal approval for pioneering strategies to meet individual needs in unprecedented circumstances. Our members devised and deployed monumental vaccine distribution strategies and continue to be at the forefront in the ongoing effort to minimize the spread of COVID-19.

In addition to reacting valiantly to the pandemic, our members also recognized the need for reflection to ensure that our service systems are truly inclusive and are meeting the needs of all individuals, including those who have been historically underserved or marginalized. The murder of George Floyd sparked a national dialogue on the implicit and explicit biases in our country, and systems supporting individuals with I/DD met the opportunity for these difficult discussions head-on. There is a growing palpable commitment to improving equity, diversity, and inclusion across our systems, and our association is proud to support our members on this journey.

The pandemic also revealed other areas where we can do better. Individuals with I/DD often experienced greater complications from COVID-19 and experienced greater difficulty in accessing needed health and mental health care.

These scenarios present a rallying cry for all of us to support improved health and wellness among the individuals we support, and to improve access to health and mental health care – and our members are leading on these fronts.

The last year presented challenges, but from those, we are seeing opportunities emerge. We are at a historic juncture in home and community-based services – and I am unequivocally convinced that our members will seize this generational opportunity to build supports for the next generation!

“The vision of our collective membership has resulted in rapid deployment of innovation – in areas of technology, system redesign, and individualized supports. Our members have, time and again, used adversity to fuel innovation and our challenge now is to build on that momentum.”

NASDDDS STAFF



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NASDDDS STATEMENT ON RACIAL INEQUITIES AND PLEDGE TO ACTION

ISSUED ON JUNE 8, 2020

The National Association of State Directors of Developmental Disabilities Services (NASDDDS) condemns the murder of George Floyd and the many other Black Americans who have lost their lives in similar circumstances. We stand in solidarity with others across our great land who are giving voice to our collective need to address – finally and thoroughly – the institutional biases and racism that plague our country. We stand with the black community and all communities of color in demanding a universal resolve to live up to the values of our nation that all people are created equal, with certain unalienable rights, and that among these are life, liberty, and the pursuit of happiness.

As an organization, NASDDDS has long been committed to making sure that individuals with disabilities have the same opportunities for a good life as any other person. As we reflect on the events of the past year, we recognize now that this goal is simply NOT GOOD ENOUGH. With the high intersection of disability, communities of color, poverty, and health care disparities, we can no longer strive for “the same degree as others” since, for so many, equal treatment under the law does not exist.

Individuals with disabilities and the men and women who have chosen a career of service to support them deserve better and NASDDDS fully commits to listening, learning, and – most importantly – acting. The NASDDDS Board of Directors continues to help us chart our course to acting, as an organization – both internal and external to NASDDDS – to address the disparities that exist in our systems, based on race or ethnicity, as experienced by the people we support and their families, as well as those who support them. We cannot do this alone and will need to draw heavily from our members and from the many communities they touch to help us navigate these waters.

The institutions that have stymied true equality for individuals with disabilities are not just bricks and mortar. They also manifest in the continued unjust and discriminatory mistreatment and implicit and explicit biases that riddle daily life for so many in our nation.

If we are honest with ourselves, we know that our country has known better for far too long without doing better – This must end today and we must all unite in ending racial injustices once and for all.



NASDDDS POSITION ON EQUITABLE WAGES FOR PEOPLE WITH INTELLECTUAL AND DEVELOPMENTAL DISABILITIES

ISSUED ON JULY 28, 2021

The National Association of State Directors of Developmental Disabilities Services (NASDDDS) calls for the repeal of Section 14 (c) of the Fair Labor Standards Act. In acknowledgment of and respect for individuals with disabilities, the NASDDDS Board of Directors believes the time has come to move away from the practice of allowing people with intellectual and developmental disabilities and other significant disabilities to be paid less than minimum wage. This practice is currently enabled by Section 14(c) of the Fair Labor Standards Act.

At this juncture in our history, as we undertake efforts to ensure real and meaningful community integration for all individuals with disabilities, we must renounce practices that have the impact of systematic marginalization of individuals with disabilities. Our goal is for individuals with disabilities to be paid a living wage commensurate to pay for similar work by individuals without disabilities, at or above minimum wage. Fair compensation enables workers to achieve economic stability, safeguards their health, and assists in planning their future. All individuals, regardless of disability, have a right to be paid the federal or state minimum wage, whichever is greater, or the prevailing wage for the work performed.

We recognize it will take dedication, focus, time, and resources to adapt our service delivery systems to move away from those structures that have relied upon subminimum wages. Therefore, NASDDDS calls for federal action and resources to develop the infrastructure and capacity at all system levels to increase competitive integrated employment and the supplemental services people with disabilities need to maintain employment.

Federal action and resources must be available to ensure appropriate resources for government-funded, competitive, integrated employment services and a broad array of Medicaid Home and Community Based Services (HCBS) for people to live full lives in their communities when they are working and when they are not.

Advancing competitive integrated employment for people with disabilities requires coordinated and adequate resources across Medicaid HCBS programs, vocational rehabilitation, education, and workforce development systems.

NASDDDS stands committed to assisting states through this journey. Several states have already successfully ended the use of subminimum wages and have expanded the service capacity of their provider networks to deliver services and supports that lead to the inclusion of individuals with disabilities in the economic and social fabric of their communities. We can learn from these early adopters and NASDDDS will facilitate this peer-to-peer learning.





INFLUENCING NATIONAL POLICY

NASDDDS is the voice of the states in the nation's capital, ensuring that members' perspectives are heard. NASDDDS works closely with executive branch agencies; educates federal lawmakers; and provides member states with timely analysis of federal statutory and regulatory policies.

This year, NASDDDS federal policy efforts have played a lead role in a national conversation about the future of Home and Community- Based Services, spurred by the COVID 19 pandemic and by President Biden's call to invest \$400 billion in HCBS and additional money to eliminate the use of subminimum wages, which has resulted in several pieces of legislation still under consideration by Congress. The Association's input was instrumental in the development of the Better Care Better Jobs Act (BCBJA), which would invest significant additional funds to expand HCBS services and address longstanding workforce issues. NASDDDS' expertise also informed legislation aimed at providing states the resources they need to effectively redesign their employment service systems to remove any reliance on subminimum wages.



NASDDDS ROLE IN THE FEDERAL RESPONSE TO THE COVID-19 PANDEMIC

As state I/DD agencies continued to focus on responding to the pandemic, NASDDDS worked closely with Congress and with the Trump and Biden Administrations to provide expert guidance to support the federal response for people with intellectual and developmental disabilities. Engaged with executive branch agencies on several fronts and led efforts to secure significant new funding for HCBS programs.

FEDERAL HCBS POLICY AND COVID-19

Played a lead role in advocating for Section 9817 of the American Rescue Plan Act (ARPA), which provides a one-year, 10 percent FMAP enhancement for HCBS. NASDDDS provided input into the crafting of the legislation and worked to build support for it on Capitol Hill. After passage, we worked on our own and in conjunction with fellow state associations to inform CMS implementation of Section 9817, with many of our recommendations shaping CMS guidance. The Association also developed products to ensure that members had up-to-date and complete information about national trends in the use of these funds.

NASDDDS continued to focus on CMS policy regarding vehicles for flexibility in Medicaid such as 1135 and 1115 waivers and especially 1915(c) Appendix Ks, providing up-to-the-minute information to members about allowable uses of these tools. We also worked closely with CMS to inform federal policy around “unwinding” these emergency authorities when the Public Health Emergency declared in response to the pandemic comes to an end.

VACCINE PRIORITIZATION AND DISTRIBUTION

As COVID-19 vaccines became available, NASDDDS members were front and center fighting to make sure the people they serve had priority access, and was in close communication with the Centers for Disease Control and Prevention (CDC) to ensure that our members’ experiences informed federal guidance and programs. We worked with the Centers for Medicare & Medicaid Services (CMS), the Administration for Community Living (ACL), and others to marshal federal resources to address vaccine hesitancy among DSPs.

COVID 19 DATA COLLECTION

NASDDDS collaborated with the Office of the Assistant Secretary for Planning and Evaluation (ASPE) to release a joint paper on COVID-19 and People with I/DD, focused on COVID-19 related data collection and use, as well as vaccine distribution. Provided comments to CMS on the feasibility of imposing broad new COVID-related data collection requirements on state programs, emphasizing both the importance of such data collection efforts and the need to take into account historical federal underfunding of HCBS data collection infrastructure.

COALITION LEADERSHIP

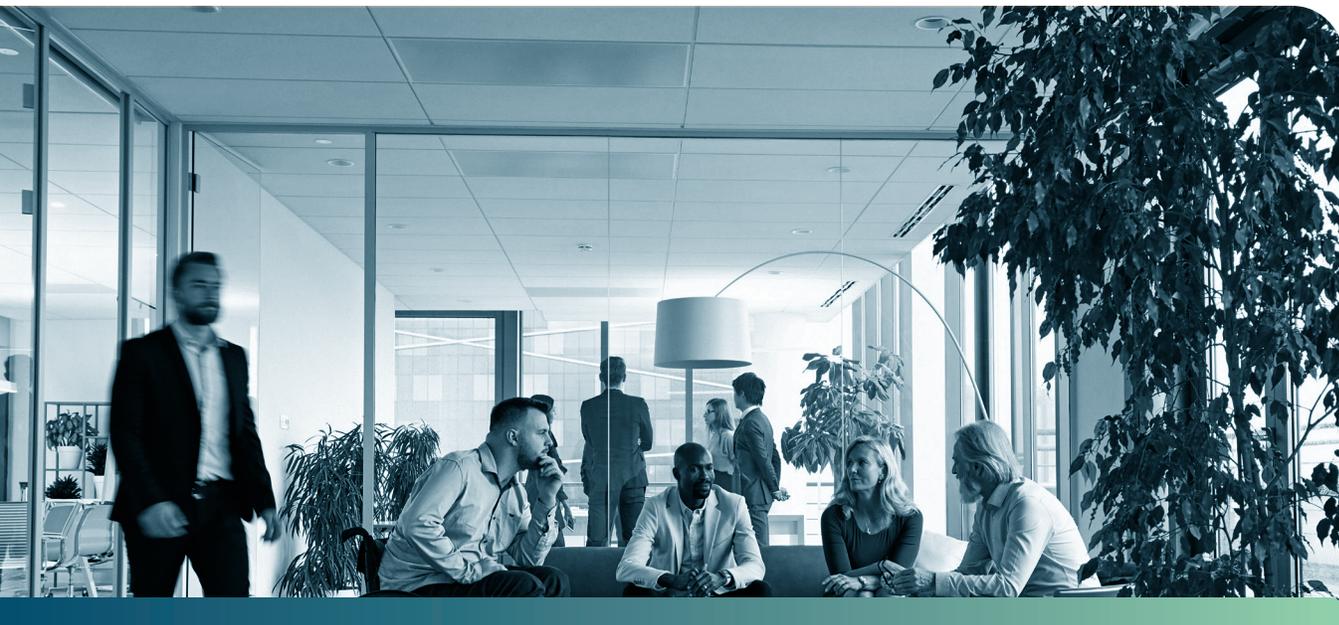
Dan Berland, NASDDDS Director of Federal Policy, is a member of the board of the Consortium for Citizens with Disabilities (CCD), the nation’s largest coalition advocating for the rights and services for people with all disabilities, and serves as the Co-Chair of CCD’s Long-Term Supports and Services Task Force. Dan and Rie Kennedy-Lizotte play a leading role in NASDDDS’ participation in the Collaboration for the Promotion of Self-Determination (CPSD). 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 I/DD agencies.

MEMBER SPOTLIGHT



RONALD WAKEFIELD
DIRECTOR, GEORGIA DIVISION OF
DEVELOPMENTAL DISABILITIES

“NASDDDS is an invaluable resource regardless of whether you are a new or seasoned state Director. NASDDDS provides guidance on many real issues that states wrestle with daily. For example, during the current public health emergency, NASDDDS walked alongside states to help navigate our path by providing forums, advocacy, meetings with federal partners and others to share experiences and solutions that span a wide range of topics from vaccinations for the I/DD population to workforce issues and funding. It is always good to have a reliable partner on a journey and on behalf of all the other states, we appreciate NASDDDS taking this journey with us, it does make the path easier.”





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. NASDDDS achieves this mission in a variety of ways including formal technical assistance; one on one support; educational opportunities; and networking events.

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 require 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.

FEDERAL TECHNICAL ASSISTANCE PROJECTS FOR FY 2020-2021

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 systems of supports.

CMS Technical Assistance Project HCBS/PASRR (New Editions)

NASDDDS was awarded a contract to continue providing CMS-funded HCBS Technical Assistance during the Federal Fiscal Year as a subcontractor for New Editions. In addition, NASDDDS was included in the expanded contract to provide CMS-funded TA as a subcontractor to New Editions on the Preadmission Screening and Resident Review (PASRR) process.

States are still reeling from the effects of the COVID-19 pandemic, but even so, continued to request TA from New Editions as they considered changes to their systems of supports and services and the foundations that support implementation. Mary Sowers, Jeanine Zlockie, Teja Stokes, Rie Kennedy-Lizotte, Laura Vegas, Barbara Brent, and Mary Lou Bourne provided HCBS TA on 1915(c) waivers, 1915(i), and 1115 demonstrations. Topics included waiver service definition development and changes; self-direction models and supporting policies and procedures; quality management and improvement strategies; conflict-free case management; waiver performance measures; and waiver application analysis.

NASDDDS staff provided more than 1200 hours of HCBS technical assistance to California, Colorado, Hawaii, Kansas, (two different engagements with Nebraska), Pennsylvania, Rhode Island, South Carolina, Vermont, and Washington under this contract.

NASDDDS staff, as a subcontractor to New Editions, also prepared and presented three national webinars for CMS:

- Reframing Approaches to Quality Management in HCBS from the Individual's Perspective— Teja Stokes & Mary Lou Bourne
- Beyond the Pandemic: How Technology Influences and Ensures an Integrated Life in the Community Part 1 — Barbara Brent & Jeanine Zlockie
- Beyond the Pandemic: How Technology Influences and Ensures an Integrated Life in the Community Part 2 — Jeanine Zlockie

The NASDDDS team participated in updating the Authorities Comparison Chart found here on the New Editions: <https://www.hcbs-ta.org/authority-comparison-chart>.

Teja Stokes is assigned as the PASRR TA lead for the CMS central region providing support to Colorado, Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Montana, Nebraska, North Dakota, Ohio, South Dakota, Utah, Wisconsin, and Wyoming. NASDDDS staff provided 113 hours of PASRR TA during the contract year, which included direct TA to states, peer TA through regional call facilitation, and an intensive TA engagement with Indiana for PASRR program improvement.

The NASDDDS also leads the management and development of all PASRR training and education sessions, which resulted in 75 hours of TA provided to all 51 PASRR programs nationwide. The webinar series for the year included:

- Good Practices for Adopting Waiver Services in the Nursing Facility Benefit: A Specialized Services State Plan Amendment
- Use of PASRR to Divert or Transition Individuals into HCBS
- PASRR Implementation Lessons Learned from the COVID-19 Pandemic

National Center on Advancing Person-Centered Practices and Systems (NCAPPS) in Partnership with Human Services Research Institute (HSRI)

HSRI has a contract with the Administration for Community Living (ACL) to organize technical assistance to states on person-centered planning. NASDDDS is a subcontractor to HSRI to assist with the promotion and dissemination of contract work to state I/DD operating agencies. NASDDDS staff designed a self-assessment for states to use at the initiation of their projects, which leads directly to a work plan for expanding person-centered practices. The self-assessment tool and TA apply to all long-term, HCBS service systems, and NASDDDS staff provides TA as directed by HSRI for states electing to focus TA on the I/DD population.

MAJOR TECHNICAL ASSISTANCE PROJECTS FOR FY 2020-2021

Arizona

NASDDDS is engaged in a subcontract with Health Management Associates, working with HSRI, for the state of Arizona's Division of Developmental Disabilities. The purpose of the project is to assist the state in assessing its current contract design; make recommendations for contract structural and administrative changes; provide examples of strong practices to enhance integrated service models and supports; and, gain stakeholder feedback on priorities for the new contract/vendor cycle. NASDDDS provides recommendations on service definitions; strong practices in managed care contracting; service design; and, state system collaboration. Current efforts are focused on stakeholder engagement.

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, eligibility, person-centered planning strategies, infrastructure considerations, and other issues related to a robust HCBS service system. This contract also includes participation in the State Employment Leadership Network (SELN) assisting Illinois in efforts to improve integrated employment outcomes.

Minnesota

NASDDDS, as a subcontractor to HSRI, is supporting Minnesota's initiative to assume aggregate budget management at the state level. Consultation by the NASDDDS team informs the budget methodology development and analytics and recommendations for policy and operations changes to implement individual budgets.

New York

PCG has entered into a contract with the New York State Department of Health to provide TA for the Person Centered Planning and Comprehensive Systems Transformation Statewide Training Initiative. NASDDDS is a sub-contractor to PCG for this engagement. The first phase of work completed was the development of a Person-Centered Planning Resource Library of materials categorized by topic area. The next phase of TA will focus on building the curriculum for the learning institute as well as the development and implementation of sustainability plans.

NASDDDS, as a subcontractor to Airam Actuarial Consulting and Deloitte, is supporting an initiative by the New York Department of Health and Office of People with Developmental Disabilities to revise certain provider payment rate methodologies. NASDDDS' consults on a national policy perspective and strategies to ensure that financial structures support the state's overall aims to increase independence and autonomy for individuals with I/DD and their families. This work includes an exploration of alternative payment models to incentivize outcomes.

Virginia

NASDDDS, as a subcontractor to IBM Watson Health, is supporting the Virginia Departments of Medical Assistance Services and Behavioral Health and Developmental Services to implement a process to review settings for compliance with the Home and Community-Based Services (HCBS) Final Rule. Technical assistance supports the state agencies' teams to conduct the settings reviews, provide remediation and technical support to providers, and complete a review

of settings for heightened scrutiny to assure person-centered practices and full community engagement for individuals served in Virginia’s HCBS developmental disabilities programs. NASDDDS also supports the expansion of No Wrong Door Virginia to include person-centered principles in the business practices and technology tools for the virtual No Wrong Door system and Direct Connect portal. NASDDDS supports the quarterly facilitation of a stakeholder advisory council and a workgroup focused on home and community-based services integration.



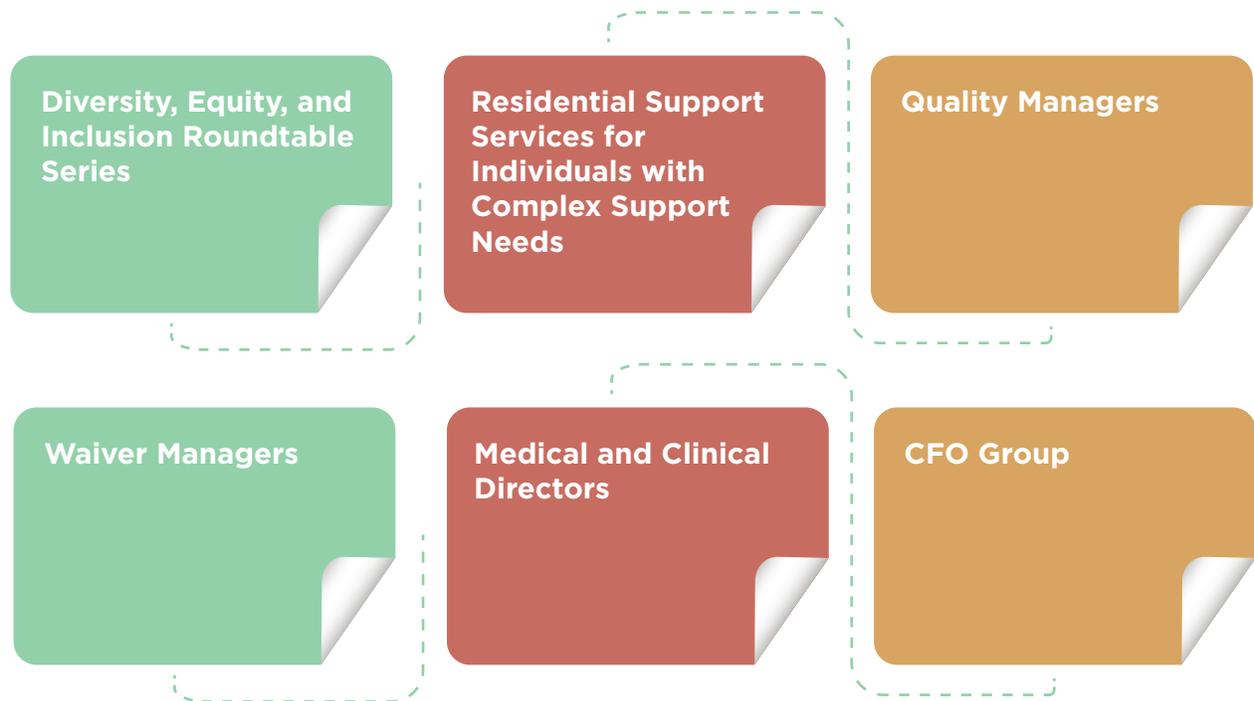


ADVANCING FIELD

AFFINITY GROUPS

Joining an affinity group is a great way for members to get involved with NASDDDS. Affinity groups center around topic areas of interest to specific segments of our membership and meet to share best practices and explore innovations in the field. These workgroups can be short-term or ongoing depending upon member needs. The groups are driven by the interests of state I/DD systems in real-time.

Current affinity groups include:



LISTSERV

NASDDDS hosts a ListServ for state intellectual and developmental disabilities services directors and their staff. The ListServ reaches more than 800 key decision-makers in the field facilitating networking, peer support, and national coordination.

CONFERENCES AND MEETINGS

2020-2021 National Core Indicators® Annual Meeting

August 12, 2020

2020 State Employment Leadership Network Annual Meeting

September 30-October 1, 2020

Virtual

2020 NASDDDS Directors Forum and Annual Conference

November 12 Directors and State Staff Forums

November 16-18 Annual Conference

Virtual

2021 Directors Forum and Mid-Year Conference

Breakthrough: Evolve. Progress. Connect.

June 8 Directors and State Staff Forums

June 9, 16, and 23 Mid-Year Conference

Virtual

“Over 83% of directors surveyed indicate NASDDDS conferences are valuable or very valuable to their work.”

— Voice of the Customer
Member Survey

NASDDDS Publications

- **Federal News Briefs**
Weekly publication —
Writer and Editor Dan Berland
- **State News Briefs**
Biweekly publication —
Writer and Editor Carrie McGraw
- **Community Services Reporter**
News about state developments —
Writer and Editor Carrie McGraw
- **Federal Perspectives**
News about federal policy —
Writer and Editor Dan Berland



SOCIAL MEDIA

NASDDDS joined the world of social media in June of 2020 by launching the association's first Facebook account. The focus of the account is to connect our members and partners in the virtual world and provide information to the public on I/DD support priorities and educational opportunities.

On March 25, 2021 NASDDDS premiered our original documentary, Our COVID Story on Facebook Live in honor of Developmental Disabilities Awareness Month. This documentary originally aired at the NASDDDS annual conference in November, 2020. The story highlights advocates with intellectual and developmental disabilities along with the state system directors and key partners who have joined together to strengthen the system of supports in each state during these challenging times. A story of creativity, resiliency, and partnership deserving recognition by us all. This documentary is dedicated to those supported, all state staff, providers, DSPs, and other key allies.

NASDDDS will continue to offer a selection of free content via social media to advance the field and educate communities on the role of HCBS in the fabric of all communities.

Find NASDDDS on Facebook [@NasdddsUS](#)

TOPICAL BRIEFS AND PAPER HIGHLIGHTS

NASDDDS dedicated substantial resources in late 2020 and early 2021 to supporting our members in gathering, analyzing, and organizing information related to federal authority flexibilities for I/DD systems in response to the COVID-19 public health emergency. NASDDDS assisted states to understand what was expected in their plans, what other states were submitting, and what types of submissions were approved and denied. NASDDDS also addressed how states could consider transitioning from emergency response to post-pandemic service. Among these analyses, NASDDDS published the following:

- Appendix K and Retainer Payments
- Medicaid Authorities

Reopening Packet

At the request of NASDDDS leaders, a workgroup composed of state I/DD Directors and their staff participated in a series of meetings to discuss core considerations for day and employment program reopening as we moved into the next phases of the pandemic. NASDDDS sought participation from a variety of states to represent the relative size and number of day programs and geographic areas of the country. NASDDDS convened four subgroups to formulate promising practices and practical steps for day and employment program reopening focused on four primary themes: 1) Day Services and Transportation; 2) Financial Considerations; 3) Health and Safety Strategies; and, 4) “Sunrise Phase” – Introducing New Possibilities.

The guiding principles of this work centered on safely re-opening day and employment services with an eye toward service delivery that assists individuals to increase their social capital and further engage in community life. The subgroups identified and provided potential actions to address the complexities of financial, service authorization, and related structures. This report was originally released in July 2020 with an update in December 2020.

Technology for People With Intellectual and Developmental Disabilities and Their Families

This paper was a summary of the discussions, promising practices, and considerations by NASDDDS’ National Policy Workgroup on technology for state I/DD agencies. The brief was authored by Barbara Brent, NASDDDS Director of State Policy and Emily Shea Tanis, Ph.D., Director of Policy and Advocacy, Coleman Institute for Cognitive Disabilities at the University of Colorado.

MEMBER SPOTLIGHT



BONNIE SILVA

**DIRECTOR, OFFICE OF COMMUNITY LIVING COLORADO
DEPARTMENT OF HEALTHCARE POLICY AND FINANCING**

“When facing extraordinary problems, the NASDDDS team is always top on our list of organizations to reach out to for help. Mary Sowers and her team work to cultivate their deep expertise, bring together state and federal leadership, and are impressively responsive. Colorado is fortunate for the NASDDDS partnership.”





WEBINARS AND TELECONFERENCES

NASDDDS holds webinars and teleconferences for member state agencies on topic areas of interest at least monthly including the following topic areas in 2020-2021:

June 2	Joint Membership Call on FMAP Bump
August 5	Home and Based Services Providers and COVID-19
August 27	Reopening Schools Call
September 22	Reopening ICF/IDD Call
September 23	Employment and Day Services Reopening Discussion
October 20	NASDDDS Quality Improvement COQ Webinar
January 19	Directors Call: Vaccine Distribution
January 21	Medicaid 101
January 26	Forging Ahead: Next Steps
February 18	Support Paradigms in the Time of Social Distancing
March 18	Status of Employment for IDD Population
April 15	Centered Systems Assessment Tool
May 6	Criminal Justice and I/DD
May 20	Continuing the Conversation: Culturally & Linguistically Competent Service Delivery Systems
June 17	DSP Workforce Strategies





FOCUSING EFFORTS

CULTURE OF QUALITY

The Culture of Quality initiative is an opportunity for NASDDDS members to explore and establish more integrated and holistic models of quality improvement, built on the foundation of current practice and in consideration of person-centered systems of support. It is the infusion of quality within and among a state's existing initiatives and priorities, establishing a specific framework for a strong culture of quality that moves away from exclusively defining quality as compliance with minimum standards. Indiana completed their second year of participation focusing on Model for Improvement activities and expansion of the use of quality tools and principles to the statewide stakeholder advisory group. The Culture of Quality Initiative will continue with the overall aim to infuse a culture of quality in each aspect of service design and operation by providing opportunities for states to participate regardless of where they are in their quality journey.

NASDDDS convened and facilitated a State Quality Leadership Affinity Group for I/DD Quality Directors and managers to share and learn about promising practices, network, and form relationships with people who have similar jobs across the nation. The Quality Affinity group will continue to meet quarterly.



NATIONAL CORE INDICATORS (NCI)[®]

Data-Based Decision-Making

For almost 25 years, National Core Indicators (NCI)[®] has documented the outcomes of state intellectual and developmental disabilities agencies' service delivery 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 inform 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 instrument for collecting workforce and staff stability data.

NCI Supporting States

Amid of a global pandemic, NASDDDS member states remained dedicated to the NCI project. Data collection for the In-Person Survey (IPS) continued using a remote video modality by all states participating. Some states were able to conduct some IPS face, based on the person's preference, state I/DD agency guidance, and safety assurances for all involved. State I/DD agencies were successful overall in achieving their sampling goals for the 2020-2021 data collection cycle. States were able to continue using the NCI Family Surveys with few challenges. Understanding the Direct Support Professional (DSP) workforce has never been more critical

FOR THE 2020-2021 NCI DATA COLLECTION CYCLE:



34 STATES

participated in the In-Person Survey

13 STATES

participated in the Adult Family Survey

10 STATES

participated in the Family Guardian Survey

10 STATES

participated in the Child Family Survey

27 STATES

participated in the Staff Stability Survey

than during the time of a national emergency, thus states continued using the NCI Staff Stability Survey to provide them with needed data. This year, states had the option of using a “supplement” along with the traditional NCI survey tools for purposes of understanding the experience of people with I/DD during the pandemic. Many states opted to use the supplement. Additionally, the Staff Stability Survey was revised to include some questions related to the effects of the pandemic on the DSP workforce.

In addition to supporting state participation in NCI, the team was engaged in several activities designed to improve the quality of both the surveys and data produced from such. NCI implemented the first “Four Year Review Cycle” for the IPS and all Family Surveys. The “Four Year Review Cycle” is a process by which NASDDDS, HSRI, and vital state stakeholders engage in detailed review and provide recommendations for needed NCI survey tool revisions. The review cycle process was overseen by the NASDDDS Research Committee, an advisory board, and several topic-specific user workgroups. Revisions are complete and will be reflected in the NCI tools used in the field for 2021-2022.

On the national level, NCI IPS data from 26 states will be included for the first time in the 2021 Core Set of Adult Health Care Quality Measures for Medicaid (Adult Core Set) which will be published Fall 2021.

In addition, the NCI submitted to the National Quality Forum for endorsement successfully made it through NQF multi-stakeholder committees to the draft measure set. After a public comment period for the draft measure set, the final determination will be made for endorsement — fall of 2021.

NCI Data Highlights

Data are published quick-reads that spotlight a specific data point; discuss why that point is important; and, explore 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 I/DD network via newsletters, websites, or other platforms. Highlights produced during 2020-2021 included:

- What Do NCI Data Tell Us About the People With I/DD Who Have Guardians Compared to Those Who Don't?
- What Do NCI Data Tell Us About the BMI of People with Intellectual and Developmental Disabilities?
- What NCI Data Tell Us About Flu Vaccinations Rates for People with Intellectual and Developmental Disabilities, and What That Suggests About COVID Vaccinations

NCI Data Briefs

What Do NCI Data Tell Us About Significant Racial & Ethnic Disparities Across Quality of Life and Health Domains?

OTHER PROJECTS

In addition to work with UMN among others, NASDDDS contributes to myriad national efforts and projects of national significance. We are a proud partner supporting several efforts, including:

- The Ohio State University's Nisonger Center RRTC on Health Function for Individuals with I/DD
- National Center on Advancing Person-Centered Practices and Systems (NCAPPS)
- Living Well - Model Approaches for Enhancing Quality, Effectiveness, and Monitoring (selected states)
- RISP (Residential Information Systems Project)
- Virginia Commonwealth University Cost and Outcomes Project



STATE EMPLOYMENT LEADERSHIP NETWORK

Emphasizing Competitive Integrated Employment as a Priority Outcome

The State Employment Leadership Network (SELN) is a learning community comprised of state intellectual and developmental disabilities agencies committed to revising employment policy, strategies, and expectations to generate opportunities and enhance services that increase the number of individuals with I/DD engaged in their communities and working in competitive integrated jobs.

Leading through a culture of quality, research, and knowledge translation NASDDDS and The Institute for Community Inclusion UMass Boston (ICI UMass Boston) in partnership jointly support this learning community. During the 2020-21 membership year, the project staff supported 23 state intellectual and developmental disabilities agencies and their partners in system improvement.

Guided by the Higher Performing States Model and a healthy sense of urgency, SELN member states are sharing knowledge and actively collaborating across states and state agencies. New methods of service delivery, through the use of technology, brought innovative opportunities with employers and employment direct support professionals to support individuals with I/DD to maintain and even access new remote competitive integrated jobs.

During the 2020-2021 membership year, ten (10) SELN member states participated in the launch of an SELN e-learning curriculum for case managers to enhance their knowledge and skills to assist individuals in making informed employment decisions. To date four hundred seven (407) case managers have taken the course, successfully demonstrating knowledge gained and receiving certificates of completion.

For more information on the SELN read the SELN accomplishments reports:
www.selnhub.org/accomplishments.

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; maintains the 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.

More information on Florida Employment First can be found at:
<http://www.employmentfirstfl.org/>



SUPPORTING FAMILIES COMMUNITY OF PRACTICE ACROSS THE LIFESPAN

The Community of Practice for Supporting Families Across the LifeSpan (CoP), based on the principles of the Charting the LifeCourse Framework (CtLC), exists to facilitate a national community of practice designed to build capacity within and across states to drive policy, practice, and systems change to better support people with intellectual and developmental disabilities (I/DD) within the context of their families.

The CoP is led and facilitated through a strong partnership between the NASDDDS and the University of Missouri, Kansas City, Institute for Human Development (UMKC, IHD).

As the CoP grows and begins its 10th year, the overall vision remains the same:

- People will achieve self-determination, interdependence, productivity, integration, and inclusion in all facets of community life; and,
- Families will be supported in ways that maximize their capacity, strengths, and unique abilities to best nurture, love, and support all individual members to achieve their goals.

CoP states' successes and innovations are many, and continue, with some various state accomplishments listed here:

- State websites organized by life stages and domains to navigate information through a family lens;
- Advanced family engagement from that of primarily family councils to that of design and decision-making roles;
- Framework inclusion in procurement requirements for support coordination, managed care specifications, and data systems;
- Realigned individual support plans, in whole or in part, to include the CtLC framework and concepts to encourage meaningful conversations with people with I/DD and families about having a “good life”, rather than moving immediately into discussing assessments or paid services—at least two states have incorporated their ISP into their IT systems;
- Changes in Medicaid authorities such as including family to family peer-to-peer services, community and family navigators, and family training; and,
- Connections for families made through Facebook Live, interactive webinars, and videos. Technology mechanisms became widespread during COVID.

**THE COP HAS EXPANDED FROM
THE ORIGINAL SIX STATES TO
TODAY'S 21 STATES.**



The innovations continued and are amplified this CoP year.

- Quality management plan initiated for supporting families;
- Trauma-informed care webinars and innovation roundtables;
- Quality measure for ISPs, embedding the framework, quality improvement through technology support, peer to peer webinars and outreach, curating resources and strong supports for families during COVID;
- Innovation roundtables on topics such as balancing self-determination and safety; trauma-informed care; technology; and cultural competency; and,
- Policy development, decision-making through the use of the principles and tools at the I/DD Central Office.



RECOGNIZING OUTSTANDING ACHIEVEMENT

THE BEN CENSONI AWARD FOR EXCELLENCE IN PUBLIC SERVICE

The Ben Censoni Award for Excellence in Public Service is the only award that recognizes public officials who strive to improve the lives of people with intellectual and developmental disabilities. The award is named after the late Ben Censoni, former developmental disabilities director for Michigan and chair of the association's then Governmental Affairs Committee.

Ben Censoni was not only successful because of his intelligence and charm, but because of his persistence — his “press on regardless” attitude — and this kind of pressing stimulates ingenuity. He was energetic. He was honorable. He had conviction. He was resilient. He was not just an advocate — he was a champion. Given a little time, he always came up with a good tactic to use, even with the thorniest problems. But more than anything, he was admired most because he was optimistic.

2021 — Evelyn Perez

Evelyn Perez, Assistant Secretary for the Washington State Developmental Disabilities Administration, retired in 2021 after 35-years of state service. Many know Evelyn as a civil rights champion for people with intellectual and developmental disabilities. Evelyn's career began with the Department of Social and Health Services as an attendant counselor at Lakeland Village in Medical Lake and rising through the ranks to serve as the DDA Region 1 Administrator. In 2013, Evelyn led the division to become its own administration and served as the first assistant secretary for the newly created administration. Her distinguished career also includes founding membership for the Latino Leadership Network –supporting and empowering Latino state employees. As Evelyn took leadership of the administration, she not only built a formidable team, she established relationships with clients, their guardians, and legislative stakeholders, who all gained a renewed respect for her advocacy and a presence that was felt across the entire state. Her work in informing person-centered supports and services was felt across the entire department and served as an example across the nation.

THE GARY SMITH SCHOLARSHIP FOR PUBLIC MANAGERS

The Gary Smith scholarship supports the participation of professionals working in state government I/DD agencies in the University of Delaware Leadership Institute. The National Leadership Consortium on Developmental Disabilities (NLCDD) convenes weeklong Leadership Institutes typically twice a year. Jeanine Zlockie holds a session on “Demographics and Trends Impacting State I/DD Systems.” The NASDDDS board of directors awards two scholarships annually to employees of member state agencies.

Winter 2021 — LaToya Chancey has served in the Intellectual and Developmental Disabilities (I/DD) field for more than 16 years. She currently serves as the I/DD Team Lead for the North Carolina Division of Mental Health, Developmental Disabilities, and Substance Abuse Services. Before joining in October of 2017, she served as the Chief Clinical Officer at a private provider agency that served individuals with I/DD.

LaToya has a Bachelor of Science in Human Development and Family Studies, as well as a Bachelor of Arts in Psychology. She also has a Master of Arts in Professional Counseling, as well as in Conflict Resolution. She is currently licensed as a Clinical Mental Health Counselor Associate.

LaToya began as a direct care staff and has held several roles, including Qualified Professional and Clinical Director, with a focus on supporting individuals with co-occurring mental health diagnoses and/or behavioral support needs. She also has clinical experience supporting survivors of domestic violence and sexual assault.

Winter 2021 — Jennifer La'a is the Branch Chief for the Hawaii Department of Health's Developmental Disabilities Division's Community Resources branch. She has worked in a non-profit and State agency for disabilities services for the last 7 years as a provider direct services for more than 25 years. Jennifer has also consistently worked in non-profit environments with a constant commitment to social justice, civil, and human rights.

Winter 2020 — Kaleema Muhammad is a Program Administrator in the Program Development, Compliance, and Policy Bureau at the Florida Agency for Persons with Disabilities, where she has worked since 2016. As the Program Administrator of the Quality Assurance Unit, Kaleema's responsibilities include performing extensive research on federal requirements, internal and external compliance, and policy development.

Before working at the Agency for Persons with Disabilities, Kaleema honed her relationship building, problem solving, and policy development skills as an administrative social worker for more than 20 years after spending almost 10 years in the United States Air Force.



NASDDDS MEMBERSHIP

MEMBERS WHO SERVE

NASDDDS is appreciative of the input and participation of all our members. We extend a special thank you to our Board of Directors and members of the below workgroups who provide specialized expertise in areas of specific interest to the association and its members.

Medical and Clinical Director Workgroup

Dr. Gregory Cherpes, MD, Pennsylvania-Chair
Dr. Sienna Go, MD, California-Chair
Dr. Debra Pinals, MD, Michigan-Chair

National Policy Work Group

Lee Grossman, (Chair) Wyoming
Barbara Palmer, Florida
Julie Foster Hagan, Louisiana
Theodore Kastner, New York
Jeff Davis, Ohio
Beth Scrutchins, Oklahoma
Curtis Cunningham, Wisconsin

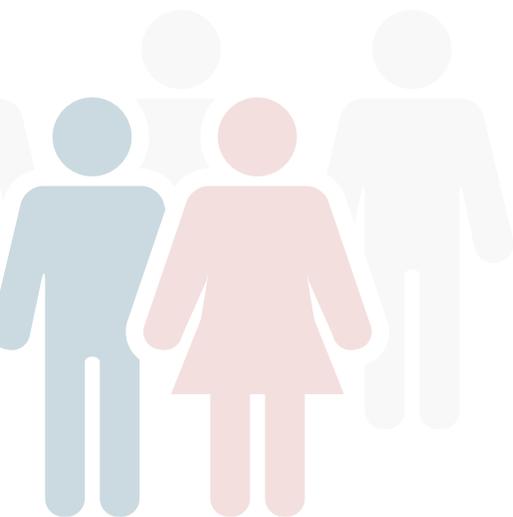
Research Committee

Association Members

Mary Brogan, (Chair) Hawaii
Lilia Teninty, Oregon
Bernard Simons, Maryland
Andrew Reese, District of Columbia
Kristin Ahrens, Pennsylvania

Non-Association Members

Amy Hewitt, Ph.D., University of Minnesota
Valerie Bradley, HSR
John Butterworth, Ph.D., U Mass Boston



MEMBER SPOTLIGHT



LEE GROSSMAN, MPA

**ADMINISTRATOR, HOME & COMMUNITY-BASED SERVICES
SECTION WYOMING DEPARTMENT OF HEALTH**

"Responding to new federal guidance and funding opportunities has been a top priority for Wyoming's DD agency. NASDDDS has provided thorough and relevant support to our agency so that we can be responsive and proactive regarding developments in the federal policy arena. NASDDDS truly represents the interests of DD services agencies at the national level."



NASDDDS STATE MEMBERS

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

ALABAMA

Terry Pezent
Associate Commissioner
Division of Developmental
Disabilities

ALASKA

John Lee
Director
Senior and Disabilities Services

ARIZONA

Zane Garcia Ramadan
Assistant Director
Division of Developmental
Disabilities

ARKANSAS

Melissa Stone
Director
Division of Developmental
Disabilities Services

CALIFORNIA

Nancy Bargmann
Director
Department of Developmental
Services

COLORADO

Bonnie Silva
Director
Office of Community Living

CONNECTICUT

Jordan Scheff
Commissioner
Department of Developmental
Services

DELAWARE

Marissa Catalon
Director
Division of Developmental
Disabilities Services

DISTRICT OF COLUMBIA

Andrew Reese
Director
Department on Disability Services

FLORIDA

Barbara Palmer
Director
Florida Agency for Persons with
Disabilities

GEORGIA

Ronald Wakefield
Director
Division of Developmental
Disabilities

HAWAII

Mary Brogan
Administrator
Developmental Disabilities
Division

IDAHO

Cameron Gilliland
Deputy Administrator
Family and Community Services

ILLINOIS

Allison Stark
Director
Division of Developmental
Disabilities

INDIANA

Kim Opsahl
Director
Disability and Rehabilitative
Services

IOWA

Marissa Eyanson
Administrator
Division of Mental Health and
Disability Services

KANSAS

Laura Howard
Secretary
Department for Aging and
Disability Services

KENTUCKY

Claudia Johnson
Director
Division of Developmental and
Intellectual Disabilities

LOUISIANA

Mark Thomas
Deputy Secretary
Department of Health

LOUISIANA

Julie Foster Hagan
Assistant Secretary
Office for Citizens with
Developmental Disabilities

MAINE

Elizabeth Hopkins
Director
Office of Aging and Disability
Services

MARYLAND

Bernard Simons
Deputy Secretary
Developmental Disabilities
Administration

MASSACHUSETTS

Jane Ryder
Commissioner
Department of Developmental
Services

MICHIGAN

Allen Jansen
Senior Deputy Director
Behavioral Health and DD
Administration

MINNESOTA

Natasha Merz
Director
Disability Services Division

MISSISSIPPI

Craig Kittrell
Director
Bureau of Intellectual Disabilities

MISSOURI

Jessica Bax
Director
Division of Developmental
Disabilities

MISSOURI

Valerie Huhn
Deputy Director
Department of Mental Health

MONTANA

Lindsey Carter
Bureau Chief
Developmental Disabilities
Program

NEBRASKA

Tony Green
Interim Director
Division of Developmental
Disabilities

NEVADA

Dena Schmidt
Administrator
Aging and Disability Services
Division

NEW HAMPSHIRE

Nancy Rollins
Interim Director
Division of Long Term Supports
and Services

NEW JERSEY

Jonathan Seifried
Assistant Commissioner
Division of Developmental
Disabilities

NEW MEXICO

Scott Doan
Deputy Director / Interim Division
Director
Developmental Disabilities
Supports Division

NEW YORK

Theodore Kastner, MD, MS
Acting Commissioner
Office for People with
Developmental Disabilities

NORTH CAROLINA

Kody Kinsley
Interim Director
DMH/DD/SAS

NORTH DAKOTA

Tina Bay
Director
Developmental Disabilities
Division

OHIO

Jeff Davis
Director
Department of Developmental
Disabilities

OKLAHOMA

Beth Scrutchins
Director
Developmental Disabilities
Services

OREGON

Lilia Teninty
Director
Office of Developmental
Disabilities Services

PENNSYLVANIA

Kristin Ahrens
Deputy Secretary
Office of Developmental
Programs

RHODE ISLAND

Kevin Savage
Acting Director
Division of Developmental
Disabilities

SOUTH CAROLINA

Constance Holloway
Interim Director
Department of Disabilities and
Special Needs

SOUTH DAKOTA

Joey Younie
Director
Division of Developmental
Disabilities

TENNESSEE

Brad Turner
Commissioner
Department of Intellectual &
Developmental Disabilities

TEXAS

Sonja Gaines
Deputy Executive Commissioner
IDD and Behavioral Health
Services

UTAH

Angella Pinna
Director
Division of Services for People
with Disabilities

VERMONT

(Vacant)
Director
Developmental Disabilities
Services Division

VIRGINIA

Heather Norton
Acting Deputy Commissioner
Division of Developmental
Services

WASHINGTON

Debbie Roberts
Assistant Secretary
Developmental Disabilities
Administration

WEST VIRGINIA

Randall Hill
Director
Home & Community Based
Services

WISCONSIN

Curtis Cunningham
Deputy Administrator
Division of Long Term Care

WYOMING

Lee Grossman, MPA
Administrator
Developmental Disabilities
Section

NASDDDS FINANCIALS

NATIONAL ASSOCIATION OF STATE DIRECTORS OF DEVELOPMENTAL DISABILITIES SERVICES STATEMENT OF ACTIVITIES AS OF JUNE 30, 2021

	Annual Budget	Current Month Actual	Year To Date Actual	Variance YTD vs Annual Budget	% of Annual Budget
Revenue					
Membership Dues	1,099,523.00	0.00	1,105,276.00	5,753	101 %
Project Fees	2,452,993.00	(43,564.00)	2,342,995.20	(109,998)	96 %
Grant/Contract Income	723,428.00	65,839.83	747,887.02	24,459	103 %
Investment Income	35,000.00	8,110.99	57,135.53	22,136	163 %
Other Income	11,250.00	33.06	13,087.47	1,837	116 %
Registrations	318,822.00	84,290.40	199,028.49	(119,794)	62 %
Publication Sales	200.00	0.00	418.15	218	209 %
Total Revenue	4,641,216.00	114,710.28	4,465,827.86	(175,388)	96 %
Expenses					
Personnel					
Salaries	1,601,170.00	145,257.55	1,607,564.32	6,394	100 %
Payroll Taxes	122,490.00	8,617.98	108,717.64	(13,772)	89 %
Health & Dental Insurance	87,826.00	12,813.63	69,423.48	(18,403)	79 %
Life & Disability Insurance	18,096.00	1,451.16	17,386.03	(710)	96 %
Retirement Benefits	97,320.00	7,168.49	97,681.77	362	100 %
Workers Comp	5,500.00	311.25	5,427.00	(73)	99 %
Total Personnel	1,932,402.00	175,620.06	1,906,200.24	(26,202)	99 %
Services					
Contractual Services	1,723,165.00	94,593.81	1,756,444.41	33,279	102 %
Accounting Services	110,745.00	6,976.10	113,439.42	2,694	102 %
Audit Fees	23,000.00	0.00	27,422.75	4,423	119 %
Payroll Fees	3,226.00	436.00	5,293.00	2,067	164 %
Legal Fees	5,000.00	0.00	1,198.00	(3,802)	24 %

	Annual Budget	Current Month Actual	Year To Date Actual	Variance YTD vs Annual Budget	% of Annual Budget
IT Support	20,300.00	521.25	10,571.53	(9,728)	52 %
Time Tracking Fees	1,284.00	0.00	1,000.00	(284)	78 %
Total Services	1,886,720.00	102,527.16	1,915,369.11	28,649	102 %
Travel & Meeting					
Hotel Expenses	164,500.00	0.00	0.00	(164,500)	0 %
Speaker/ Consult. Fees	4,000.00	0.00	220.69	(3,779)	6 %
AV rental & other meeting	36,200.00	119.39	119.39	(36,081)	0 %
Board / Comittee Travel	3,000.00	0.00	0.00	(3,000)	0 %
Speaker / Consult. Travel	4,000.00	0.00	0.00	(4,000)	0 %
Business Sponsored Meals	2,500.00	0.00	0.00	(2,500)	0 %
Staff Travel	157,288.00	0.00	(858.40)	(158,146)	(1) %
Total Travel & Meeting	371,488.00	119.39	(518.32)	(372,006)	(0) %
Other Expenses					
Office Supplies	5,900.00	57.72	2,201.90	(3,698)	37 %
Small Equipment	1,400.00	0.00	67.21	(1,333)	5 %
Server / Web Maintenance	17,888.00	296.46	6,748.42	(11,140)	38 %
Printing (service & material)	4,000.00	273.48	5,050.04	1,050	126 %
Postage	300.00	0.00	489.54	190	163 %
Equipment Rental (Postage)	3,156.00	0.00	11,809.00	8,653	374 %
Internet Fees (DSL)	3,660.00	974.90	5,103.85	1,444	139 %
Telephone	19,510.00	669.04	8,434.78	(11,075)	43 %
Conference Calls	22,630.00	1,882.67	20,182.01	(2,448)	89 %
Bank Fees	30,257.00	2,146.84	31,376.69	1,120	104 %
Dues, Fees & Registrations	52,290.00	6,797.00	82,665.22	30,375	158 %
Subscription / Publications	500.00	0.00	296.77	(203)	59 %
Insurance - Prof Liab/Hazard	18,646.00	1,263.25	16,476.09	(2,170)	88 %
Rent Expense	96,720.00	12,384.18	83,249.18	(13,471)	86 %
Parking	13,040.00	589.38	9,866.28	(3,174)	76 %
Cleaning / Maintenance	2,688.00	216.00	3,018.72	331	112 %
Miscellaneous Expense	1,000.00	1,225.93	10,996.21	9,996	1,100 %

	Annual Budget	Current Month Actual	Year To Date Actual	Variance YTD vs Annual Budget	% of Annual Budget
Racial Equity and Social Justice	0.00	3,125.00	3,125.00	3,125	0 %
Conference IT Platforms	0.00	6,750.00	24,812.27	24,812	0 %
Depreciation	37,826.00	1,479.80	18,187.85	(19,638)	48 %
Real Estate & Property Taxes	2,200.00	2,059.66	3,586.95	1,387	163 %
Total Other Expenses	333,611.00	42,191.31	347,743.98	14,133	104 %
Total Expenses	4,524,221.00	320,457.92	4,168,795.01	(355,426)	92 %
Net Income From Operations	116,995.00	(205,747.64)	297,032.85	180,038	254 %
Unrealized Gain/Loss	0.00	18,497.08	458,352.27	458,352	0 %
Total Gain/Loss	0.00	18,497.08	458,352.27	458,352	0 %
PPP Loan Revenue	0.00	0.00	301,700.00	301,700	0 %
Excess Revenue Over Expenses	116,995.00	(187,250.56)	1,057,085.12	940,090	904 %

FY 20-21: Sources of Revenue

Membership	\$1,306,472.64
SELN & Employment	\$974,908.00
NCI	\$984,969.00
Technical Assistance	\$699,360.50
CoP Expansion	\$336,368.20
Culture of Quality	\$46,000.00
Administration	\$66,723.90
Publications	\$51,025.62
TOTAL	\$4,465,827.86

