STATE OF NEW HAMPSHIRE
DEPARTMENT OF HEALTH AND HUMAN SERVICES

GRANITE STATE EMPLOYMENT PROJECT

MEDICAID INFRASTRUCTURE GRANT
FIVE YEAR STRATEGIC PLAN
2008-2012

Executive Summary

Since 2001 the State of New Hampshire has utilized the funds offered through MIG to improve its infrastructure for providing employment supports to its citizens with disabilities. From the establishment of its Medicaid buy-in program to the augmentation of its personal care services the State has made progress in enhancing its system's capacity to improve employment services and outcomes for individuals with disabilities.

One of the most significant endeavors under the New Hampshire's MIG initiative to date has been the launching of the Granite State Employment Project (GSEP) in 2007. Through this grant, New Hampshire has built a comprehensive five-year strategic plan that will address systemic barriers in the following areas:

1. Collaboration with the business community;
2. Vocational education and transition planning within the Secondary Education system;
3. Training for employment services staff;
4. Coherence between policies, rules, reimbursement and best practices; and
5. Collection of meaningful, reliable and standardized data for decision-making and management.

The Granite State Employment Strategic Plan proposes a five-year initiative to build a comprehensive employment system for New Hampshire. We will utilize MIG funds for the first three years (2008-2010) of the project and State funds for the remaining two-year period (2011-2012) and after. The assignment of State funds in addition to and beyond the utilization of federal dollars are important demonstrations of New Hampshire's strong commitment to a lasting transformation of its service system on behalf of its citizens' with disabilities, who wish to work and be contributing members of their communities.

I. PAST MIG ACTIVITIES AND OUTCOMES

During the last six years, the State of New Hampshire has accessed resources under MIG to bring about the following improvements in its system of supports for its citizens with disabilities:

- One of the most significant accomplishment under MIG has been the passage of the New Hampshire Work Incentive Act legislation, RSA 167:66, IX, in June of 2001 and subsequent establishment of the Medicaid Buy-In program, known as Medicaid for Employed Adults with Disabilities (MEAD). In trying to separate Medicaid eligibility from total poverty, this program helps people maintain their health care services through Medicaid while working and earning relatively meaningful levels of income. As a result, MEAD allows a single individual to earn a net income of up to a 450% of the federal poverty level and save assets up to $23,420 without losing his or her Medicaid. Moreover, the MEAD program has had the added benefit of enabling these individuals to contribute to the financial well-being of their communities as taxpayers.

  [Note: to date 1,428 individuals have qualified for the MEAD program in 2007. To increase the enrollment under MEAD, the State has made arrangements to hold 12 statewide educational forums during calendar year 2008 to provide information and counseling to individuals with disabilities regarding benefits and work incentives. These sessions will be facilitated by the Southern NH University Center for Community Economic Development and Disability and Granite State Independent Living.]

- Another important area of system improvement under MIG has been the introduction of benefits planning services. Since 2003, four benefits specialists have been located at six of the New Hampshire Employment Security One-Stop Work Centers to counsel people regarding benefits and work incentives. In addition to providing individual counseling, the specialists have also made group presentations to the staff of Community Mental Health Centers and Area Agencies, Peer-Support Groups, advocacy groups, college and high-school students and other entities that interact with or support individuals with disabilities.

- MIG funds were used during 2002 and 2003 to provide the 13 New Hampshire Employment Security One-Stops with equipment and resource materials (e.g., screen readers, audio "how to" tapes) to make them more accessible to individuals with disabilities. In addition, training was provided to the staff of One-Stops regarding use of the purchased equipment and resource materials. This initiative with the One-Stops also included staff trainings on disability awareness issues and creation of a resource guide called "Disability Etiquette."

- MIG was instrumental in the development of two "Tool Kits." The first, a Ready-to-Work Tool Kit, is a curriculum on personal futures planning, resume writing, self-directed job searching techniques, employment interviewing skills, and negotiating workplace culture, politics and related skills. It is currently being used by the Independent Living Center's six peer groups. The second, an Employer Tool Kit, was

developed to provide information and guidance to employers regarding reasonable workplace accommodations, tax credits, where to get technical assistance, the Ticket to Work program, and the values and benefits of hiring people with disabilities.

In addition to the above activities, DHHS has made the following system changes to further strengthen the State infrastructure for personal care services and to support individuals to succeed in employment arrangements:

- New Hampshire's Medicaid State Plan was amended to make personal care services available to those individuals who qualify for the MEAD (Medicaid Buy-In) Program. This change in the State Plan ensures that lack of personal care services is not an obstacle for those individuals who would like to work.

- The State rule He-P 601 was revised to expand provider capacity to deliver personal care services. This modification in the rule enables certified Other Qualified Agencies (OQA) to provide agency-directed personal care services, thus complementing the strong infrastructure that is in place for the provision of consumer-directed personal care services. Individuals who want to work and need personal care services at job sites benefit from this increased system capacity. [A snapshot comparison (as of September 30th) of the utilization of agency-directed personal care services by individuals with physical disabilities indicates an increase in enrollment from 115 in 2005 to 197 in 2007.]

- Training, orientation, and education to individuals, family members, service coordinators (case managers) and provider agencies were furnished regarding the availability of personal care service options and how such services could be accessed by individuals to support their employment opportunities. This outreach effort has assisted individuals to make informed decisions and enhance the capacity of service coordinators and other provider agencies to facilitate individuals' access to personal care services at job sites.

The positive impact of the above improvements in the provision of personal care services are beginning to be reflected in the following data regarding the number of individuals with disabilities benefiting from such services in New Hampshire:

Number of Individuals Provided with Personal Care Services under NH Medicaid

Data Obtained On	Individuals With Physical Disability	Individuals With Developmental Disability	Total
9/30/2005	536	1,170	1,706
9/30/2006	635	1,178	1,813
9/30/2007	792	1,271	2,063

Source: NH Medicaid Database

Lastly, to further augment its system's capacity to address the health care needs of its citizens, the State of New Hampshire has established an Enhanced Care Management system (administered by Schaller-Anderson Inc.) under its Medicaid. This program is intended to provide supports to those individuals with disabilities -who also have chronic ailments- to access health care services on a consistent basis. Under this arrangement each individual has a "medical home" with a primary physician and a care coordinator, through which appropriate health care can be accessed in a timely and dependable manner. This important program under New Hampshire's Medicaid is another indication of the State's commitment to reduce and remove health care and disability related issues as barriers to employment.

II. NEW HAMPSHIRE ECONOMIC OUTLOOK

New Hampshire has been recognized by a number of sources as a good State to live and work in: A 2006 survey conducted by the Morgan Quitno Corporation ranked New Hampshire 1st as the "Most Livable State" and 2nd for the "Healthiest State." Similarly, the New Hampshire Economic Review identified the State having the lowest crime rate, and the highest ranking for child and family well-being and the fastest growing population of all the six New England states. According to the U.S. Department of Commerce, Bureau of Economic Analysis, in 2006 the State had one of the highest income levels in the country, ranking 7th with a per capita income of $39,311 (vs. the national per capita income of $36,276.)

As of 2006 New Hampshire had a total population of 1,314,895. With a median age of 40, New Hampshire has a population that is aging faster than the national average rate. Close to 30% of the State's population is between the ages of 45 and 64.

According to the US Bureau of Labor Statistics, as of September of 2007, the unemployment rate in New Hampshire was at 3.5%, significantly below the national average rate of 4.2%. [Historically the upper northern region of the state has the highest unemployment rate.] The NH Economic and Labor Market Information (ELMI) Bureau projects an increase of 113,700 new jobs over the next 10-year period. Because of the aging population and pending retirement of large numbers of "baby boomers," the demand for replacement workers will be high even for occupations in decline. Workers with appropriate skills training will be needed to fill the demand for new workers, arising through both job growth and job replacement.

III. ENVIRONMENTAL ANALYSIS

Based on the 2006 data provided by the Cornell University Disability Statistics, approximately 54,000 New Hampshire residents (ages 21 to 64) identify themselves as having some form of disability that impacts their capacity to have employment (about 6.6% of the State's estimated total workforce.) Of those 54,000 NH residents only 13,000 had

employment in 2006, which means that just 23% of those with a disability had jobs - whereas 85% of those without disabilities were estimated to have employment. Moreover, of the 54,000 residents with employment disability merely 6% (about 3,000 people) had fulltime/full year employment. The poverty rate in New Hampshire for people with employment disability (28%) was more than five times the rate for those without disability (5%.)

According to the US Census Bureau's 2000 figures, the highest number of persons with disability was in the Hillsborough County with 59,201; followed by Rockingham 37,900; Merrimack 21,217; Strafford 17,481; Grafton 12,335; Cheshire 12,320; Belknap 9,527; Carroll 8,583; Coos 8,034; and Sullivan 7,295. For registered job seekers, the 2005 ELMI showed the highest percentage for "handicapped" in the Merrimack County, "youth" in the Sullivan County, "indigent" in the Sullivan County, "minority" in the Hillsborough County, "veterans" in the Strafford County, and "females" in the Carroll County.

A review of employment documentation from the NH Bureau of Vocational Rehabilitation, the NH Bureau of Developmental Services, and the US Social Security Administration provides important additional background information for better understanding of the employment situation for New Hampshire citizens with significant disabilities:

1) Work participation among individuals with disabilities receiving Supplemental Security Income (SSI) has dropped over time. Information from the Social Security Administration for New Hampshire shows that the percent of individuals receiving SSI who are working has dropped substantially from 15% in 1990 to 10% in 2005. In spite of support from MEAD (Medicaid for Employed Adults with Disabilities) and other innovative programs, individuals with disabilities receiving SSI are less likely to be employed than they were four years ago. It is critical to develop strategies to reverse this trend. The MIG has a statewide outreach initiative to 12 regions of the state that will target individuals on SSI, SSDI, and the Medicaid Buy-In to offer monthly educational forums and information to help individuals access the employment services they need and maximize their employment potential.

2) Length of employment of individuals with significant disabilities has decreased. The state's Bureau of Developmental Services has found that while a majority of individuals with developmental disabilities who were employed had sustained their employment for at least 12 months, the percentage declined from 89% in 2003 to 81% during the first half of 2006.

3) Reliance on the welfare system continues to be a major challenge. The Bureau of Vocational Rehabilitation regularly collects information on the proportion of participants who indicate a change in their primary source of income from reliance on welfare support to earned income. Only 48% of VR customers in FY '01 and 54% in FY '05 indicated that their wages had become their primary source of income. Reasons for this lack of significant change include a tendency for many job

placements to be in lower-paying occupations and part-time positions, and a lack of access to information on available work incentives.

4) Average income received by individuals with disabilities falls far short of a livable wage. New Hampshire residents receiving Vocational Rehabilitation services have seen their average weekly wages drop from $342 in FY '01 to $318 in FY '05. Earnings for individuals with developmental disabilities are significantly lower, fifty-eight percent of New Hampshire residents receiving services through BDS are working ten hours a week or less, for average weekly earnings of $59. Based on the 2006 New Hampshire's Basic Needs and Livable Wage study, the estimated livable wage in New Hampshire for a single person is $417 per week.

In addition to the above statistics there is also information from a set of studies conducted by the Southern New Hampshire University that make it clear that there is a significant need to further develop the employment opportunities and conditions for New Hampshire's citizens with disabilities. As part of its MIG activities during 2004 and 2005, the State initiated studies to gain insight into employment conditions and barriers for people with disabilities. The Center for Community Economic Development and Disability at Southern New Hampshire University (SNHU) was contracted to carry out studies that included surveys and in-depth interviews with key stakeholders: people with mental illness or developmental disability, and Vocational Rehabilitation counselors. Survey findings from the Workforce Opportunity for People with Disabilities indicated that 75% of respondents are very interested in accessing job-training services for knowledge and skill building, 77% reported a need for accommodation in the workplace, such as flexibility regarding reduced hours or increased breaks. Preferred occupational areas included computer, healthcare, education, and customer service fields. The survey findings also identified perceived fears related to loss of benefits as a major obstacle.

The studies done by SNHU have identified the following overarching barriers with respect to employment issues:

- There is a lack of strong leadership, a shared vision, and cooperative action at all levels of the system, including individual, family, agency, community, and the state. Through greater focus and collaboration on providing employment opportunities to people with disabilities, the system can build on its accomplishments to date and overcome many of the obstacles to employment.

- The system needs to present a shared message to business community and develop common practices among employment service providers. The high degree of variation in the approaches used by providers leads to mixed results in employment outcomes and inconsistent relationships for and with employers.

- There is a lack of well-trained, high quality job developers and employment consultants. The system needs to invest in the necessary resources to provide

training related to core competency areas, as well as offering training opportunities for advanced practitioners.

- There is a need for making modifications in funding employment services to create flexible or alternative funding mechanisms. These improvements range from creating Supported Employment funding for people with mental illness to removing reported financial disincentives to providers of Supported Employment within the developmental services system.

- Overall, the Secondary Education system lacks effective strategies to provide vocational education, skill building, and transition planning. There are indications that many young adults with disabilities are coming out of the school system with very limited or no employment experience. Students with disabilities need to be provided with work opportunities during their school years before transitioning to the adult workforce.

- There is a need for collecting meaningful, reliable and standardized data across various service systems, provider organizations and State agencies. Although a number of public and private entities appear to collect employment related data and information, it is clear that what is gathered differs across disability groups and agencies. It is essential that the State have access to and rely on more than disjointed and/or anecdotal data in trying to understand and improve the problems associated with its employment services system and to better gauge whether it is making progress in improving the employment and economic opportunities for its citizens with disability.

IV. DEVELOPMENT OF THE GRANITE STATE EMPLOYMENT PROJECT STRATEGIC PLAN

When DHHS/BDS received the approval from CMS for its MIG 2007 submission, it established two leadership groups to develop the Granite State Employment Project Strategic Plan: 1) The State Project Team (SPT) included project personnel and staff members from the Division of Vocational Rehabilitation, Bureau of Behavioral Health, Bureau of Developmental Services, Department of Education and Department of Employment Security; and 2) The Steering Committee, with representatives from disability groups, business community, advocacy organizations, community providers, and staff members from state agencies, colleges and universities whose activities involve employment issues.

In conceptualizing the Strategic Plan, one of the important considerations the GSEP leadership took into account was the State of New Hampshire's long tradition of valuing its local communities' capacities to make decisions and address issues related to many aspects of community life. The practice of respecting and actually deferring to "local control" has influenced the way New Hampshire has established and supported social services systems

within the State. More specifically, in creating its service system, the State has, overall, avoided centrally managed arrangements and has, instead, organized services regionally. This de-centralized approach has served New Hampshire citizens well, as regional entities respond directly to the needs of people, applying local solutions to problems and, whenever possible, accessing local resources. Considering that in New Hampshire the natural inclination is to find solutions and make decisions locally, it followed that the GSEP efforts to improve employment outcomes should be anchored to locally designed and implemented initiatives.

As a result the GSEP leadership decided to establish two "Lead Agencies" to launch cross-disability planning efforts. These two agencies were intended to collect information from key stakeholders; to identify the priority areas; pilot new models of service provision; test revisions in policies, rules and reimbursement; and establish coalitions and networks to improve local infrastructure to create an integrated, consumer-driven, and outcome-based local employment system. Within this conceptualization, the discoveries and successes obtained through the Lead Agency efforts would be replicated and rolled out throughout the rest of the State's regions.

In January 2007, through an RFP process, the SPT designated the agencies from Keene and Nashua regions as Lead Agencies. As a first step, each Lead Agency established a cross-disability Local Project Team (LPT) and a Local Steering Committee, both of which were comprised of members from a variety of regional stakeholders, including individuals with disabilities and their families. The Lead Agencies then embarked on an effort to obtain input from a variety of local stakeholders regarding the strengths and shortcomings of the current system, as well as recommendations concerning what outcomes needed to be targeted under the grant.

In conducting a wide array of surveys, interviews, focus groups and forums, the two agencies were collectively able to reach out to the following stakeholder groups:

- Individuals with disabilities (a total of 45 attended 6 focus groups);
- Family members (a total of 13 attended 2 focus groups);
- Employers, representing restaurants, hospitals, banks, self-owned proprietary businesses, construction, and other business sectors (a total of 34 attended 5 forums);
- Agencies providing employment services (a total of 16 attended 2 forums);
- Educators, both high school and post-secondary, including Transition Counselors, Special Education Directors, and other related faculty (a total of 14 attended 2 forums).

In addition the two LPTs conducted:

- An anonymous survey to which eleven employment services agencies responded;
- Eight surveys with regional agencies regarding the collection of employment data, (what is gathered, how often, how it is stored, and where the gaps may lie); and

- Three interviews with representatives from State agencies (the Bureau of Developmental Services, the Bureau of Behavioral Health, and Vocational Rehabilitation of New Hampshire) related to issues of policy, rules, collaboration, and areas of greatest need.

Both Lead Agency Project Teams and Steering Committees met a number of times to review the information from forums, surveys and interviews and to further discuss issues. Based on this review, both agencies identified major themes to work on within their projects and developed related work groups. The Nashua site established five workgroups: **Employer**, **Employment and Transition Models, Professional Development and Training, Data and Tracking,** and **Policy.** The Keene area created the work groups of **Employer Relations, Education, Systems Change** and **Data Base**. All workgroups included representatives from key stakeholders –including individuals and family members who had participated in earlier forums and subsequently volunteered to serve on the workgroups- and met a number of times during the spring and summer of 2007 to hold in-depth discussions and formulate a regional plan for the improvement of local employment services. Few differences surfaced from each of the LPTs Strategic Plan and were resolved by workgroup meetings and during their two-day retreat meetings where objectives were further refined

Throughout the spring and summer of 2007, the two LPTs also held a number of joint meetings with the State Project Team and Steering Committee to discuss the progress being made under the grant, review specific issues and questions, and to address concerns. These meetings not only served to advance the MIG initiative and plan but also to establish a foundation for better collaboration between State and regional agency representatives.

Ultimately, each Lead Agency submitted to the SPT a comprehensive regional plan, identifying goals, strategies, and activities that they proposed to engage in to modify their regional service infrastructure and to improve employment opportunities and outcomes for individuals with disabilities. The plans from the Lead Agencies were reviewed and critiqued by the SPT members, resulting in further refinements. In their joint discussions, the Lead Agency staff and the SPT members also consulted and deliberated extensively about the creation of a statewide plan to enhance the service systems' capacity in all regions of the State. On October 11, 2007, a daylong planning session was held to further discuss the statewide plan. The meeting was attended by the members of the SPT, the Lead Agency project teams, and the State Steering Committee and was facilitated by NH's national Technical Assistance consultant from Health and Disability Advocates. Information and recommendations developed at this gathering further shaped the elements of the statewide plan. To make the plans available to the public, both the state Plan and the regional plans were posted on the state's DHHS web site and the agencies' web site respectively.

The above planning efforts included representatives from a number of key stakeholder groups. Overall, 17 participants represented consumer and family membership, 7 represented employers/business community, 11 represented schools, 27 members

represented employment and other social service provider agencies, and 16 participants represented other stakeholder groups, such as advocacy and higher education entities.

Utilizing the findings and recommendations of the Lead Agencies, as well as the conclusions of the studies done by The Center for Community Economic Development and Disability at Southern New Hampshire University, the GSEP is proposing a five-year plan, three years of which (2008-2010) will be implemented under MIG while the remaining two years (2011-2012) will be supported through the resources of the State of New Hampshire. The proposed five-year plan envisions a gradual expansion of efforts and improvements across the state through the activities of the SPT and the two Lead Agencies, which will explore new ideas, methods and models. The lessons learned from such efforts will shape other activities and efforts carried out regionally and statewide.

Since some of the major components of New Hampshire's service system infrastructure have been organized through 10 regions, it is proposed that the implementation of the plan will be incrementally initiated through the addition of two regions for every year of the five-year plan: i.e., in 2008 the two Lead Agencies will participate in the project; in 2009 four regions will be included; in 2010 a total of six regions will take part; in 2011 eight regions will be involved and by 2012 all 10 regions of the State will be participating in the project.

It should be noted that in spite of this regional focus and incremental approach, each and every one of the lessons, solutions and benefits emerging from local activities would be shared with all stakeholders statewide on a timely basis to bring about a comprehensive improvement in the State's employment services without delays. Parallel to the efforts being made regionally, the five-year plan includes significant efforts and activities that will be carried out statewide, the benefits of which will be global. Examples of such statewide endeavors include offering employment training opportunities to staff from all regions of the State, collaboration with the Business Leadership Network, a statewide public relations campaign to reach out to the business community, as well as revision of state agency policies, regulations and reimbursement processes to better facilitate and support employment services for individuals with disabilities.

V. GRANITE STATE EMPLOYMENT STRATEGIC PLAN 2008-2012

Mission

The mission of the Granite State Employment Project is to improve employment opportunities for New Hampshire citizens with disabilities so that they may fully participate in and better contribute to their communities.

Vision

The vision of the Granite State Employment Project is that:

- There is a statewide infrastructure -including well trained staff- that provides high quality employment supports to individuals with disabilities;

- The statewide employment infrastructure serves both the needs of the individuals with disabilities and the business community;
- New Hampshire's business community is a key partner in creating and improving employment opportunities for individuals with disabilities and meeting the State's workforce needs;
- Schools offer effective secondary transition services that result in employment or post secondary education that leads to employment for students with disabilities;
- Policies, rules and reimbursement regarding employment services are in accord with employment best practices and desired outcomes; and
- There is a transparent employment database to inform individuals, families, policy-makers, providers, and funding entities about regional employment issues and outcomes.

Guiding Principles

- New Hampshire's citizens with disabilities have the right to:
    - Access meaningful employment opportunities in generic work settings;
    - Earn income to be a full participant in their communities;
    - Make decisions regarding the nature and extent of their employment options –from entry level work to the most advanced jobs;
    - Choose their employer; and
    - Choose the provider of their employment services;
- New Hampshire's efforts regarding providing employment supports to individuals with disabilities are most effective when:
    - There is strong collaboration among key stakeholders (i.e., the business community, employment services providers, schools and funding entities;)
    - Close attention is paid to New Hampshire's workforce needs and employer preferences when individuals are being assisted to obtain jobs;
    - Employment services are provided based on individuals' interests, capacities and preferences; and
    - Employment services are provided by well-trained staff.

STRATEGIC PRIORITIES 2008-2012

Strategic priority areas that follow include a statement of the problem, background information, and proposed goals, strategies, outcomes and activities. Specific project activities are being fine-tuned and will be implemented with an evaluation component. Data workgroups are working to identify data sources and methods, as well as exploring a database design at regional and state levels.

STRATEGIC PRIORITY I: OUTREACH TO AND PARTNERSHIP WITH EMPLOYERS

Problem

Many businesses either have not considered hiring individuals with disabilities or are reluctant to do so for fear of having problems.

Background

Information from businesses/employers indicate that:

- Employers are not informed about the contributions that individuals with disabilities can make in NH's workforce;
- The current efforts regarding informing businesses of the advantages of hiring individuals with disabilities need to be improved;
- Employers have concerns about accommodations leading to problems that effect productivity and ultimately their bottom-line;
- Employment services staff are not always or fully oriented on employer/business needs and expectations;
- Employers want to receive clear and complete information from service providers regarding:
    - An individual's specific abilities and disabilities in order to find an appropriate job fit; and
    - The accommodations that need to be made to address the gaps between an individual's abilities and job responsibilities.

Goal

Create working partnerships between businesses and employment service providers -at both a local and state level- so that individuals with disabilities have access to and retain the jobs that they want.

Strategy

The Lead Agencies will:

- Develop a targeted, and multi-agency regional public relations campaign regarding the contributions that individuals with disabilities can make in NH's workforce; and
- Develop and demonstrate new or expanded workforce development models with key sectors or industries for the dual purpose of:
    - Meeting labor demands for employers, and
    - Improving gainful employment opportunities for youth and adults with disabilities.

DHHS, DOE, DES and VR will collaborate to:

- Work with the Governor's Task Force on Employment and Economic Opportunities to collaborate with Business Leadership Network;
- Develop a targeted, and multi-agency public relations campaign statewide regarding the contributions that individuals with disabilities can make in NH's workforce;
- Support local efforts regarding sector-based employment initiatives and activities; and
- Assist other regions of the State to take advantage of the models developed in Keene and Nashua areas.

Proposed Outcomes

There will be an increase in:

1. Business awareness of individuals with disabilities as an untapped labor force;

2. The number and variety of employers hiring and retaining youth and adults with disabilities;
3. Employers' comfort and confidence in employing individuals with disabilities and knowledgeable about sources of assistance;
4. Internship opportunities for students and young adults at business sites;
5. Employers willing to promote employing individuals with disabilities with other businesses; and
6. The number of businesses participating in local and statewide Business Leadership Networks.

Proposed Activities

1. 2008 - Analyze specific occupational information, labor supply, demand, gaps and trends per business sector to target for gainful employment outcomes/career ladders;
2. 2008 - Negotiate program design elements for specific sector/employer and develop or expand sector based employment models in targeted areas to create employment opportunities for a number of individuals with disabilities;
3. 2008/09 - Develop a recruitment and referral process for target audiences for a specific sector and refer candidates with identified job goals for interviews and training programs;
4. 2010 through 2012 - Replicate successful model demonstrations in other parts of the state;
5. 2008/09 - Create resource networks for employers to provide information and resources regarding employing individuals with disabilities;
6. 2009/10 - Develop a curriculum to conduct training for human resource staff from a variety of businesses;
7. 2009 - Establish an employer-friendly web site to provide information and support to businesses regarding employing individuals with disabilities;
8. 2008 - Evaluate existing public relations and marketing campaigns;
9. 2008 - Review effective public relation campaigns in other states and attempt to model successful pieces that relate to New Hampshire;
10. 2008 - Identify goals for public relations specific to each target audience, develop a message and select media outlets; and
11. 2008/09 - Implement the marketing campaign and share success stories.

STRATEGIC PRIORITY II: EMPLOYMENT AND TRANSITION SERVICES FOR STUDENTS

Problem

Students with disabilities do not always receive work-based learning opportunities to be prepared to enter New Hampshire's workforce.

Background

Information from individuals, families, educators and service providers indicate that:

- A significant portion of students do not receive work-based learning opportunities during their school years;
- Students and their families are not informed about employment options;
- School systems are inconsistent in their capacities, resources, and expertise related to providing employment training and opportunities to students;
- Academic pre-requisites are creating barriers for students with disabilities from becoming enrolled in vocational opportunities; and
- There is last-minute focus (typically a year before graduation) on employment needs, rather than helping students identify interests at younger ages and engaging them in timely and long-term planning on career-development.

Goal

Increase school and community capacity to effectively prepare and support students with disabilities for entrance and mobility in the workforce.

Strategy

The Lead agencies will:

- Establish Memoranda of Understanding and work collaboratively with schools to
    - Develop curriculum for career related training for students; and
    - Develop training curriculum for school staff, employers, and service providers;
- Replicate effective programs with additional school districts within the region.

DHHS, DOE, DES and VR will collaborate to:

- Promote successful models across the state to replicate with additional school districts; and
- Work with schools, provider agencies, legislature and businesses to sustain the gains made.

Proposed Outcomes

There will be an increase in:

1. Students, families and schools personal being better informed about work opportunities, incentives and supports;
2. Focus on employment opportunities for students, as demonstrated by a greater number of students having work related goals in their IEPs and having career plans;
3. School and community capacity to deliver early intervention supports for employment for students;
4. The number of students with disabilities receiving work-based learning opportunities (e.g., internships, mentoring, work experiences);
5. The number of students enrolling in post high school training programs; and
6. Young adults being employed at graduation and post graduation.

Proposed Activities

1. 2008 - Recruit local educators and agency personnel for demonstration projects;
2. 2008 - Establish Memoranda of Understanding;

3. 2008 - Convene local employers, educators, students and families to:
    - Review current curriculum and analyze gaps;
    - Develop curriculum for career related training (career planning, hard and soft skills and wellness);
4. 2009 - Pilot new curricula in Keene and Nashua areas;
5. 2008/09 - Develop training curriculum for local school staff, employers, and service providers;
6. 2008/09 - Identify trainers and develop training schedule;
7. 2009/10 - Track project participation and evaluate activities;
8. 2010 - Develop marketing materials related to the project; and
9. 2010/12 - Expand successful models to replicate with additional school districts regionally and statewide.

STRATEGIC PRIORITY III: ENHANCING STAFF TRAINING AND DEVELOPMENT OPPORTUNITIES

Problem

Insufficient staff training and development have diminished provider agency capacity to effectively assist individuals with disabilities to obtain and maintain jobs. Limited system expertise has stagnated growth in the number of adults finding and maintaining employment.

Background

Information from employers, individuals, families, and service providers indicate that:

- Staff members who provide employment services do not receive sufficient, consistent, and high quality training on employment related topics;
- Efforts regarding staff training and development for employment services are inconsistent, fragmented and not well supported;
- Job developers and employment services staff are not always informed, oriented or trained on the abilities of the individual or how to support the individual to succeed on the job site; and
- Lack of training for staff results in limited success in securing employment for adults with disabilities.

Goal

Develop and use a variety of resources to ensure that employment service provider agency staff are well oriented and trained to assist individuals with disabilities to achieve better employment outcomes, including increasing the number of individuals with jobs.

Strategy

The Lead Agencies will:

- Adopt professional standards and certification for employment service staff;
- Develop and consistently conduct training modules; and

- Provide sustainable training, such as train-the-trainer models, that will make training available (beyond the life of the employment project.)

DHHS, DOE, DES and VR will collaborate to:

- Promote staff training and development in a consistent and coordinated manner across the State;
- Work with local and statewide stakeholders to maintain the gains made with respect to having well-trained and qualified employment staff; and
- Dedicate staffing and funding resources to help agencies maintain well-trained employment services personnel.

Proposed Outcomes

There will be an increase in:

1. Availability of consistent and high quality staff training and development opportunities within the employment services system across the state;
2. The number of employment staff who have received training on core competencies and met certification standards;
3. Staff satisfaction regarding employment trainings received and professional development opportunities;
4. Staff, at all levels, being oriented to look for and identify employment potential;
5. Professional skills and qualifications to help individuals with disabilities to achieve better employment outcomes; and
6. The number of individuals with disabilities employed.

Proposed Activities

1. 2008 - Review current staff training resources and activities to analyze specific gaps;
2. 2008 - In collaboration with local stakeholders, develop a list of employment competencies and certification standards for best practices in job development and job support;
3. 2008/09 - Develop and conduct training modules -including online courses- on job development and job support, covering topics such as:
    - Effective marketing;
    - Developing relationships with employers;
    - Motivating individuals to see the advantages of working;
    - Teaching job search skills;
    - Task analysis and teaching job skills;
    - Work place modifications;
    - Labor laws and ADA;
    - Work incentives and benefits; and
    - Community resources;
4. 2008 - Review and evaluate employment related trainings offered by UNH, ICI, Dartmouth PRC, SNHU and other entities and dedicate resources to help staff access them; and

5. 2009/12 - Roll out successful training modules within other parts of the State.

STRATEGIC PRIORITY IV: EMPLOYMENT DATA COLLECTION, ANALYSIS AND APPLICATION

Problem

Data collection, analysis and application regarding employment services and outcomes are inconsistent and fragmented within and across systems. Recipients of services, as well as provider agencies and funding entities, often make decisions without having the benefit of data related to employment services and outcomes.

Background

Information from individuals, families, educators, service providers, businesses and State personnel indicate that:

- Currently there is no coordinated system for data collection among the various entities that provide employment services and funding to individuals with disabilities;
- Each service system or agency collects data independently of the others, despite many individuals receiving services from multiple entities;
- The lack of information prevents a systematic understanding of the effects of different types of employment service models, applications and policies; and
- Decision making at the individual, agency and systemic levels regarding selection, provision and funding of employment services is often not based on data.

Goal

Develop and employ a sustainable data system to track employment outcomes; to facilitate decision-making, policy development, and management of resources; and to improve quality of services.

Strategy

The Lead Agencies will:

- Develop partnerships and MOUs at the local level between stakeholders (such as Vocational Rehabilitation, Area Agencies, Community Mental Health Centers, School Administrative Units, and Employment Security) to:
    - Facilitate the collection, sharing and monitoring of meaningful employment related data for practice, policy, and research purposes; and
    - Design and implement a data collection and management system.

DHHS, DOE, DES and VR will collaborate to:

- Develop MOUs at the State level;
- Promote the utilization of the data system across the State;
- Engage new partners to participate in data collection activities;
- Establish a State level employment data-users group;

- Develop, release and disseminate reports regarding employment services and outcomes;
- Use data for evaluation and system modification; and
- Work with provider agencies and other stakeholders to sustain the database.

Proposed Outcomes

There will be an increase in:

1. Collection of core common employment data across service systems and agencies;
2. Availability and sharing of employment data to facilitate decision-making at the individual, agency, regional and systemic levels regarding selection, provision and funding of employment services; and
3. Collaboration among local state agencies through collection, dissemination and use of employment data.

Proposed Activities

1. 2008 - Evaluate the data available currently to determine specific areas of overlap and gaps;
2. 2008 - Facilitate identification of core data points to be gathered by local sources both at the individuals and regional level;
3. 2008/09 - Design a data management system that answers key employment questions and is compliant with HIPAA requirements;
4. 2008 - Negotiate with local and statewide partners regarding the database design and selection of platforms;
5. 2009/10 - Train identified staff and partners on the use of the system for entries, queries, quality control, ethics, and reports;
6. 2009/10 - Develop different ways of making relevant data available to individuals and families for decision-making; and
7. 2010/12 - Incrementally expand local data partnerships to include additional entities during the life of the project.

STRATEGIC PRIORITY V: ENHANCEMENT OF POLICIES, RULES AND FUNDING ARRANGEMENTS FOR EMPLOYMENT SERVICES

Problem

Content and/or misinterpretation of policies and rules are said to present obstacles to the creation of successful employment outcomes (e.g., individuals who are “low-utilizers” of mental health services cannot receive the supports they need to find and maintain employment.) Payment for employment services is not tied to outcomes.

Background

Information from individuals, families, educators and service providers indicate that:

- There is a policy and service gap for 18-21 year olds that makes it difficult for youth to obtain and effectively utilize employment services that are applicable to career choices;
- Some school district policies do not reflect or support "Real World" (extended) learning opportunities for students and diploma strategies based on flexible work-based career experiences;
- There are discrepancies between policies, rules, reimbursement mechanisms, data reporting requirements and employment services best practices and desired outcomes;
- There is misinformation, misinterpretation and lack of knowledge regarding policies, rules and payment options related to employment services;
- There is a need for innovative payment strategies regarding employment services; and
- There are policy and funding barriers to efficient and high-quality employment services for individuals who have mental illness and who are "low-utilizers" of services.

Goal

Remove policy, regulation and payment related barriers to creating successful employment outcomes for individuals with disabilities.

Strategy

The Lead Agencies will:

- Perform an analysis of specific policy, regulation and funding barriers and gaps regarding employment services;
- Develop a plan with alternative solutions to and recommendations for policy, rule and reimbursement issues;
- Propose and pilot innovative models of employment services, including "pay for performance" and "best practices" contracting models;
- Propose and pilot demonstration activities and solutions related to services for individuals who have mental illness and who are "low-utilizers"; and
- Develop a handbook for providers to assist them to serve individuals using best practices (individualized placements services.)

DHHS, DOE, DES and VR will collaborate to:

- Study, support and disseminate the demonstration models carried out by the Lead Agencies;
- Study and implement the proposed modifications to policy, rule and reimbursement for employment services; and
- Offer trainings for providers across the State to raise awareness and proper understanding of policies, rules and reimbursement; how to work within them, and how to make necessary changes.

Proposed Outcomes

There will be an increase in:

1. Accord between policies, rules, reimbursement mechanisms, data reporting requirements and employment services best practices and desired outcomes;
2. Utilization of innovative reimbursement and contracting models, including "pay for performance" and benchmark/outcomes models;
3. The number of school districts having policies that support school-to-career transitions, "Real World" learning opportunities and flexible work-based career experiences for students; and
4. Provision of employment services for individuals who have mental illness and who are "low-utilizers" of services.

Proposed Activities

1. 2008 - Establish a workgroup to:
    - Perform an analysis of specific policy, regulation and funding barriers and gaps regarding employment services for:
        - Students with disabilities; and
        - Adults with disabilities;
    - Prepare policy analysis briefs for each policy targeted; and
    - Develop a plan with alternative solutions to and recommendations for policy, rule and reimbursement issues;
2. 2008 - Provide outreach to school districts across the State regarding policies that support school-to-career transitions, "Real World" learning opportunities and flexible work-based career experiences;
3. 2009/10 - Pilot innovative models of employment services, including "pay for performance" and "best practices" contracting models;
4. 2009/10 - Track and evaluate pilot projects and share results statewide;
5. 2009 - Roll out solutions regarding providing employment services to mental health "low-utilizers" to Community Mental Health Centers across the State; and
6. 2009 - Establish a statewide committee, which could routinely identify and address policy, regulation and funding barriers and gaps regarding employment services.

VI. PLAN IMPLEMENTATION AND SUSTAINABILITY OF EFFORT

Beginning in 2008, DHHS/BDS will dedicate a full-time staff position -*funded through State dollars*- to enhance the project's capacity to implement the statewide plan, carry out the proposed activities beyond 2010 and to sustain the systemic gains made through the five-year plan. As a part of the SPT, this State position will play a very critical role both during the duration of the MIG project and the years after. Moreover, another 0.3 FTE will be dedicated to the five-year plan beginning in 2008 to coordinate collection and management of employment data; this position will also be financially *supported by State funds*. [Note: If there should be further federal funding opportunities under MIG in 2011, the State would be interested in applying for them.] The State of New Hampshire is

dedicating these additional state funds to establish a permanent foundation for an improved infrastructure for its employment services.

During 2008 the two Lead Agency project teams and the SPT will continue to collaborate to implement the local and statewide plans. By pursuing the strategies identified and carrying out the activities planned, the SPT and the LPTs will work toward achieving the desired goals and outcomes. Continued close collaboration and effective communication between the SPT and the LPTs will be crucial to the success of the project.

During 2008 the SPT will also recruit two additional regions of the State and begin to make the necessary arrangements to involve these two new regions in the activities of the project plan. [Note: there have already been very promising discussions with agencies located in the Manchester and Claremont regions of the State, which makes it likely that the activities of the project will expand into those two regions next.] The involvement of these additional regions in the project will be somewhat different from the participation of the Lead Agencies: the new regions will take advantage of the resources and activities (e.g., staff training, IT applications) offered and created through the Lead Agencies rather than "reinventing the wheel" locally. Through a combination of modest funding appropriations from MIG, the State, and redeployment of their own current regional funds the new regions will seek to enhance their local employment services and to achieve better employment outcomes for individuals with disabilities.

For the remainder of the five-year plan the SPT will have the primary responsibility of directing and overseeing the five-year State plan, as well as facilitating and monitoring the two regional plans. The SPT, in consultation with the State Steering Committee and the LPTs, will review and modify the State strategic plan annually to incorporate the lessons and successes emerging from the Lead Agency and other regional projects, as well as the best practices identified nationally.

The SPT will also have a key role in increasing the collaboration between the State agencies that have responsibilities regarding employment services and outcomes. Traditionally, coordination among state entities has been limited and inconsistent; with its membership from key state departments, SPT will work to achieve stronger communication and collaboration among State partners. The Plan envisions a continued active role between SPT, LPTs and advocacy organizations, service providers and businesses.

Lastly, the SPT will seek to strengthen its relationship with the Governor's Task Force on Employment and Economic Opportunities for People with Disabilities. During the prior MIG initiative years, the Governor's Office has been instrumental in sponsoring an Entrepreneurial Workshop to promote business activities and business leaders have participated in employment and diversity conferences coordinated through the Governor's Task Force. Most recently, the Task Force is working to assist with the MIG efforts to establish a Business Leadership Network. Although the Task Force has had some connection with the MIG project (some members of the Task Force are members of the State Steering Committee for MIG) the collaboration between the two groups has been

limited. The proposed five-year plan will focus on establishing a better and more effective relationship and cooperation between the Task Force and SPT.

VII. EVALUATION OF THE PROJECT

During the strategic planning process, baseline Medicaid and special education data were identified for both Lead Agencies. This data will be further reviewed and analyzed during the first quarter of 2008 so that the Lead Agency and statewide project outcome measures can be further fine-tuned.

During the first quarter of 2008 an RFP will be issued to secure a consulting agency to carry out the evaluation of the overall project. In collaboration with the Lead Agency teams, SPT and the project staff, the consulting agency will create a comprehensive plan of formative and summative evaluation activities to assess the implementation of the project and its effectiveness in achieving intended outcomes. All key stakeholders, including individuals with disabilities and their families, will be involved in evaluation activities.

The evaluation will make use of both quantitative and qualitative data collection at a variety of levels and time intervals to determine degree of success with respect to the outcome variables identified in the next section of the proposed plan. The evaluation will utilize surveys, questionnaires, interviews, and other instruments to collect the necessary information for assessment of the project.

The regional and statewide steering teams will be kept informed of the evaluation activities and outcomes at monthly and quarterly meetings and will be posted on LPTs and state DHHS web sites. Information regarding the evaluation process will be reported to CMS for each year of the project and a summary report will be written at the end of the grant period.

OUTCOME VARIABLES MEASURING SUCCESS IN STRATEGIC PRIORITIES

STRATEGIC PRIORITY I: OUTREACH TO AND PARTNERSHIP WITH EMPLOYERS

1. Number of businesses that have received information about the benefits of hiring individuals with disabilities;
2. Number of human resource representatives receiving orientation regarding employing individuals with disabilities;
3. Number of businesses/employers providing internship opportunities to students and youth;
4. Percentage of employers that rate the support received from employment service agencies as “good” or “high”;
5. Number of businesses employing individuals with disabilities;
6. Percentage of employers utilizing tax credits/incentives;

7. Number of businesses participating in local and statewide Business Leadership Networks; and
8. Number of employers participating as “Business Ambassadors”.

STRATEGIC PRIORITY II: EMPLOYMENT AND TRANSITION SERVICES FOR STUDENTS WITH DISABILITIES

1. Percentage of students having work related goals in their IEPs and/or having career plans;
2. Number of students receiving a work experience or other “extended learning”;
3. Number of students completing job seeking and job success training;
4. Percentage of students with post-secondary plans established at least 3 years before graduation;
5. Percentage of students exiting high school to paid community employment or postsecondary education;
6. Percentage of students with employment at graduation or within 3 years post graduation

STRATEGIC PRIORITY III: ENHANCING STAFF TRAINING AND DEVELOPMENT OPPORTUNITIES

1. Number of employment staff trained on core employment service competencies;
2. Percentage of employment staff with advanced training or certification in employment services;
3. Percentage of employment service agencies with staff trained on current work incentive information and benefits planning;
4. High staff satisfaction regarding employment training received and professional development opportunities;
5. Number of employment staff receiving technical support;
6. Percentage of adult service recipients with a specific employment related goal in their plans;
7. Percentage of adult service recipients (no longer in school) with paid employment;
8. Percentage of employed individuals disabilities with wages equal to or above the minimum wage; and
9. Number of individuals accessing work incentives.

STRATEGIC PRIORITY IV: EMPLOYMENT DATA COLLECTION, ANALYSIS AND APPLICATION

1. Percentage of employment service agencies collecting core data elements;

2. Employment data being available to facilitate decision-making at the individual, agency, regional and systemic levels regarding selection, provision and funding of employment services;
3. Employment data being easily accessible to facilitate decision-making at the individual, agency, regional and systemic levels regarding selection, provision and funding of employment services;
4. Number of staff increased knowledge of data system navigation skills, data rating, entry, and management skills.

STRATEGIC PRIORITY V: ENHANCEMENT OF POLICIES, RULES AND FUNDING ARRANGEMENTS FOR EMPLOYMENT SERVICES

1. Percentage of school districts having policies that support "Real World" (extended) learning opportunities and flexible work-based career experiences for students;
2. Employment services agencies rating the agreement between policies/rules and employment services best practices/desired outcomes as "good;"
3. Employment services agencies rating the agreement between reimbursement mechanisms and employment services best practices/desired outcomes as "good;"
4. Employment services agencies rating the agreement between data reporting requirements and employment services best practices/desired outcomes as "good;"
5. Percentage of recipients of low level mental health services being provided with employment services.

PARTNERSHIP WITH BUSINESSES

Desired Outcome

Greater number of NH businesses hire individuals with disabilities and receive effective supports from employment services system

↑ ↑ ↑ ↑ ↑

GSEP Outcomes

- Employers better informed about individuals with disabilities being a part of the workforce.
- Businesses feel more positive about hiring individuals with disabilities
- Employers access employment resources and use tax incentives
- Business human resource policies and practices support hiring individuals with disabilities
- Employers are better supported by employment service providers

↑ ↑ ↑ ↑ ↑

GSEP Planned Activities

- Develop or expand sector based employment models
- Replicate successful models
- Collaborate with businesses to establish internship and mentorship for students
- Launch a PR campaign and a web site to better inform and support businesses
- Recruit employers through Business Ambassadors
- Establish partnerships with Business Leadership Network
- Develop a curriculum to conduct training for human resource staff from a variety of businesses

Current Barrier

A portion of NH's businesses is not amenable to hiring individuals with disabilities

↑ ↑ ↑ ↑ ↑

Current Status

- Businesses do not see individuals with disabilities as a part of NH's workforce
- Employers are fearful about how hiring an individual with disability might be bad for their business bottom-line
- Businesses do not receive effective and consistent support from employment services system
- Employers do not have information about or tap into tax incentives

Note: The elements of the logic models identified apply to both regional Plans as well as the state Plan.

EMPLOYMENT AND TRANSITION SERVICES FOR STUDENTS

Desired Outcome

Students with disabilities are effectively prepared and supported for entrance and mobility in the workforce

GSEP Outcomes

- Students, families and school personnel are better informed about work opportunities, incentives and supports
- Increased focus on employment opportunities for students, as demonstrated by a greater number of students having work related goals in their IEPs and having career plans
- Increased capacity for school and community to deliver early intervention supports for employment for students.
- Greater number of students with disabilities receiving work-based learning opportunities (e.g., internships, mentoring, work experiences)
- Increased number of students enrolling in post high school training programs
- Greater number of young adults having employment success at graduation and post- graduation

GSEP Planned Activities

- Convene employers, educators, and students to review current curriculum and analyze gaps, and develop curriculum for career related training (career planning, hard and soft skills and wellness)
- Recruit educators and agency personnel to design pilot curriculum
- Establish Memorandums of Understanding
- Pilot new curriculum, identify trainers and develop training schedule
- Develop training curriculum for school staff, employers, and service providers
- Track project participation and evaluate activities
- Develop marketing materials related to the transition project
- Expand model to replicate with additional school districts

Current Barrier

Students with disabilities do not always receive work-based learning opportunities to be prepared to enter NH's workforce

Current Status

- A significant portion of students does not receive work-based learning opportunities during their school years
- There is a last-minute focus (usually a year before graduation) to help students on employment needs
- Students and their families are not informed about employment options
- School systems are inconsistent in their capacities, resources, and expertise related to providing employment training and opportunities to students
- Academic pre-requisites are creating barriers for students with disabilities from becoming enrolled in vocational opportunities.

Note: The elements of the logic models identified apply to both regional Plans as well as the state Plan.

ENHANCING
STAFF TRAINING AND DEVELOPMENT OPPORTUNITIES

Desired Outcome

Employment services staff are well oriented and trained to assist individuals with disabilities to achieve better employment outcomes

GSEP Outcomes

- Availability of consistent and high quality staff training and development opportunities within employment services system across the state
- An increased number of employment staff with training on core competencies and certifications
- Increased staff satisfaction regarding employment trainings received and professional development opportunities
- Staff, at all levels, oriented to look for and identify employment potential
- Improved professional skills and qualifications of staff lead to a greater number of individuals with disabilities obtaining jobs and achieving better employment outcomes

GSEP Planned Activities

- Review current staff training resources and activities to analyze gaps
- Develop a list of employment competencies and certification standards for best practices in job development and job support
- Develop & conduct training modules – including online courses- on job development and job support, such as: effective marketing, teaching job search skills, motivating individuals to work, task analysis and teaching job skills, work place modifications, labor laws and ADA, work incentives and benefits, community resources.
- Review and evaluate employment related trainings offered by UNH, ICI, Dartmouth PRC, SNHU and other entities and dedicate resources to help staff access them.

Current Barrier

Insufficient staff training and development diminish provider agency capacity to effectively assist individuals with disabilities to obtain and maintain jobs

Current Status

- Staff members providing employment services do not receive sufficient, consistent, and high quality training on employment related topics
- Efforts regarding staff training and development for employment services inconsistent, fragmented and not well supported.
- Job developers and employment services staff not always informed, oriented or trained on the abilities of the individual or how to support the individual to succeed on the job site.

Note: The elements of the logic models identified apply to both regional Plans as well as the state Plan.

EMPLOYMENT DATA COLLECTION, ANALYSIS AND APPLICATION

Desired Outcome

An easily accessible data system exists to track employment outcomes; to facilitate decision-making, policy development, and management of resources; and to improve quality of employment services

GSEP Outcomes

- Core common employment data elements across service systems and agencies are collected consistently
- Increased availability and sharing of employment data to facilitate decision-making at the individual, agency, regional and systemic levels regarding selection, provision and funding of employment services
- Better collaboration among local and state agencies through collection, dissemination and use of employment data

GSEP Planned Activities

- Evaluate the data available current; determine areas of overlap and gaps
- Facilitate identification of core data points to be gathered by local sources both at the individuals and regional level
- Negotiate with local and statewide partners regarding the database design and selection of platforms
- Design a data management system that answers key employment questions and is compliant with HIPAA requirements
- Develop different ways of making relevant data available to individuals, families, provider agencies, policy makers, and funding entities for decision-making
- Train identified staff and partners on the use of the system for entries, queries, quality control, ethics, and reports
- Incrementally expand local data partnerships to include additional entities during the life of the project

Current Barrier

Data collection, analysis and application regarding employment services and outcomes are inconsistent and fragmented within and across systems. Recipients of services, as well as provider agencies and funding entities, often make decisions without having the benefit of data related to employment services and outcomes.

Current Status

- Currently there is no coordinated system for data collection among the various entities that provide employment services and funding to individuals with disabilities
- Each service system or agency collects data independently of the others, despite many individuals receiving services from multiple entities
- The lack of information prevents a systematic understanding of the effects of different types of employment service models, applications and policies
- Decision making at individual, agency & systemic levels is often not based on data

Note: The elements of the logic models identified apply to both regional Plans as well as the state Plan.

ENHANCEMENT OF POLICIES, RULES AND FUNDING ARRANGEMENTS FOR EMPLOYMENT SERVICES

Desired Outcome

Policies, rules and reimbursement regarding employment services are in accord with employment best practices and desired outcomes

GSEP Outcomes

There will be an increase in:

- The number of school districts having policies that support school-to-career transitions, "Real World" learning opportunities and flexible work-based career experiences for students
- Accord between policies, rules, reimbursement mechanisms, data reporting requirements and employment services best practices and desired outcomes
- Utilization of innovative reimbursement and contracting models, including "pay for performance" and benchmark/outcomes models
- Provision of employment services for individuals who have mental illness and who are "low-utilizers" of services

GSEP Planned Activities

- Establish a workgroup to perform an analysis of specific policy, regulation and funding barriers and gaps regarding employment services for students and adults with disabilities, and prepare policy analysis briefs for each policy targeted
- Provide outreach to school districts across the state regarding policies that support school-to-career transitions, "Real World" learning opportunities and flexible work-based career experiences
- Pilot innovative models of employment services, including "pay for performance" and "best practices" contracting models
- Establish a statewide committee, which could routinely identify and address policy, regulation and funding barriers and gaps regarding employment services

Current Barrier

There are discrepancies between policies, rules, reimbursement mechanisms, data reporting requirements and employment services best practices and desired outcomes.

Current Status

- There is a policy and service gap for 18-21 year olds that makes it difficult for youth to obtain and utilize employment services that are applicable to career choices
- Some school district policies do not reflect or support "Real World" (extended) learning opportunities for students and diploma strategies based on flexible work-based career experiences
- There are policy and funding barriers to efficient and high-quality employment services for individuals who have mental illness & who are "low-utilizers" of services

Note: The elements of the logic models identified apply to both regional Plans as well as the state Plan.

Governor's Task Force for Employment & Economic Opportunities for People with Disabilities

Serves as MIG's Leadership Council

GRANITE STATE EMPLOYMENT PROJECT

State Steering Committee

Serves as an Advisory resource to SPT and LPTs

STATE PROJECT TEAM

STATE LEVEL	**Vocational Rehabilitation**	**Department of Employment Security**	**Department of Education**	**DHHS Bureau of Behavioral Health**	**DHHS Bureau of Developmental Services**
FIELD OFFICES	**Regional Offices**	**NH Works One-Stops**	**School Administrative Units**	**Community Mental Health Centers**	**Area Agencies**

LOCAL PROJECT TEAM NETWORK

LOCAL PROJECT TEAM 1*	**LOCAL PROJECT TEAM 2***	LOCAL PROJECT TEAM 3	LOCAL PROJECT TEAM 4	LOCAL PROJECT TEAM 5	LOCAL PROJECT TEAM 6	LOCAL PROJECT TEAM 7	LOCAL PROJECT TEAM 8	LOCAL PROJECT TEAM 9	LOCAL PROJECT TEAM 10

* Local Project Team started in 2007

PROJECT GOALS

- **Improve partnership with business community**
- **Increase school capacity to prepare and support youth for work**
- **Improve employment service provider expertise through better training for staff**
- **Develop a database to track employment outcomes and assist decision making**
- **Insure that employment policies, rules and reimbursements are in accord with best practices**

NEW HAMPSHIRE
MEDICAID INFRASTRUCTURE GRANT 2007 - FOR COMPREHENSIVE EMPLOYMENT SYSTEMS
Division of Community Based Care Services
Bureau of Developmental Services

STATE PROJECT TEAM – Comprised of NH Vocational Rehabilitation, NH Employment Security, NH Department of Education, Bureau of Behavioral Health, and Bureau of Developmental Services. Directs and oversees the project; collaborates with the Local Project Teams, serves as a resource to the Local Project Team.

STATE STEERING COMMITTEE – Comprised of consumers and families of various disability groups, business community, advocacy organizations, community providers, and staff members from State agencies, colleges and universities who are involved with employment issues. Serves as a resource to State Project Team and Local Project Teams with respect to proposed plans, activities, and system modifications.

STATE PROJECT TEAM
Members

Sheila Lambert	**NH Vocational Rehabilitation**
Lisa Shaw	**NH Vocational Rehabilitation**
Richard Brothers	**Dept. of Employment Securities**
Marcie Nolet	**Dept. of Employment Securities**
Chip Maltais	**Bureau Of Behavioral Health**
Kelly Capuchino	**Bureau Of Behavioral Health**
Amy Jenks	**Bureau Of Special Education**
Tamela Dalrymple	**Bureau Of Special Education**
Matthew Ertas	**Bureau Of Developmental Services**
Denise St. Onge	**Bureau Of Developmental Services**

STATE STEERING COMMITTEE
Members

Gil Vickery - Littleton
David Libunao -JBD Careers, LLC
Gordon Allen - Developmental Disability Council
Tina Greco- Dept. of Education/Voc Rehab
Louise Hackett - Merrimack
Sandi Glover - Merrimack
John Vance - ACCESS
Michael Bilson - Bureau of Behavioral Health
Corydon (Cory) Pierson - Concord
Janet Hunt - People First of NH
Tammy Mills - Plainfield
Colleen Sullivan, Pediatric PT - Concord Hospital
Mark Krider- Stoddard
Kathy Cahill – Bureau of Special Medical Services
Behtany Biledeau – Community Bridges

MONADNOCK EMPLOYMENT PROJECT
Granite State Employment Project
Medicaid Infrastructure Grant for Comprehensive Employment Systems

Lead Agency: Monadnock Center for Successful Transitions

MCST Local Planning Team Members

Local Project Team	Company/Agency
Gordon Allen	NH Developmental Disabilities Council
Steve Bigaj	Keene State College
Betsy Chatman	Southwestern Community Services
Chris Coates	Monadnock Developmental Services
Peter Darling	Granite State Independent Living
Tobey Davies	Southern University of NH
Beth Durant	NH Division of Vocational Rehabilitation
Melinda Feola-Mahar	Monadnock ServiceLink Resource Center
Mary-Ellen Fortini	Keene State College
Yvonne Goldsberry	Cheshire Medical Ctr/Dartmouth Hitchcock-Keene
Suzanne Goodnow	Monadnock Developmental Services
Alan Greene	Monadnock Family Services
Ken Jue	Monadnock Family Services
Sheila Mahon	Monadnock Center for Successful Transitions
Molly McNeill	Monadnock Center for Successful Transitions
Susan Newcomer	Greater Keene Chamber of Commerce
Jennifer Seher	Monadnock ServiceLink Resource Center
Bruce Thelien	Education Liaison
Jane Warner	KSC Office of Disability Services

MCST Advisory Board for GSEP

Regional Steering Committee	Company/Agency
Steve Bigaj	Keene State College
Diane Bushway	Fall Mountain Regional High School
Cari Christian Coates	SAU 1
Carolyn DeBell	Monadnock Family Services
Suzanne Goodnow	Monadnock Developmental Services
Deb Grabill	NH Department of Education
Sam Lafortune	Creating Positive Change
Jan Longgood	SAU 63
Sheila Mahon	Monadnock Center for Successful Transitions
Molly McNeill	Monadnock Center for Successful Transitions
Kathy Moran	NH Division of Vocational Rehabilitation
Michael J. O'Connor	HHS Division of Juvenile Justice Services
Paula Smith	Monadnock Developmental Services
Bruce Thelien	Education Liaison
Karen Thompson	SAU 38
Jackie Waldvogel	NH Department of Children, Youth & Families
Ben Wilmett	Keene State College Student
Lynn Yeiter	Monadnock Developmental Services

EMPLOYMENT FOR ALL

Nashua Lead Agency – Work Group Teams

Granite State Employment Project

Medicaid Infrastructure Grant for Comprehensive Employment Systems

Professional Developmental & Technical Assistance

Team Members	Company/Agency
Carol Furlong	Harbor Homes
Danielle Fuller	Area Agency
David Hagner	UNH
Dawn Breault	Alvirne HS
Emily Cooney	Area Agency
Kathy Anctil	Area Agency
Shawna Sousa	PLUS Company
Kim Shottes	PLUS Company
Lisa O'Connor	Area Agency
Louise Hackett	Parent
Melissa Dietz	Area Agency
Paula Fortier	Opportunity NetWorks
Peter Darling	GSIL
Laurie Corbett	Vocational Rehabilitation

Policy Planning Group

Team Members	Company/Agency
Bob Purcell	Brevan Electronics
Claudia Ferber	NAMI NH
Cristin Cahill	Harbor Homes
David St. Jean	Merrimack Schools
Dennis Powers	CSNI
Emily Cooney	Area Agency
Tom Call	Community Council
Kathy Anctil	Area Agency
Kim Shottes	Plus Co
Mike Cohen	NH-NAMI
Ray Giroux	Volunteer
Sandy Pelletier	Area Agency
JoAnne Malloy	UNH

Data and Tracking Planning Group

Team Members	Company/Agency
Peter Antal	UNH
Peter Darling	GSIL
Christine Philipson	CSNI
Emily Cooney	Area Agency
Kathy Anctil	Area Agency
Leslie Boggis	Area Agency
Patricia Worsley	Area Agency
Patrick Ulmen	Center for Life Manage
Rocky Morelli	Opportunity NetWorks
Kim Shottes	PLUS Company
David Hagner	UNH

Employment and Transition Models
Transition and Employment Models

Team Members	Company/Agency
Andrea Reed	Harbor Homes
Carol Bambrick	Board Member AA/Parent
Emily Cooney	Area Agency
Hilary Gilbert	Family Support Council
Janice Arcaro	Nashua SpEd
Jay Morgan	Pinkerton Academy
Johenna Weick	Milford School District
Judy Gamache	Family Support Council/Parent
Kathy Anctil	Area Agency
Leslie Grant	Campbell High School
Mark Thornton	Parent
Mindy Pond	Area Agency
Parker Thornton	Consumer
Sherry Corbett	Merrimack School District
Peter Darling	GSIL
Shawna Sousa	PLUS Company
Peter Van Voorhis	Area Agency
Rich Pietravalle	Board Member/Parent
Rocky Morelli	Opportunity NetWorks
Roseanne Kramer	Milford School District
Jim Hinson	Vocational Rehabilitation
JoAnne Malloy	UNH

NEW HAMPSHIRE

TECHNICAL ASSISTANCE PLAN

Medicaid Infrastructure Grant for Comprehensive Employment Systems

Technical Assistance Affiliate and Budget:

I. T.A. Affiliate contract from 7.11.07 through 6.30.08 with Health and Disability Advocates/National Consortium for Health Systems Development (NCHSD), Chicago, IL. T.A. Affiliate from 7.1.08 through 6.30.11: To be selected through an RFP process. Flat rate cost of $25,000 per year charged by NCHSD (see NCHSD menu outline for 2008).

II. Strategic Planning Consultation – Year 2008, 2009, 2010, 2011 at $8,000 per year. Consultation will go through an RFP process to select contractor.

Technical Assistance Timeline:

Year	Lead Agency T.A. Consultation	DHHS & State Project Team T.A. Consultation
2008	o Customized technical support based on existing contract with NCHSD for phone, e-mail, or teleconference assistance for the following: a) Best practices and other state experiences on staff/agency employment trainings within agencies supporting people with developmental disabilities, mental illness, or other disabilities b) Best practices on school-to-work transition c) Assistance with community mapping d) Best practices for creating & disseminating success stories to empower consumers and employers e) Assistance in creating a marketing/PR campaign f) Best practices on creating an employment clearinghouse of services g) Best practices on engaging business; creating a feedback loop for adult vendors h) Assistance with the database at the local/regional level	o Customized technical assistance to state based on 10 hrs. of phone, e-mail, or teleconference for the following areas: a) Continued assistance with employment database and tracking system that coordinates regional/state agency level data b) Continued assistance with NH's strategic planning report Year 2 to CMS, based on GSEP initiative c) Continued assistance in coordinating and sustaining initiatives on staff trainings and development o Facilitating State-to-state information sharing and disseminate best practices to states o Facilitating state-to-state teleconference calls on topical issues o Facilitating national state-to-state teleconference workgroups on current key topical issues o Facilitating web site access to technical information and resources on current topical, policy, and legislative issues that impact state/federal organization

Year	Lead Agency T.A. Consultation	DHHS & State Project Team T.A. Consultation
2009 2010 2011	o Customized technical support based on 50 hrs. of phone, e-mail, or teleconferencing for the following assistance: a) Best practices and other state experiences on staff employment trainings within agencies supporting individuals with developmental disabilities, mental illness, or other disabilities served by various agencies b) Best practices on creating and disseminating success stories to empower consumers, employers, and community c) Assistance in establishing employment model community pilot sites. d) Best practices on following: 1) Youth school-to-work transition, 2) engaging the business community, 3) building capacity for staff training and development in supported employment, 4) database and tracking development, and 5) evaluation on employment outcomes e) Best practices for policy and legislative changes and addressing funding streams f) Assistance with leadership council development or partnership building.	

# # #

Granite State Employment Project
Proposed Budget

	Year 08	Year 09	Year 10	Year 11	Total
Personnel					
State:					
DHHS/Project Manager	49,313	51,540	51,812	55,497	***208,162***
Adm. Assistant	6,180	6,365	6,556	6,753	***25,854***
Total:	55,493	57,905	58,368	62,250	**234,016**
Fringe Benefits (45%)	25,945	28,837	28,881	29,483	***113,146***
DHHS Total	81,438	86,742	87,249	91,733	***347,162***
Contracted Agency Pesonnel	187,380	193,001	198,791	204,755	***783,927***
Fringe Benefits	59,793	61,587	63,434	65,337	***250,151***
TOTAL PERSONNEL	***328,611***	***341,330***	***349,474***	***361,825***	***1,381,240***
CONTRACTUAL					
Technical Assistance	25,000	25,000	25,000	25,000	***100,000***
Data Research Consultant	25,750	26,523	27,318	25,000	***104,591***
Demonstration:					
Employment Leadership/Network	80,000	80,000	20,000	20,000	***200,000***
Employ. During School/Transition	200,000	200,000	25,000	25,000	***450,000***
Staff Training/New Models	350,000	350,000	35,000	35,000	***770,000***
Funding/New Models	250,000	250,000	30,000	30,000	***560,000***
Data/Database/IT/Web Site	518,000	517,000	220,000	50,000	***1,305,000***
Policy Analysis	15,000	15,000	25,000	15,000	***70,000***
Strategic Plan Consultation	8,000	8,000	8,000	8,000	***32,000***
Evaluation	15,000	15,000	30,000	10,000	***70,000***
Total Contracts:	***1,486,750***	***1,486,523***	***445,318***	***243,000***	***3,661,591***
Local Travel	12,000	12,000	12,000	12,000	***48,000***
National Travel	20,000	20,000	20,000	20,000	***80,000***
Total Travel:	***32,000***	***32,000***	***32,000***	***32,000***	***128,000***
Conferences and meetings	15,000	15,000	15,000	21,000	***66,000***
Admin. and Technical Support	25,000	25,000	25,000	25,000	***100,000***
TOTAL NON-PERSONNEL	***1,590,750***	***1,590,523***	***549,318***	***353,000***	***4,083,591***
Total Personnel & Non-Personnel	***1,919,361***	***1,931,853***	***898,792***	***714,825***	***5,464,831***
Fiscal & Admn Costs	191,136	192,385	90,279	72,683	***540,983***
GRAND TOTAL	***2,110,497***	***2,124,238***	***989,071***	***787,508***	***6,011,314***

GRANITE STATE EMPLOYMENT PROJECT
BUDGET NARRATIVE
2008-2011

The following budget narrative outlines the funding necessary to support the Medicaid Infrastructure Grant project initiatives for New Hampshire's Granite State Employment Project aimed at improving competitive employment outcomes, partnership building, and creating an infrastructure that is sustainable beyond the life of the grant. The following budget justification helps to support the development of the Five Strategic Priority areas outlined in the Strategic Plan with a funding request of $6,011,314 over a four-year period. Annual totals are subject to change during the evolution of the employment project to meet program demands.

New Hampshire requests $3,661,591 over four years for model demonstration activities in the areas of Employment Leadership/Network Development, Employment During School Years and Transition to Adult Service System, Staff Training and Development/New Employment Models, and Employment Database/IT Solutions/Web Sites. The two Lead Agencies and their individual Work Teams will be responsible for developing budgets articulated by goal area in the strategic planning process.

EMPLOYMENT LEADERSHIP/NETWORK $200,000

Year 2008: $ 80,000
Year 2009: $ 80,000
Year 2010: $ 20,000
Year 2011: $ 20,000

Activities include establishing local leadership through extensive collaboration with consumers, families, advocates, providers, university/college faculty and State staff. Partnerships with New Hampshire universities and colleges will be utilized to research best practices, support model demonstration, evaluate programs initiatives, and provide technical assistance, training and dissemination of information. Legislative support will be sought to secure sustainable, long-term funding for project goals.

EMPLOYMENT DURING SCHOOL/TRANSITION $450,000

Year 2008: $200,000
Year 2009: $200,000
Year 2010: $ 25,000
Year 2011: $ 25,000

Activities include reaching out to youth and their families, providing information, training, resources, and supports to parents regarding employment opportunities and issues. Focus areas will include transition/futures planning, public benefits orientation, and access to employment supports. Outreach to schools will be expanded to facilitate the development of strong working relationships between schools and employment service providers. Training and resources will be provided to teachers and school staff regarding employment opportunities for students.

STAFF TRAINING/NEW MODELS $770,000

Year 2008: $350,000
Year 2009: $350,000
Year 2010: $ 35,000
Year 2011: $ 35,000

Activities include provision of training and staff development opportunities for employment job specialists and job developers. A comprehensive training curriculum will be created including protocol manuals for staff who develop employment opportunities and provide support at job sites. Trainings will be evaluated to ensure effectiveness.

FUNDING/NEW MODELS $560,000

Year 2008: $250,000
Year 2009: $250,000
Year 2010: $ 30,000
Year 2011: $ 30,000

Activities include the creation of flexible funding strategies to support employment demonstrations, new school and/or business models that promote improved employment outcomes, and/or models that support self-employment or the vocational needs of populations seeking competitive employment.

DATA/DATABASE/IT/TRAINING & TA/WEB SITE $1,305,000

Year 2008: $518,000
Year 2009: $517,000
Year 2010: $220,000
Year 2011: $ 50,000

Activities include determining what information technology (IT) systems are necessary to implement the vision of the local employment service system. This will include the creation of data standards, definitions, and protocols to promote a common "language" among stakeholders in an effort to increase the effectiveness of information and communications. Processes and tools will be developed to facilitate meaningful employment data analysis and evaluation of outcomes employing benchmarks which can be measured across agencies. Management reports will be created to identify areas for continuous improvement through analysis of employment outcomes. Web portals and pages will be developed to promote the Granite State Employment project and the State's overall vision on work incentives for people with disabilities. These tools will allow easy access to information coupled with the ability of service providers to offer feedback.

Funding will support the provision of Technical Assistance (TA) and a variety of training sessions as identified by the Lead Agencies, Local Work Teams, and the State Project Team. Funding under the demonstrations may include individual counseling by benefits specialists for up to 10% of funding for each specified year.

This initiative will also improve New Hampshire's ability to meet the Centers for Medicare and Medicaid Services mandatory reporting requirements on the Medicaid Buy-In (MBI) utilized by Mathematica in conducting a national review.

POLICY ANALYSIS $ 70,000

Year 2008: $ 15,000
Year 2009: $ 15,000
Year 2010: $ 25,000
Year 2011: $ 15,000

DHHS is requesting $70,000 over four years to achieve objective analyses of the outcomes and implications of the pilot projects. This analysis will also focus on the financial consequences of implementing any of the recommendations resulting from the demonstration projects.

STRATEGIC PLAN CONSULTATION 32,000

Year 2008: $ 8,000
Year 2009: $ 8,000
Year 2010: $ 8,000
Year 2011: $ 8,000

DHHS requests $32,000 over two years to provide strategic planning consultations to the Lead Agencies, their Work Teams and the State Project Team. This resource will be utilized to obtain consultation from experts for reviewing and making yearly changes to NH's strategic plan to achieve the desired statewide employment focused outcomes.

EVALUATION $ 70,000

Year 2007: $ 15,000
Year 2008: $ 15,000
Year 2009: $ 30,000
Year 2010: $ 10,000

DHHS is requesting $70,000 over four years for an external evaluation of NH's Strategic Plan by an organization that has an understanding of NH's culture. The primary intent of the external evaluation will be to ensure that the strategies adopted by the regions and the State Project Team are comprehensive, transparent and flexible in order to provide the necessary feedback to develop and achieve the project goals in the most efficient way.

TECHNICAL ASSISTANCE $100,000

Year 2008: $ 25,000
Year 2009: $ 25,000
Year 2010: $ 25,000
Year 2011: $ 25,000

Technical Assistance will provide for state-to-state sharing of MIG and Medicaid Buy-In information from teleconferences, workgroups, and national conferences, access to web site media, newsletters, and e-mail communications of current news and lessons learned from other state experiences, federal and state perspectives that speak to new legislation and policies that impact employment for people with disabilities, individualized technical assistance specific to New Hampshire needs, and linkages to national and regional organizations that support the work of states for comprehensive employment systems.

DATA RESEARCH CONSULTANT $104,591

Year 2008: $ 25,750
Year 2009: $ 26,523
Year 2010: $ 27,318
Year 2011: $ 25,000

Funding for the data research consultant position will assist the MIG's data needs in fulfilling the state's need for data research statewide and by regions for the five strategic priority project areas identified in the Strategic Plan, including CMS data reporting requirements for the Finder File on NH's Medicaid Buy-In in addition to the Premium File that is requested by Mathematica yearly. The state intends on utilizing state funds by having 1 FTE and .3 FTE in-kind staff position to help support statewide data needs as a long-term investment in creating a sustainable employment focus.

PERSONNEL $1,381,240

Year 2008: $328,611
Year 2009: $341,330
Year 2010: $349,474
Year 2011: 361,825

New Hampshire Department of Health and Human Services is requesting $1,381,240 over four years to fund the personnel needs of the grant. This requests covers the personnel expenses for the MIG Project Director (1 FTE) and Administrative Assistant (.25 FTE), one Lead Agency (2.0 FTE and .5 FTE) and second Lead Agency (2.0 FTE and .1 FTE). DHHS will provide the following in-kind personnel contributions: BDS Director will provide (.10 FTE in-kind) to supervise project staff; two BDS Liaisons will provide (.05 FTE in-kind) assistance to the two Lead Agencies, and DCBCS Director (.05 FTE in-kind) will also be involved in implementation of the grant, including .05 FTE in-kind assistance from staff representing the State Project Team. To support the taxes and fringe benefits of project personnel, DHHS is requesting $347,162 and contracted agencies $250,151 over the four year period.

ADMINISTRATIVE AND TECHNICAL SUPPORT $100,000

Year 2008: $ 25,000
Year 2008: $ 25,000
Year 2010: $ 25,000
Year 2011: $ 25,000

DHHS is requesting $100,000 over four years to support costs associated with telephones, mailing, advertising and media, web-site maintenance, graphic design copying, paper, copier rental and service contract, printing, software, audio-visual equipment, distance technologies, and rent.

CONFERENCES AND MEETINGS $ 66,000

Year 2008: $ 21,000
Year 2009: $ 15,000
Year 2010: $ 15,000
Year 2011: $ 15,000

DHHS is requesting $66,000 over four years to support the costs associated with holding meetings of the SPT and Lead Agencies and their Work Teams, holding consumer forums and focus groups, and providing trainings. Costs include: rental space, food, equipment rental and, as necessary, interpreter, and personal assistance services.

FISCAL AND ADMINISTRATIVE SUPPORT $540,983

Year 2008: $191,136
Year 2009: $192,385
Year 2010: $ 90,279
Year 2011: $ 72,683

Fiscal and Administrative Support (.1%) - DHHS is requesting $540,983 over four years for fiscal and administrative supports, which include hiring, appointing, and paying employees; processing proposals, administering award funds, billing and collecting from sponsors; monitoring compliance and auditing, payments for travel, equipment, and supplies.

TRAVEL $128,000

Year 2008: $ 32,000
Year 2009: $ 32,000
Year 2010: $ 32,000
Year 2011: $ 32,000

Funding for local travel is being requesting at $48,000 over four years to support both the lead agencies and SPT staff and members of the various local Work Teams to travel to meetings, conduct focus groups and consumer forums, and meet with demonstration personnel.

Reimbursement is requested at a rate of .485 cents per mile. *Funding for national travel.* NH is requesting $80,000 over four years for national travel. This will support CMS out-of-state travel for project personnel, members of the SPT, as well as attendance at national MIG gatherings for the purpose of acquiring TA and consultations. Costs include: conference attendance fees, airline, per diem expenses, travel to and from the airport, parking fees, taxis/vans, and hotels, etc.