

State of Washington
Joint Legislative Audit & Review Committee (JLARC)



**Developmental Disabilities
Employment and Day Services**

Report 10-8

October 20, 2010

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alternative formats for persons with disabilities.*

Joint Legislative Audit and Review Committee

1300 Quince St SE

PO Box 40910

Olympia, WA 98504

(360) 786-5171

(360) 786-5180 Fax

www.jlarc.leg.wa.gov

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Janéa Holmquist

Jeanne Kohl-Welles

Eric Oemig, *Assistant Secretary*

Linda Evans Parlette, *Vice Chair*

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JLARC's non-partisan staff auditors, under the direction of the Legislative Auditor, conduct performance audits, program evaluations, sunset reviews, and other analyses assigned by the Legislature and the Committee.

The statutory authority for JLARC, established in Chapter 44.28 RCW, requires the Legislative Auditor to ensure that JLARC studies are conducted in accordance with Generally Accepted Government Auditing Standards, as applicable to the scope of the audit. This study was conducted in accordance with those applicable standards. Those standards require auditors to plan and perform audits to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives. The evidence obtained for this JLARC report provides a reasonable basis for the enclosed findings and conclusions, and any exceptions to the application of audit standards have been explicitly disclosed in the body of this report.

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Committee Approval

On October 20, 2010, this report was approved for distribution by the Joint Legislative Audit and Review Committee.

Acknowledgements

We appreciate the assistance provided by the Department of Social and Health Services staff and the counties in conducting this study. In particular, we would like to thank the Division of Developmental Disabilities staff, Brandon Matson, staff from the participating counties, and the Washington State Association of Counties for their availability and responsiveness during a very busy time.

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STATE OF WASHINGTON
JOINT LEGISLATIVE AUDIT AND
REVIEW COMMITTEE

STUDY TEAM
Elisabeth Donner

PROJECT SUPERVISOR
Keenan Konopaski

LEGISLATIVE AUDITOR
Ruta Fanning

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available on the JLARC website at:

www.jlarc.leg.wa.gov
or contact

Joint Legislative Audit & Review
Committee
1300 Quince St SE
Olympia, WA 98504-0910
(360) 786-5171
(360) 786-5180 FAX

REPORT SUMMARY

Legislative Mandate

In the 2009-11 Operating Budget (ESHB 1244), the Legislature directed the Joint Legislative Audit and Review Committee (JLARC) to examine the Department of Social and Health Services (DSHS) Division of Developmental Disabilities employment and day services administered by the counties and research best practices for outcome-based contracts.

The DSHS Division of Developmental Disabilities (Division) is located within the Aging and Disability Services Administration (ADSA). The Division assists individuals with developmental disabilities and their families to obtain services and supports such as institutional care, residential care, respite care for family caregivers, and employment and day services.

DSHS Contracts with Counties to Administer Employment and Day Services

DSHS enters into contracts with counties that administer and coordinate local employment and day services. Counties may provide the services or subcontract with a community provider.

County Payment Schedules Vary for Community Providers

The state has given counties flexibility in establishing payment schedules for community providers. Counties are not required to use a standard payment schedule and may negotiate with the providers, factoring in a variety of considerations particular to their geography, economy, structure, etc. As a result, there are a wide variety of schedules in place across counties. Because the payment schedules are structured in a variety of different ways, it is not possible to systematically compare the payment amounts across each of the counties.

The State Pays Counties for These Services with a Mix of State and Federal Funds

In Fiscal Year 2009, the state and federal government paid a total of \$66.9 million to counties for the provision of direct and indirect employment and day services. This total includes \$41.1 million General Fund-State and \$25.8 million General Fund-Federal (Medicaid).

Research Does Not Identify Best Practices for Developmental Disability Outcome-Based Contracts

The Legislature has directed the Division to develop a new outcome-based contract for the provision of employment and day services, by April 1, 2011. To assist the Division, the Legislature asked JLARC to research best practices for outcome-based contracts in developmental disabilities. Based on the research conducted, we did not find best practices for developmental disability outcome-based contracts. There are only a few states that have begun to use outcome-based contracts in this setting, and since this approach is new, best practices have not yet been established.

Contract Accountability and Oversight Could be Improved

Both DSHS and the counties that administer employment and day services have processes that address accountability and oversight. However, the DSHS contract with counties for employment and day services, the monitoring of county subcontracts and county employee service providers, and the data entry process for payments could be improved. We did not examine whether these problems directly impacted services to clients. However, our findings indicate control problems that could pose greater future risks if not addressed now. Based on these findings we have five recommendations for the Division.

Recommendations

The County Program Agreement lacks clarity for monitoring counties that serve as the provider of services and for defining a qualified coordinator who performs the administrative functions for local employment and day services.

Recommendation 1

The Division of Developmental Disabilities should:

- a) Develop a provider monitoring provision in the County Program Agreement for counties that provide employment and day services with county employees; and**
- b) Clarify in the County Program Agreement the qualifications for a coordinator in counties where county employees provide all direct services.**

The County Program Agreement is a contract between DSHS and a county. The Agreement for Okanogan County was signed by the CEO of a private non-profit that subcontracts with the County instead of an employee of the County.

Recommendation 2

The Division of Developmental Disabilities should obtain the signature of an appropriate employee of Okanogan County for the County Program Agreement.

The Division does not currently conduct comprehensive reviews of county subcontracts. JLARC's review found instances where county subcontracts were out of compliance with requirements in the DSHS contracts.

Recommendation 3

The Division should incorporate into the Division's county monitoring process a systematic review of subcontracts for compliance with the DSHS contracts. The Division should also bring the counties and subcontracts that are currently out of compliance into compliance.

JLARC's review of the county on-site monitoring documents found six counties out of compliance with the County Program Agreement.

Recommendation 4

The Division of Developmental Disabilities should review county on-site monitoring of subcontractors to ensure compliance with the County Program Agreement.

JLARC's review of Fiscal Year 2009 payment data found several errors from miscoding billing statements and one other error related to receipt of temporary federal stimulus funding.

Recommendation 5

The Division of Developmental Disabilities should prepare and implement a plan to improve the process used to update data in the state accounting system (AFRS) and the Case Management Information System (CMIS) and the process used to transfer data from CMIS to AFRS.

CHAPTER ONE – COUNTIES ADMINISTER EMPLOYMENT AND DAY SERVICES

DSHS Division of Developmental Disabilities Offers Employment and Day Services Administered by Counties

The Department of Social and Health Services (DSHS) Division of Developmental Disabilities (Division) is located within the Aging and Disability Services Administration (ADSA). The Division is authorized under RCW 71A.10.015 to provide a “uniform, coordinated system” of services to assist individuals with developmental disabilities and their families to obtain services and supports such as institutional care, residential care, respite care for family caregivers, and employment and day services.

The Legislature directed JLARC to examine the employment and day services offered by the Division and administered by counties.

Employment and Day Services

Employment and day services began at the community level and have evolved over time to the services offered, and the service structure in place, today.

Employment and day services include both direct and indirect services. Exhibit 1 identifies the seven types of direct services and provides an example of each.

Exhibit 1 – Seven Types of Direct Employment and Day Services

Direct Services	Example of Services
Individual Supported Employment	Activities to sustain minimum wage pay or higher, such as on-the-job training.
Group Supported Employment	Services similar to Individual Supported Employment, but with daily supervision in groups of no more than eight workers.
Pre-Vocational Services	Activities to prepare for gainful employment in an integrated setting, such as skill development for groups of people in a segregated setting; often called sheltered workshops.
Person-to-Person	Activities to prepare for gainful employment in an integrated setting, such as discovery of work preferences.
Community Access	Services assist individuals to participate in integrated activities, events and organizations in the local community in ways similar to others of similar age.
Adult Day Care	Supervised day programs where frail and disabled adults can participate in social, educational, and recreational programs without the need for skilled nursing.
Child Development Services	Early intervention services for children aged birth to three and their families, such as speech therapy.

Source: 388-845 WAC, JLARC survey of Division of Developmental Disabilities, BARS, and ITEIP.

Indirect services include:

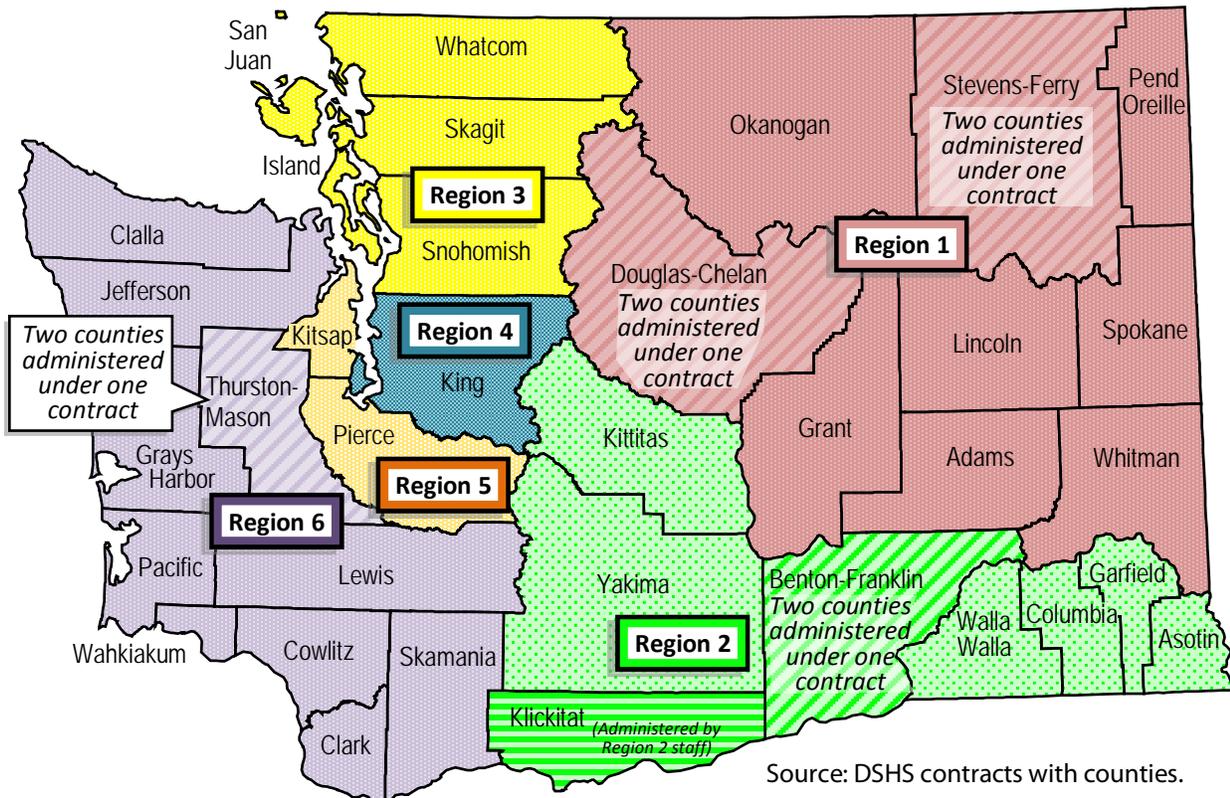
- County Administration,
- Staff Training,
- Board Training,
- Community Information Activities,
- Infrastructure Projects,
- Start-Up Projects, and
- Partnership Projects.

Appendix 3 provides the definitions of each of the direct and indirect services.

DSHS Contracts with Counties to Administer Employment and Day Services

Employment and day services are offered in all 39 counties in Washington. For 30 counties, DSHS contracts with the county to administer services in that county. For four pairs of counties, DSHS has a contract with one county that addresses services in both counties: Benton/Franklin, Douglas/Chelan, Stevens/Ferry, and Thurston/Mason. The Division’s Region 2 staff administer services for Klickitat County. The map in Exhibit 2 illustrates this information. While the remainder of the report makes numerous references to 35 counties, readers should remember that these arrangements address the provision of employment and day services in all 39 counties.

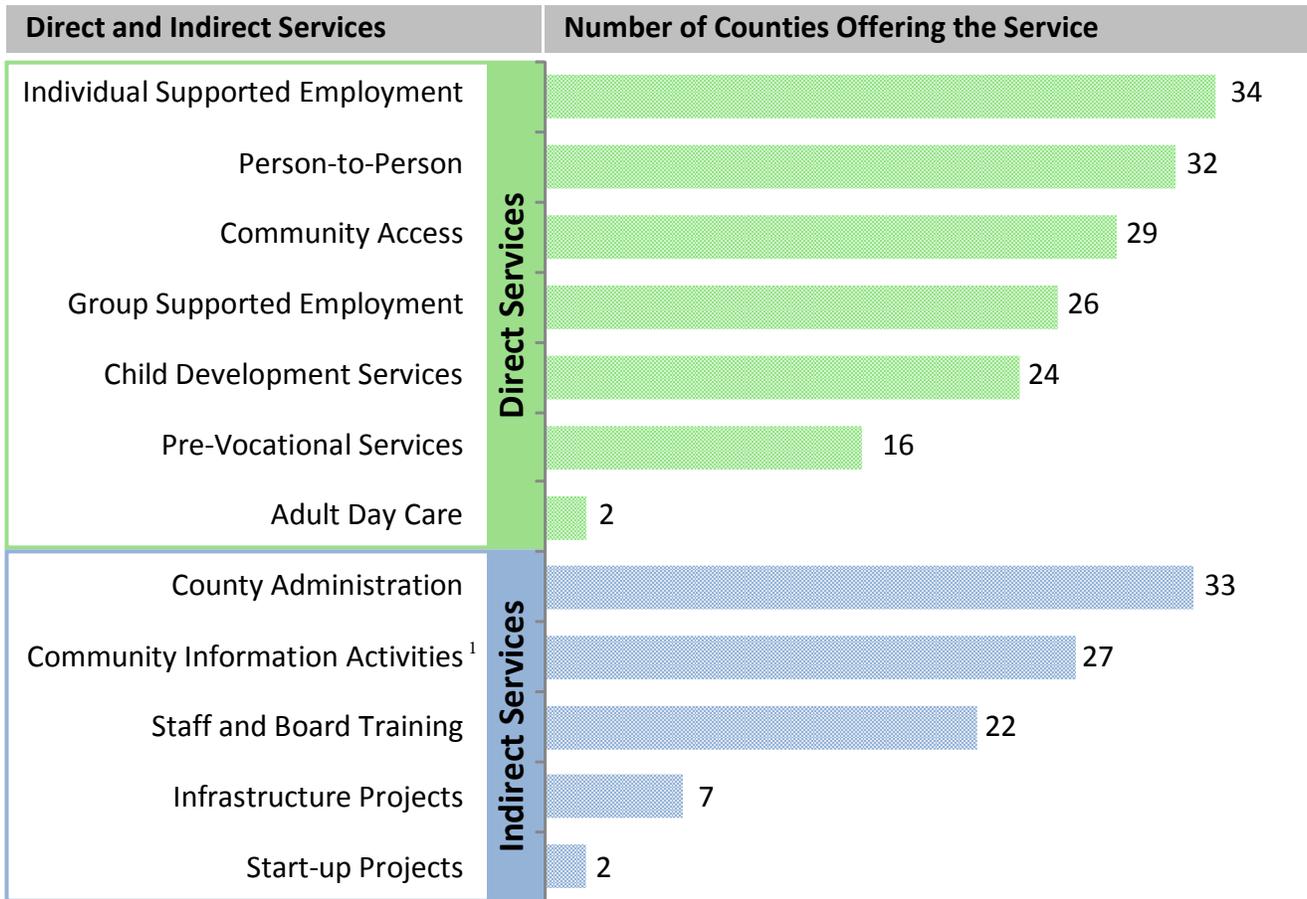
Exhibit 2 – Counties Administer Employment and Day Services



Source: DSHS contracts with counties.

The types of services offered across the state vary from county to county because the needs of the clients vary as does the availability of providers. In Fiscal Year 2010, all but one county provided individual supported employment, and 16 counties provided pre-vocational services. Indirect services are offered based largely on the availability of funding. Exhibit 3 lists the direct and indirect services including the number of counties that offered each in Fiscal Year 2010. Appendix 4 lists the services offered in Fiscal Year 2010 by county.

Exhibit 3 – Counties Offer a Variety of Employment and Day Services



Source: JLARC survey of counties.

¹ Funding for Partnership Projects was suspended at the end of Fiscal Year 2009 for budgetary reasons. Some counties continue pieces of Partnership work under Community Information Activities or use local funding.

The State Pays Counties for These Services with a Mix of State and Federal Funds

The Legislature asked JLARC to identify the state and federal payments made to counties, specifically by county, service type, and fund type. According to the state's Agency Financial Reporting System (AFRS), the state paid counties a total of \$66.9 million for all developmental disability employment and day services in Fiscal Year 2009. This total includes \$41.1 million General Fund-State and \$25.8 million General Fund-Federal (Medicaid).

Payments Made to Counties

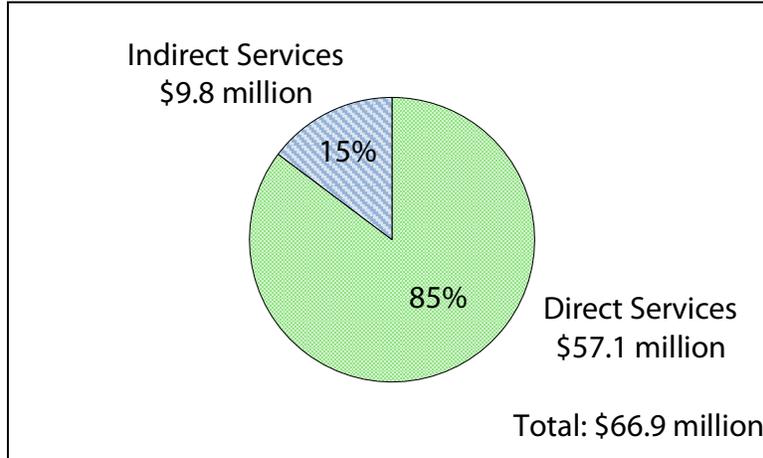
As part of the contractual agreement between DSHS and the counties, the state reimburses the counties each month for services provided on behalf of the Division. DSHS uses AFRS to pay counties each month. While DSHS tracks the payment details, including the amount of federal Medicaid dollars, counties receive a single payment each month without the fund sources identified. Counties are not required to track federal dollars separate from state dollars in these payments for developmental disability employment and day services.

We reviewed the details of the AFRS data and asked each county to verify the Fiscal Year 2009 total for its county as represented by AFRS. Based on these reviews, JLARC discovered a small number of coding errors, most of which were later corrected by Division staff. Chapter Four includes a discussion of these errors in greater detail.

Fiscal Year 2009 Payment Details

Counties provide both direct and indirect services. Indirect services include activities such as administration and staff training. The direct services are the services offered directly to individual clients, such as supported employment and child development services. Of the total the state paid to counties in Fiscal Year 2009 (\$66.9 million), 85 percent was spent on direct services. Exhibit 4 shows the split between direct and indirect services in Fiscal Year 2009.

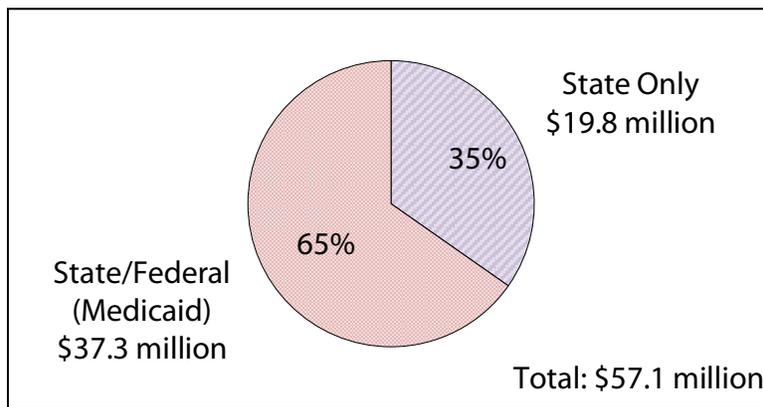
Exhibit 4 – 85% of Total Spent on Direct Services in FY2009



Source: AFRS.

Clients may receive direct services that are paid with state funds only, or with a combination of state and federal Medicaid dollars. In Fiscal Year 2009, 65 percent of the payments to counties for direct services were for clients receiving services paid with a combination of state and federal dollars. Exhibit 5 shows the split between state-only payments and payments using both state and federal Medicaid dollars for direct services in Fiscal Year 2009.

Exhibit 5 – In FY2009, 65% of Total Direct Services Paid for with State and Federal Medicaid Dollars



Source: AFRS.

Exhibit 6 provides a summarized version of all the payment data in Fiscal Year 2009 broken down by General Fund-State and General Fund-Federal (Medicaid), the types of services paid for by the state including direct and indirect services, and fund types (state-only versus state and federal Medicaid dollars). Appendix 5 provides all of the payment detail by county.

**Exhibit 6 – FY2009 Summarized Statewide Employment and Day Payment Data
(\$ in Millions)**

Direct Services	General Fund- State	General Fund- Federal (Medicaid)	Total
Individual Supported Employment	\$12.9	\$7.0	\$20.0
State Only	\$8.4		\$8.4
State/Federal (Medicaid)	\$4.4	\$7.0	\$11.5
Group Supported Employment	\$4.1	\$3.6	\$7.7
State Only	\$1.8		\$1.8
State/Federal (Medicaid)	\$2.3	\$3.6	\$6.0
Pre-Vocational	\$2.1	\$2.4	\$4.5
State Only	\$0.6		\$0.6
State/Federal (Medicaid)	\$1.5	\$2.4	\$3.9
Person-to-Person	\$8.2	\$9.0	\$17.2
State Only	\$2.5		\$2.5
State/Federal (Medicaid)	\$5.7	\$9.0	\$14.7
Community Access	\$0.9	\$0.8	\$1.6
State Only	\$0.4		\$0.4
State/Federal (Medicaid)	\$0.5	\$0.8	\$1.3
Adult Day Care	\$0.03	\$0.002	\$0.04
State Only	\$0.01		\$0.01
State/Federal (Medicaid)	\$0.02	\$0.002	\$0.03
Child Development Services	\$6.1		\$6.1
State Only	\$6.1		\$6.1
Total Direct Services	\$34.3	\$22.8	\$57.1

Indirect Services	General Fund- State	General Fund- Federal (Medicaid)	Total
Administration	\$3.4	\$1.5	\$4.9
State/Federal (Medicaid)	\$3.4	\$1.5	\$4.9
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$3.0	\$1.3	\$4.3
State/Federal (Medicaid)	\$3.0	\$1.3	\$4.3
Start-Up Projects	\$0.2		\$0.2
State Only	\$0.2		\$0.2
Partnership Projects	\$0.3	\$0.2	\$0.5
State/Federal (Medicaid)	\$0.3	\$0.2	\$0.5
Total Indirect Services	\$6.9	\$3.0	\$9.9

Total	\$41.2	\$25.8	\$66.9
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Note: Differences in totals due to rounding.

Source: AFRS.

Many Counties Supplement these State and Federal Funds

When possible, counties supplement state and federal funds with local grants and local taxes. In Fiscal Year 2009, 29 of the 35 counties reported spending an additional \$12.3 million for employment and day services. This represents 18 percent of the amount contributed by the state and federal government. Fifteen counties also offer additional types of employment and day services. These additional services include social and recreational programs, additional training and technical assistance, and additional student transition funding for students exiting high school. Appendix 6 lists the additional funding by county and provides detailed information about the additional local services related to employment and day services.

Multiple Levels of Oversight and Monitoring

There are three entities involved in the provision of employment and day services: DSHS, counties, and community providers. Between these three entities, there are multiple layers of oversight and monitoring.

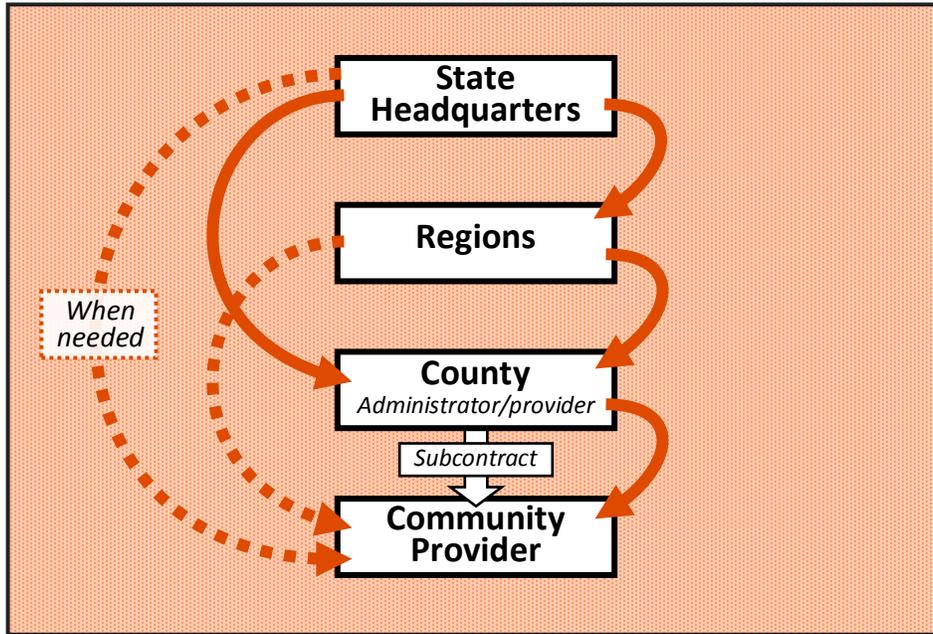
DSHS contracts with counties that administer local employment and day services. As part of this contractual relationship, Division Headquarters staff provide oversight and monitoring of the counties and, when needed, the community providers. Division Headquarters staff also provide oversight of staff located in six DSHS Regions.

Staff working in the six Regions provide oversight and monitoring of, and technical assistance for, counties. Region staff also provide technical assistance for community providers and work in conjunction with community providers for case management when needed.

Each county may choose to directly provide the services or subcontract with a community provider. As required by the contract with DSHS, counties provide oversight and monitoring of their community providers.

Exhibit 7 illustrates these relationships. Chapters Two through Four include additional details on oversight and monitoring.

**Exhibit 7 – Multiple Levels of Oversight and Monitoring
for Employment and Day Services**



Source: JLARC survey of Counties, Regions, and the Division of Developmental Disabilities.

CHAPTER TWO – STATE CONTRACTING WITH COUNTIES FOR EMPLOYMENT AND DAY SERVICES

This chapter focuses on the contracting arrangements between the state (DSHS) and the counties that administer employment and day services. The Legislature asked JLARC to review the provisions of these contracts and to compare the contracts of the different counties.

Each county must sign two contracts with DSHS to administer and provide the state's employment and day services: 1) an agreement on general terms and conditions, and 2) a County Program Agreement for DDD county services. Each county receives the same two contracts with the exception of one exhibit in the County Program Agreement that identifies that particular county's budget.

Our review identified two areas where the County Program Agreement document should be clarified. We also identified one situation where DSHS inappropriately contracted with a non-governmental agency instead of with a county for the County Program Agreement. This chapter includes recommendations to address these issues.

Provisions of the General Terms and Conditions Contract

The General Terms and Conditions contract outlines the standard legal requirements between DSHS and the county. This contract is not specific to employment and day services, but it is required of any county that is administering or providing a DSHS service. The contract provides general definitions and provisions that deal with amending, assigning, and terminating the contractual relationship. The contract also defines liabilities in case of breach, insurance required, and procedures for dispute resolution.

Provisions of the County Program Agreement Contract

The County Program Agreement contract outlines the specific responsibilities of DSHS and the county in providing developmental disability employment and day services. The contract is largely focused on the county responsibilities and includes provisions such as:

- Minimum requirements for county coordinators, service providers, and advisory board members;
- Definition of direct and indirect services and service outcomes including specific expectations for provider communication with clients;
- Required county documents including a biennial spending plan, service goals and targeted outcomes, and provider payment schedules;
- Detailed county billing procedures including compliance with state accounting procedures, monthly invoice submission, administrative costs, and directions for monitoring budgets;
- County submission of specific client data including employment outcomes;

- County development of a service review and evaluation system that includes minimum criteria and quality assurance standards, an on-site review, and the use of this tool for each subcontractor at least once per biennium;
- County and subcontractor compliance with DSHS rules and policies, assignment of Medicaid billing rights, reporting of abuse and neglect, and employees and volunteer background criminal history checks; and
- County solicitation of new service providers at least once every four years.

County Program Agreement Needs Additional Clarification

In our review of the County Program Agreement we found two areas that require additional clarity:

- The monitoring of county employees when they are acting as service providers; and
- The designation of county coordinators of employment and day services.

Monitoring County Providers

Both DSHS and counties have monitoring responsibilities. DSHS staff monitor counties, and if needed, community providers. The counties are required, by contract, to monitor their subcontracted community providers. However, counties are allowed to provide services with county employees, and 12 counties provided some or all services in Fiscal Year 2010. The County Program Agreement does not include requirements for monitoring county employees acting as service providers.

The Division has not been monitoring the provision of employment and day services by county employees acting as service providers in these 12 counties. Of the 12 counties that provide all or some of the services, seven may not have conducted any form of monitoring as service providers based on the county survey conducted by JLARC. The other five have conducted some form of a self-review such as adapting the DSHS compliance review checklist, conducting an internal annual review, or asking another county to review their staff.

Designating a Qualified County Coordinator

Each county must provide or designate a coordinator of employment and day services. The County Program Agreement identifies the basic qualifications for a county coordinator. The contract is clear that the county coordinator:

- Must have training and experience in the delivery of developmental disability services;
- Shall not have a contract with the county to provide any direct or indirect employment and day services; and
- Shall not be a board member, an officer, or an employee of an agency contracting with the county to provide these services.

The County Program Agreement goes on to state that the counties that provide all direct services with county employees are exempted from this provision of the contract.

This latter provision could be interpreted to mean that, in counties that provide all direct services with county employees, the county coordinator does *not* have to have training and experience; the coordinator *may* have a contract with the county to provide direct or indirect services; and the coordinator *may* be a board member, officer, or employee of an agency contracting to provide services.

Recommendations for Improving State Contracting and Monitoring

Recommendation 1

The Division of Developmental Disabilities should:

- a) Develop a provider monitoring provision in the County Program Agreement for counties that provide employment and day services with county employees; and
- b) Clarify in the County Program Agreement the qualifications for a coordinator in counties where county employees provide all direct services.

DSHS Mistakenly Contracted with a Non-Governmental Agency on One County Program Agreement

As previously noted, every county administering developmental disability employment and day services must sign two contracts with DSHS to be able to administer and provide these services. The County Program Agreement outlines the specific responsibilities of the county in providing these services.

We found that the County Program Agreement for Okanogan County was signed by the CEO of a private non-profit that subcontracts with the county instead of an employee of the county.

Recommendation to Require an Okanogan County Employee Signature for the County Program Agreement

Recommendation 2

The Division of Developmental Disabilities should obtain the signature of an appropriate employee of Okanogan County for the County Program Agreement.

CHAPTER THREE – COUNTY SUBCONTRACTING FOR EMPLOYMENT AND DAY SERVICES

The previous chapter looked in detail at the state’s contracting with counties for employment and day services. In this chapter, the focus shifts to county subcontracting for the provision of these services. The Legislature asked JLARC to compare the provisions of these subcontracts. Counties entered into 270 subcontracts for these services in Fiscal Year 2010. Appendix 7 shows the number of subcontracts by county.

The first part of this chapter examines compliance issues related to county subcontracting. We found instances of non-compliance in three areas. The Division of Developmental Disabilities does not systematically review subcontracts for compliance. Our review indicates that Division review of subcontracts should be more thorough, and we offer a recommendation to address this.

The second part of this chapter examines the different payment schedules counties are using for their community providers. Counties are not required to use a standard payment schedule, and the analysis shows that counties are using the flexibility that is allowed them. However, payment structures may change in the future when, at the direction of the Legislature, DSHS moves to a new outcome-based contract with consistent rates in 2011.

DSHS Reviews Could Improve Compliance in County Subcontracting

No Template and Little Guidance for County Subcontracting

There is no subcontract template available for use by the counties and there is no standard form required for subcontracts. In our review of the two standard contracts between DSHS and the counties and of other administrative rules, we found little direction for required provisions in subcontracts.

Given this lack of a template and the small amount of guidance, one would expect to find differences among the many county subcontracts, and we did.

Guidance from the General Terms and Conditions Contract

According to the general terms and conditions contract counties are allowed to subcontract services unless otherwise specified in the County Program Agreement, but all subcontracts must include a debarment certification provision. Debarment means that the entity is precluded from participation by the federal government. This is the only requirement for subcontract provisions.

Guidance from the County Program Agreement Contract

In Fiscal Year 2010, the County Program Agreement did not include specific requirements for subcontract provisions. While the contract stated that all subcontractors must comply with DSHS rules and policies, review the access agreement protecting client rights and confidentiality of records, report abuse and neglect, and subject all employees and volunteers to background criminal history checks, there was no language specifically directing the county to include these provisions in

a subcontract. As of Fiscal Year 2011, the county is now required to “pass on the entire contractual requirements that are between DDD and the County to the subcontractor.” This includes provisions that apply to the subcontractor and provisions that do not apply to the subcontractor.

While the County Program Agreement allows for subcontracting of services, there are restrictions. The County Program Agreement defines a subcontractor as a “vendor with whom the County contracts for services.” The Agreement also references 388-845 WAC which, for direct services, states that a provider “must be a county or an individual or agency contracted with a county or DDD [Division of Developmental Disabilities].” Another restriction is associated with the county coordinator position which is responsible for the administrative duties, according to the Division. As discussed in Chapter Two, the County Program Agreement identifies basic qualifications for a county coordinator of employment and day services. The provision notes, among other items, that a qualified county coordinator shall not be a board member, an officer, or an employee of an agency contracting with the county to provide any employment and day service.

Guidance from Other Administrative Rules

WAC 388-850-025 provides general directions for subcontracts related to a work statement, abiding by certain acts and rules, allowing for the inspection of records, and the provision of program and fiscal data. This WAC is indirectly referenced in the County Program Agreement via Policy 6.13.

Examples of Three Areas of Non-Compliance Related to Subcontracting

The Division of Developmental Disabilities does not currently conduct comprehensive reviews of every subcontract for employment and day services. While it was not feasible for JLARC to conduct a comprehensive review of all 270 subcontracts, a more limited review found three areas of non-compliance. This indicates that further Division scrutiny of subcontracts is warranted.

- 1) We reviewed every subcontract for the debarment certification provision, as required by the general terms and conditions contract. Of the 29 counties that subcontracted services in Fiscal Year 2010, six counties did not include this provision in their subcontracts: Grays Harbor, Kittitas, Okanogan, Pacific, San Juan, and Skamania.
- 2) According to the County Program Agreement, a subcontractor is a vendor with whom the county contracts for services. According to 388-845 WAC, providers of direct services are only allowed to subcontract with a county or with DSHS. A subcontractor is not allowed to subcontract. The Division identified one subcontract that is out of compliance, and other county subcontracts allow a county vendor to subcontract services.
- 3) Counties are not allowed to subcontract administrative duties to an employee of an agency that is contracted to provide employment and day services. Three counties (Columbia, Kittitas, and Okanogan) have subcontracted administrative responsibilities.

Recommendation for Improved Monitoring of Subcontracts

Recommendation 3

The Division should incorporate into the Division’s county monitoring process a systematic review of subcontracts for compliance with the DSHS contracts. The Division should also bring the counties and subcontracts that are currently out of compliance into compliance.

Flexible County Payment Schedules for Community Providers

Counties Have Flexibility in Establishing Payment Schedules for Community Providers

Counties determine, with approval from the Division of Developmental Disabilities, the amounts to pay their community providers of employment and day services. We were asked to compare county payment schedules for providers between counties across the state and found that they are different. As an example, we compiled the details of each county’s payment schedule for the Individual Supported Employment service in Appendix 8.

DSHS provides counties with guidelines for establishing payment schedules, and the schedules must be approved by Region staff. However, counties are not required to use a standard payment schedule. Counties may negotiate the payment schedule with community providers, factoring in a variety of considerations particular to their county geography, economy, structure, etc., and utilize the flexibility they have been given by the state.

Payment Schedule Guidelines

The County Program Agreement encourages the use of a payment schedule that “align[s] to a client’s demonstrated need and acuity level,” and counties are required to use one of three service units for payment: hour, day, or month (tier or flat).²

While counties are required to use one of three service units, the amount of money assigned to each unit and the presence or absence of a tiered or flat schedule allows for a variety of payment schedules.

Payment Schedules Must be Approved and Included in CMIS for Initiating the State Billing Process

DSHS Region staff approve the payment schedules before the information is uploaded into the Case Management Information System (CMIS). This is the system used by counties for their monthly billing process to the state. A county is not able to bill for services provided if this information has not been added to CMIS. The system includes automatic error notices for categories of information such as fund source and payment schedule information including the unit of payment. Every error notice requires correction before the county can submit monthly billing information to the state. In order for a provider to receive payment, they must have a contract, their information must be in CMIS, and the provider must be authorized by DSHS to provide the service(s).

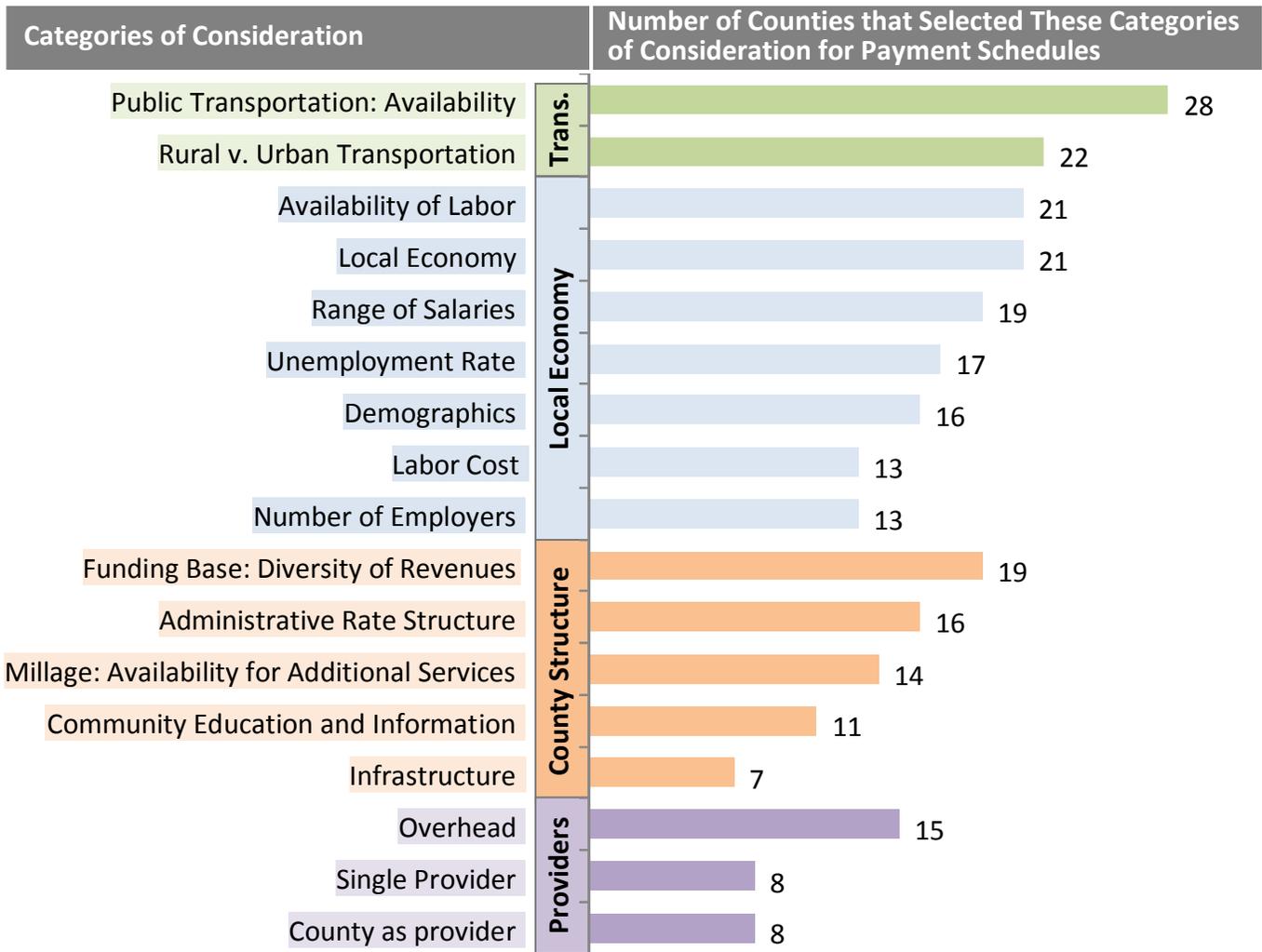
² According to a 2008 report to the Legislature, counties are required to identify the rate reimbursement structure that best meets the needs of their community and employment conditions.

Counties Consider a Number of Factors in Establishing Payment Schedules

Counties are utilizing the flexibility that has been allowed when establishing their payment schedules. The amount of money associated with the provision of a particular service and unit of payment can vary across counties based on a variety of considerations faced by each county. In surveying the 35 counties, we worked with the Washington State Association of Counties to identify the most relevant categories of consideration. These categories include: Transportation, Economic Issues, County Structure, and Provider.

Exhibit 8 shows the variety of issues counties take into consideration. For example, 28 of the 35 counties selected the availability of public transportation as a consideration when establishing payments to providers. The cost and amount of time a provider may need to get to and serve the client varies across the state, and counties may adjust their payment schedules to account for this. As an example, Cowlitz County has a total of four bus lines limiting the ability for both client and provider to receive and provide services. Appendix 9 provides the results of the survey by county.

Exhibit 8 – County Considerations Vary for Employment and Day Payment Schedules



Source: JLARC survey of counties.

Changes in Payment Schedules Likely in 2011

The Legislature has required the Division to develop a new outcome-based contract with consistent rates across the state by April 2011.³ The new contract may impact the way in which counties pay their providers, thereby changing their payment structures.

³ 2009-11 Operating Budget (ESHB 1244).

CHAPTER FOUR – ACCOUNTABILITY AND OVERSIGHT OF PAYMENTS THROUGH MONITORING

The Legislature asked JLARC to review the processes used to pay providers due to a concern regarding accountability and oversight. We surveyed all 34 counties with contracts to administer employment and day services, Region 2 as the administrator for Klickitat County, six Regions, and staff from Division Headquarters, and found that both DSHS and the counties have processes in place to monitor billing and payments. The monitoring activities address accountability and oversight.

In our review, we did find a small number of coding errors and one other error related to receipt of temporary federal stimulus funding. This chapter concludes with one recommendation to address these errors.

The Monthly Payment Process

The process used to pay providers each month involves the community providers, county staff, Region staff, and staff from Headquarters. In summary:

- Counties send Case Management Information System (CMIS) data sheets to their community providers every month;
- Community providers return required data for individual clients and send detailed invoices;
- Counties review the data for errors, process payments, enter data into the DSHS CMIS, and send a summarized bill with a CMIS billing summary to the appropriate Region;
- Region staff review the data for errors, translate CMIS codes into AFRS codes, and enter data into AFRS; and
- DSHS sends a warrant to counties, based on the detailed AFRS data, as reimbursement.

Counties that do not subcontract services compile internal county data, review the data for errors each month prior to processing payments, enter the data into CMIS, and send a bill to the appropriate Region.

State and Federal Accounting Requirements

All entities involved in billing and payment processes must adhere to state and federal accounting requirements such as those identified in the two DSHS contracts that all administering counties must sign. Examples of these requirements include:

- Federal OMB Circulars related to general accounting practices;
- Generally Accepted Accounting Principles (GAAP) and the State Auditor’s Budget, Accounting and Reporting System (BARS) instructions for official accounting of Division of Developmental Disabilities programs;

- DSHS and County Agreement on General Terms and Conditions: No claims paid when submitted more than 12 months after service (section four), and the County and DSHS are to comply with all applicable federal, state, and local laws, regulations and rules (section five); and
- County Program Agreement: References to billing instructions (section four), directions for monthly billing and payments including documentation, administration costs, and units for fees (section eight), and exemption from duplicative funding from any other source (section nine).

Monitoring of Payments Takes Place at the County, Region, and State Level

The contract monitoring processes used by the counties are similar across the state as are the processes used across the Regions. Monitoring of financial documents is one part of the monitoring processes and occurs at least every month.

Staff from Headquarters, Regions, and the administering counties are involved in the contract monitoring process. In addition to other duties, four staff located in Headquarters assist with monitoring statewide data related to employment and day services. However, there is one staff person, the Program Manager, who is responsible for directly monitoring counties. Staff reported spending less than 50 percent of their collective time, on average, on monitoring activities per week over the last year. The number of staff in each Region who are responsible for monitoring activities from the counties ranges from two to five depending on the Region. All but one Region reported staff time spent on monitoring activities as less than 50 percent, on average, per week over the last year. The number of staff in counties that participate in monitoring community providers varies widely from 0.5 FTE in Cowlitz County to 6.1 FTEs in Clark County. Forty-six percent (16) of the 35 counties reported spending between 50 and 100 percent of staff time on contract monitoring per week over the last year.

County Monitoring

By contract, each county is required to conduct on-site monitoring of its community providers at least once every biennium. Counties review financial documents at least every month.

Monthly Monitoring

Each month counties review the invoices from their community providers for errors. The invoices include specific information for each client such as the authorization for a specific service, funding limits, and allowable costs. Some counties, such as Thurston, take the time to review individual client data prior to sending the invoice to their community providers. This additional review of client data assists the community provider and county with the monitoring of funding limits. Cowlitz and Pierce Counties use an online data system for their monthly invoicing and community provider billing process. The system is accessible at all times for the community providers providing additional flexibility.

Thirty-three of the 35 counties have a county auditor's office or accounting staff that review the information prior to processing a payment for the provider. Columbia and Okanogan County rely

on subcontracted organizations to conduct all of the monthly invoice reviews, entering of data, and billing to the state.

Once the data from the invoices has been verified, county staff enter the data into CMIS. The system has an automatic error check for information such as provider information, service authorization, and minimum data elements such as wages earned. The system does not catch potential errors related to budgeting.

On-Site Monitoring

Most of the counties are in compliance with the County Program Agreement requirements for on-site monitoring of community providers. However, there are six counties that are not in compliance with this requirement in one of three ways: no county on-site monitoring, no review of financial documents, or no on-site monitoring of child development service providers. A recommendation is included to address this issue.

The County Program Agreement includes requirements for monitoring subcontractors. For example, Section 11 states that subcontractors must be monitored on-site at least every biennium using a service review and evaluation system with specified quality assurance items. Currently, seven counties conduct *annual* on-site monitoring: Benton/Franklin, Cowlitz, Douglas/Chelan, Grays Harbor, Kitsap, Spokane, and Yakima.

The County is to evaluate and review services delivered to reasonably assure compliance with the County Program Agreement. DSHS County Guidelines assist the counties with this process. The Guidelines include best practices for quality indicators, strategies, and specific items counties should be looking for in their required evaluations and reviews of community providers.

Two Counties Do Not Conduct On-Site Monitoring

All but six counties conduct some form of on-site monitoring. Two of the six counties are currently out of compliance with the requirement for on-site monitoring. Columbia County has allowed its subcontractor to conduct its own monitoring. Kittitas County has used the results of an independent accreditation of health and human service providers.

Four of the six counties, Adams, Garfield, Lincoln, and Wahkiakum, do not subcontract any of the services and therefore, by contract, are not required to conduct on-site monitoring. It is interesting to note that, while not required to do so, two counties that do not subcontract services and one county that provides some of the services conduct their own reviews.

- Asotin County does not subcontract services but fills out a compliance review checklist from DSHS for an internal review of its services.
- Pend Oreille County does not subcontract services but has a county policy for a review procedure and uses its own monitoring tool with the results reviewed by the Advisory Board, DD Program Manager, County Coordinator, and other DD staff.
- Grant County subcontracts some of the services, but for those services that are not subcontracted, the County has chosen to receive on-site monitoring from Spokane County.

Two Counties Do Not Review Financial Documents during On-Site Monitoring

Based on the information provided by the counties that comply with the on-site monitoring requirement, all but two, Region 2 for Klickitat and Whitman, include a review of financial documents in their monitoring tool. For example, the counties review service documents from individual client files to compare with CMIS records and service authorizations to ensure accuracy of service delivery and billings, or the counties review the provider's independent audit. Some counties have systematized their process to ensure consistency across services, such as the written protocol developed by Snohomish County.

Three Counties Do Not Conduct On-Site Monitoring of Child Development Service Providers

Twenty-one of the 24 counties that provide child development services (CDS) are in compliance with the County Program Agreement requirement for on-site monitoring of the community providers. One of the 24 counties, Stevens/Ferry, is the provider of this service and is not contractually required to conduct its own monitoring, nor has DSHS conducted a formal monitoring review of the County as a CDS provider. Three of the 24 counties are not monitoring their child development service providers, although they are contractually required to do so: San Juan, Region 2 for Klickitat, and Lewis.

Recommendation to Improve County On-Site Monitoring of Providers

JLARC's review of the county on-site monitoring documents found six counties out of compliance with the County Program Agreement.

Recommendation 4

The Division of Developmental Disabilities should review county on-site monitoring of subcontractors to ensure compliance with the County Program Agreement.

Additional County Oversight

In addition to the monthly processing of invoices, payments, and bills, and the required on-site monitoring, most counties noted the performance of additional monitoring activities. Some of these activities include: risk assessments, customer satisfaction surveys, weekly or monthly meetings with community providers, State Auditor reviews, quarterly written and oral presentations by community providers to the Advisory Board, weekly billing and payment reviews, technical assistance monitoring, independent audits of community providers, review of individual data every six months, and monthly site visits. Some of the additional oversight involves Advisory Boards. Twenty-eight of the 35 counties have an Advisory Board.

DSHS Region Monitoring

Division staff in the six Regions review documents that contain county billing data at least monthly. Region staff have a variety of responsibilities related to the monitoring of counties and community providers. Staff verify budgets and track expenditures, process county billings and enter data into AFRS, review approved spending plans and service information forms containing service goals, process and track fund transfers, prepare and amend contracts, review client files quarterly, and participate in county planning and meetings with counties, vendors, and county boards.

The process Region staff use to review and submit monthly billings from the counties requires the separation of duties according to a DSHS central accounting procedure (AP 19.20.01). Based on the information provided, it appears that each Region is in compliance. Various staff, including the Regional Business Manager sign the billing forms indicating the accuracy of data. In summary, the monthly billing process at the Region level includes:

- Receipt and review of the county billing summary and backup documentation;
- Comparison of data to the contract and the spending plan for accuracy;
- Translation of BARS codes used for CMIS into AFRS codes;
- Review of codes for accuracy prior to entering data into AFRS;
- Data entry into spreadsheets for each county whereby allotments are tracked against expenditures; and
- Review of AFRS warrant for accuracy.

If errors are found at any step in the process Region staff correct the errors and inform the county of the error so the county can update CMIS. The review process will then start over prior to entering the data into AFRS.

Spending plans are one of the monitoring tools used by counties and the state. Based on each county's budget as established in its County Program Agreement contract, County and Region staff create a spending plan that estimates the details of this budget by the type of services that will be provided over the next Fiscal Year, or biennium, and the state and federal Medicaid splits. The spending plan is a tool used by the counties and Division staff, in the Regions and in Headquarters, to monitor and review the monthly billing from the counties. If needed, Region staff may approve an amendment to the spending plan.

DSHS Headquarters Monitoring

Division staff located in the DSHS Division Headquarters review county billing data regularly at a summarized statewide level. The Director of the Division conducts a detailed review, three times per year, with the Program Manager (or designee) and Regions. This review includes financial information such as the spending plans and monthly fiscal status reports.

Another way in which the Division monitors counties is through a required county self-evaluation, using a compliance review checklist, every biennium. On-site reviews of selected counties are a result of the self-evaluation risk-based analysis.

According to the Division, since 2008, DSHS' quality assurance process has included the collection of comprehensive monitoring information from each county as part of the self-evaluation. Staff review and analyze results of the self-evaluation including required documentation such as each county's monitoring tool and service information forms containing targeted outcomes and goals. Staff plan to complete on-site reviews of counties selected using a risk-based analysis.

Additionally, federal waiver rules require a quality assurance process, including financial accountability, as part of the application for approval. The Center for Medicaid Services has approved the state's plan for monitoring.

On a monthly basis, the Program Manager monitors expenditure data from CMIS and Regional allotments. The Division regularly monitors data in CMIS such as client fund sources, expenditures by county, client wages, and staff hours. When needed, Region staff request a review and approval of contract amendments for changes to county budgets from the Program Manager. This data is kept in a tracking spreadsheet to ensure funds balance. Every month the Budget Manager collects budget projections from each Regional Business Manager to compare allotments to expenditures across the state, while Regions are responsible for monitoring at the individual county level.

Errors Found in State Accounting System Entries

The payment process uses two separate data systems, CMIS and AFRS, requiring state and county staff to separately enter client updates and billing changes when needed. CMIS maintains detailed information about each client including billing information. AFRS contains the detailed payment information for each county. The warrants sent to counties are generated using AFRS.

The use of these two systems also requires Region staff to translate CMIS codes into AFRS codes and manually enter data. This process allows for the potential of coding errors to occur. During our review and each county's review of the AFRS payment data for Fiscal Year 2009, we found coding errors that amounted to 0.6 percent of the total, or \$377,000. These coding errors can go unnoticed by counties since counties monitor against data in CMIS and do not receive detailed payment data from AFRS. The Division has corrected the errors with the exception of one for which the source of the coding error has not yet been found.

The source of the coding errors previously noted in Chapter One were a combination of not accurately tracking against the most up-to-date spending plan and missing coding mistakes after translating the data into AFRS codes.

We also identified an error as a result of adjustments made to AFRS, by the Office of Accounting Services, to factor in the temporary federal stimulus funding through the Federal Medical Assistance Percentage (FMAP) awarded to the state. While this particular error disappeared with rounding (warrants for Pacific County totaled \$0.28 less than AFRS data), the Division's procedures did not identify the error. This type of error could pose more serious risk in the future since additional adjustments may be required in Fiscal Year 2011 to account for changes in FMAP.

Recommendation to Address State Accounting System Data Entry Errors

Recommendation 5

The Division of Developmental Disabilities should prepare and implement a plan to improve the process used to update data in the state accounting system (AFRS) and the Case Management Information System (CMIS) and the process used to transfer data from CMIS to AFRS.

CHAPTER FIVE – RESEARCH DOES NOT IDENTIFY BEST PRACTICES FOR DEVELOPMENTAL DISABILITY OUTCOME-BASED CONTRACTS

The Legislature has directed the Division of Developmental Disabilities to develop a new outcome-based contract for the provision of employment and day services, by April 1, 2011. To assist the Division, the Legislature asked JLARC to research best practices for outcome-based contracts in developmental disabilities. We searched for literature, researched national organizations, and spoke with nationally recognized experts. Based on the research conducted, we did not find best practices for developmental disability outcome-based contracts.

In the course of our research we found:

- When considering the use of an outcome-based contract it is important to note whether the services are short-term or long-term services;
- There are only a few states that have begun to use a form of outcome-based contracting for employment and day services; and
- Washington has been recognized nationally for the provision of employment services.

Short-Term Versus Long-Term Services

In our discussions with national experts, we found that when considering the use of an outcome-based contract, what works in a short-term environment such as vocational rehabilitation may not work in a long-term environment like developmental disabilities.

Dr. Mank, Director, Indiana Institute on Disability and Community at the University Center for Excellence on Disabilities, Indiana University, points out that support needs are inherently unpredictable in the long-term environment due to variables that cannot be controlled. For example, a new supervisor is hired requiring the provider to speak with the new supervisor and the individual for successful adaptation to this change. Providers do not know when this will happen and therefore require a contract that allows them to be on call after the client is considered stabilized in their employment.

In vocational rehabilitation, the short-term environment allows for a fee-for-service structure based on specific outcomes. The amount of time allowed for services is a known factor. For example, the Washington State Division of Vocational Rehabilitation rules note that the provision of supported employment services to help the individual get and keep a job is not to exceed 18 months.⁴

According to Dr. Butterworth, Coordinator of Employment Systems Change and Evaluation at the Institute for Community Inclusion, University of Massachusetts Boston, outcome-based contracts tend to create barriers for accessing services for individuals with more significant needs. Contracts, such as those used for short-term services (vocational rehabilitation), can create these barriers even

⁴ WAC 388-891-0840 through 388-891-0855

if the contract includes a process that allows the provider or administrator to ask for additional funding for an individual. However, Dr. Butterworth noted that people do not usually ask for additional funding.

Outcome-Based Contracting for Developmental Disability Services is New

The use of outcome-based contracts in developmental disabilities is new. Dr. Butterworth notes two possible impacts with outcome-based contracts. A contract could inadvertently provide an incentive to emphasize the provision of services that are in opposition to the policy intent. A contract could also introduce selection bias, which is a problem for individuals with more significant needs.

Based on information from the national experts and the research we conducted, there are only a few states that have begun to use a form of outcome-based contracting for employment and day services. There is no known study of these contracts to determine whether the methods used are considered best practices. Three states use three different types of outcome-based contracts: Massachusetts, Michigan, and Oklahoma.

Massachusetts

In Fiscal Year 2010, Massachusetts implemented a new contract using benchmark funding. According to Dr. Butterworth, benchmark funding is usually seen in vocational rehabilitation due to the short-term nature of funding and services.

Michigan

Michigan uses goal-based funding with a differential rate structure using a managed care organization to frame the goals with the provider community, according to Dr. Butterworth. The intent of the contract is to provide a different fund adjustment if the provider does or does not meet the contracted goal. No research has been conducted to determine the effects on outcomes.

Oklahoma

Oklahoma uses a form of an outcome-based contract that pays providers for every hour a participant works with paid employment, including group and individual supported employment. Group supported employment results in fewer benefits such as wages, hours, and health/retirement benefits, when compared to individual supported employment.⁵

According to Dr. Mank and Dr. Butterworth, when this contract was first implemented, the amount paid to the provider was the same for both types of employment. This created an incentive to place more participants in group supported employment. Oklahoma identified this as an issue and now

⁵ Early research pointed to the benefits of individual supported employment such as the article in the *Journal of Applied Behavior Analysis*, 1989, Volume 22, pgs 407-415, “The Effects of Consumer Characteristics and Type of Employment Model on Individual Outcomes in Supported Employment” by John Kregel, et al. More recent research has continued to find the same results such as from the *International Journal of Rehabilitation Research*, 2008, Volume 31, pgs 217-223, “Entering work: Employment outcomes of people with developmental disabilities” by H. Boeltzig, et al.

pays the providers a slightly higher amount for participants working in individual supported employment. However, Dr. Butterworth noted that the incentive for placing participants in group supported employment has not disappeared.

Washington has been Recognized Nationally

National experts noted that Washington is nationally recognized for the provision of employment services. The state has been cited in research as:

- High performers in integrated employment,
- A model for service delivery and management, and
- Having developed county guidelines that provide a “clearly defined vision, a foundation for planning, and strategies for using funds to achieve state priorities.”

The State of the States national data shows Washington rated second in the nation for the percent of participants in supported employment, at 61 percent.⁶

Additional Considerations

We learned that it is important to ensure clarity in expectations, establish goals, manage the contract to the goals and expectations with follow through on consequences, and negotiate service provision based on individual need.⁷ Implementing a process for negotiating service provisions based on the level of need, including a time limit for job development, or using the approval of a work plan for payment are examples of integrating these important elements into a contract.

Washington has been described as aggressive with contract management and providing clarity with what the state will pay for. This is uncommon according to the experts interviewed.⁸

In working with the counties as administrators, DSHS indicates the state has worked to balance consistency with individual county innovation.⁹ The county role, pioneered in Washington as Dr. Mank noted, has been highly regarded.¹⁰

⁶ “The State of the States in Developmental Disabilities,” Seventh Edition, By David Braddock, Richard E. Hemp, and Mary C. Rizzolo.

⁷ Dr. Butterworth, Institute for Community Inclusion, University of Massachusetts Boston, Coordinator of Employment Systems Change and Evaluation.

⁸ Dr. Butterworth and Dr. Mank, Director, Indiana Institute on Disability and Community.

⁹ Linda Rolfe, Director, DSHS Division of Developmental Disabilities.

¹⁰ Research conducted by the Institute for Community Inclusion, Dr. Butterworth, and Dr. Mank.

CHAPTER SIX – RECOMMENDATIONS

Both DSHS and the counties that administer employment and day services have processes that address accountability and oversight. However, the DSHS contract with counties for employment and day services, the monitoring of county subcontracts and county employee service providers, and the data entry process for payments could be improved. Based on these findings, we have five recommendations for the Division.

Recommendations for Improving State Contracting and Monitoring

The County Program Agreement lacks clarity for monitoring counties that serve as the provider of services and for defining a qualified coordinator who performs the administrative functions for local employment and day services.

Recommendation 1

The Division of Developmental Disabilities should:

- a) **Develop a provider monitoring provision in the County Program Agreement for counties that provide employment and day services with county employees; and**
- b) **Clarify in the County Program Agreement the qualifications for a coordinator in counties where county employees provide all direct services.**

Legislation Required: None.

Fiscal Impact: Implementation of provider monitoring may involve new costs for the Division.

Implementation Date: June 30, 2011 (Prior to the Fiscal Year 2012 contract).

Recommendation to Require an Okanogan County Employee Signature for the County Program Agreement

The County Program Agreement is a contract between DSHS and a county. The Agreement for Okanogan County was signed by the CEO of a private non-profit that subcontracts with the County instead of an employee of the County.

Recommendation 2

The Division of Developmental Disabilities should obtain the signature of an appropriate employee of Okanogan County for the County Program Agreement.

Legislation Required: None.

Fiscal Impact: JLARC assumes that this can be completed within existing resources.

Implementation Date: Immediately.

Recommendation for Improved Monitoring of Subcontracts

The Division does not currently conduct comprehensive reviews of county subcontracts. JLARC’s review found instances where county subcontracts were out of compliance with requirements in the DSHS contracts.

Recommendation 3

The Division should incorporate into the Division’s county monitoring process a systematic review of subcontracts for compliance with the DSHS contracts. The Division should also bring the counties and subcontracts that are currently out of compliance into compliance.

Legislation Required:	None.
Fiscal Impact:	Incorporating a new review process may involve new costs for the Division.
Implementation Date:	June 30, 2011.

Recommendation to Improve County On-Site Monitoring of Providers

JLARC’s review of the county on-site monitoring documents found six counties out of compliance with the County Program Agreement.

Recommendation 4

The Division of Developmental Disabilities should review county on-site monitoring of subcontractors to ensure compliance with the County Program Agreement.

Legislation Required:	None.
Fiscal Impact:	Incorporating a new review process may involve new costs for the Division.
Implementation Date:	June 30, 2011.

Recommendation to Address State Accounting System Data Entry Errors

JLARC’s review of Fiscal Year 2009 payment data found several errors from miscoding billing statements and one other error related to receipt of temporary federal stimulus funding.

Recommendation 5

The Division of Developmental Disabilities should prepare and implement a plan to improve the process used to update data in the state accounting system (AFRS) and the Case Management Information System (CMIS) and the process used to transfer data from CMIS to AFRS.

Legislation Required:	None.
Fiscal Impact:	JLARC assumes that this can be completed within existing resources.
Implementation Date:	June 30, 2011

APPENDIX 1 – SCOPE AND OBJECTIVES

DEVELOPMENTAL DISABILITY EMPLOYMENT AND DAY PROGRAM SERVICES

SCOPE AND OBJECTIVES

DECEMBER 1, 2009



STATE OF WASHINGTON
JOINT LEGISLATIVE AUDIT AND
REVIEW COMMITTEE

STUDY TEAM

Elisabeth Donner

PROJECT SUPERVISOR

Keenan Konopaski

LEGISLATIVE AUDITOR

Ruta Fanning

Joint Legislative Audit & Review
Committee
1300 Quince St SE
Olympia, WA 98504-0910
(360) 786-5171
(360) 786-5180 Fax

Website: www.jlarc.leg.wa.gov
e-mail: neff.barbara@leg.wa.gov

Why a JLARC Study of Developmental Disability Employment and Day Program Services?

The 2009-11 Operating Budget (ESHB 1244) directs the Joint Legislative Audit and Review Committee (JLARC) to examine the DSHS Division of Developmental Disabilities employment and day program services administered by the counties. The Legislature also directed JLARC to research best practices for outcome-based contracts.

Employment and Day Program Services

DSHS Division of Developmental Disabilities assists individuals with developmental disabilities and their families to obtain services and supports. There are many different types of services and supports provided to eligible persons with developmental disabilities. These include, but are not limited to, institutional care, residential care, respite care for family caregivers, and employment and day program services.

The Division of Developmental Disabilities has established contracts with counties that coordinate and provide local employment and day services that include:

- Child development services for children from birth to age three and their families;
- Supported employment for ongoing support and training for clients with paid jobs; and
- Community access to assist clients whose age or disability limits their ability to participate actively in the community.

Counties may directly provide these services or subcontract with a vendor to provide these services. The 2009-11 Operating Budget (ESHB 1244) directs the Division of Developmental Disabilities to develop and implement a new vendor contract by April 2011. This contract is to be outcome-based and consistent across the state.

In Fiscal Year 2009, a total of \$65.9 million was expended for employment and day program services, serving 15,699 clients.

Study Scope

Based on readily available management data, JLARC will describe Fiscal Year 2009 expenditures for county administered developmental disability employment and day program services. The report will compare state and county contracts and vendor rates. JLARC will also research best practices for outcome-based contracts.

Study Objectives

The study will focus on the following questions:

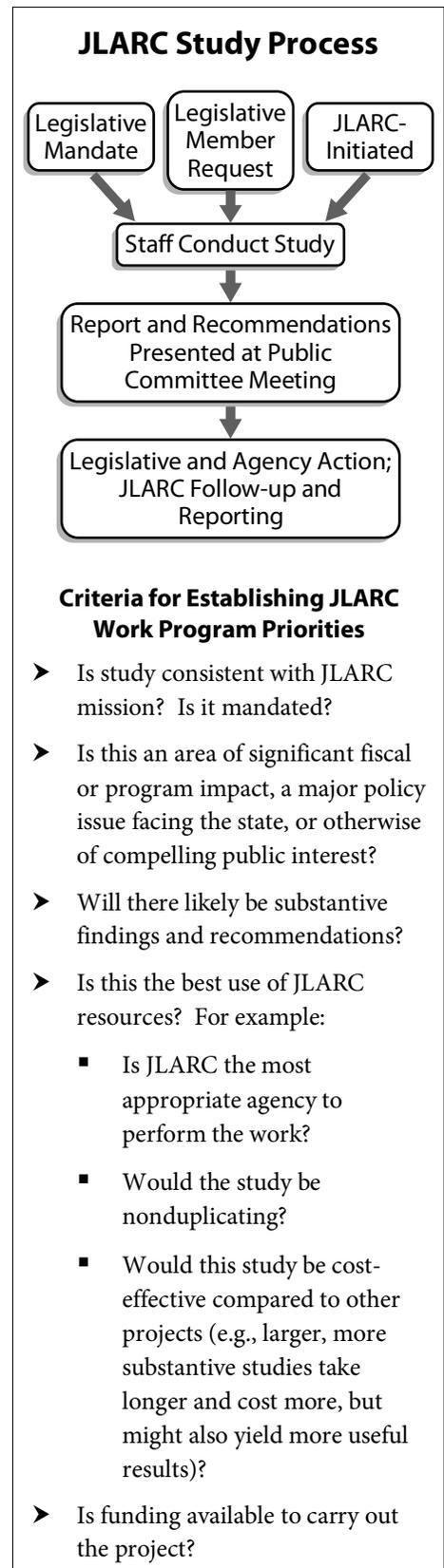
- 1) In Fiscal Year 2009, how much money was spent on developmental disability employment and day program services categorized by counties, service type, and client type?
- 2) Describe state or county laws, regulations, policies, and contracts that govern payments for employment and day services. Is there readily available evidence on compliance with these requirements?
- 3) What are the terms of state and county contracts? How do the contracts compare to each other?
- 4) What are the rates paid to vendors? How do the rates compare to each other?
- 5) Are there best practices for outcome-based contracts that may assist the Division of Developmental Disabilities in the development of the new statewide vendor contract for employment and day program services?

Timeframe for the Study

Staff will present preliminary and final reports at the JLARC meetings in September and October 2010, respectively.

JLARC Staff Contact for the Study

Elisabeth Donner (360) 786-5190 donner.elisabeth@leg.wa.gov



APPENDIX 2 – AGENCY RESPONSES

- DSHS Division of Developmental Disabilities
- Washington State Association of Counties
- Office of Financial Management



STATE OF WASHINGTON
DEPARTMENT OF SOCIAL AND HEALTH SERVICES
P.O. Box 45010, Olympia, Washington 98504-5010

September 27, 2010

TO: Ruta Fanning, Legislative Auditor *Ruta*
Joint Legislative Audit and Review Committee

FROM: Susan N. Dreyfus, Secretary *Susan*
Department of Social and Health Services

SUBJECT: **RESPONSE TO PRELIMINARY AUDIT-DEVELOPMENTAL
DISABILITIES EMPLOYMENT AND DAY SERVICES**

Thank you for the opportunity to respond to the Preliminary Report of Developmental Disabilities' Employment and Day Services delivered through contracts between the Department of Social and Health Services (DSHS) and Counties in Washington State. Under the department's One Department framework we have developed a set of strategies to decrease poverty, improve health and safety, and increase education and employment success. One primary strategy is to improve partnerships between state and local entities. Counties are a key partner in accomplishing the department's objectives. The department will work closely with Counties to ensure implementation of the Report's recommendations.

Attached please find the department's response. We concur with the findings. We are also conscious of the economic climate and the impact of the budget deficits and subsequent reduction of state resources on the people that rely on the department for support and on department staff. In our response we have indicated that where JLARC identifies that more resources may be needed to comply with the recommendation, we will develop practices that minimize or eliminate the need for additional resources. For example the department will improve contract monitoring by using strategies like desk reviews and concentrate on-site reviews to those counties that are determined to be at risk of non compliance.

In addition the department has contracts with counties for many different services and is reviewing how to coordinate monitoring activities. It is believed that consolidation and closer coordination will decrease the administrative obligations of the counties.

The department believes that the work that we are currently doing on developing a performance based contract between the department and counties for developmental disabilities employment services will address the important objective of consistency in resource allocation and service delivery at the county level. We believe such contracts will also improve our ability to comply with the JLARC recommendations.



Appendix 2 – Agency Responses

RECOMMENDATION 1	COMMENTS
AGENCY POSITION Concur	(a) DDD’s internal Quality Assurance staff recognizes the need for this provision and is incorporating the recommendation in the County Program Agreement. (b) Counties have traditionally observed coordinator qualifications whether or not delivering direct services. Both DDD and Counties recognize the need for contract language addressing this recommendation and it will be incorporated in the County Program Agreement. These recommendations will be implemented by June 30, 2011.
RECOMMENDATION 2	COMMENTS
AGENCY POSITION Concur	DDD appreciates JLARC discovery of the issue of the Okanogan County contract signatory authority status. In subsequent discussions, DDD has learned that Okanogan County will not sign the County Program Agreement. DDD has requested and received approval from the Centers for Medicaid and Medicare Services (CMS) to enter into a contract with an entity other than the county to administer these services when a county refuses. After receiving approval we began contract negotiations with the provider in Okanogan County. We expect resolution by December 31, 2010.
RECOMMENDATION 3	COMMENTS
AGENCY POSITION Concur	DDD contractually requires counties to assure subcontractors comply with all the terms and conditions of DSHS. Additionally, DDD currently requires all counties to complete a periodic review of county and subcontractor compliance. As noted in the “Fiscal Impact” comment, additional resources are needed to conduct a systematic review of <u>every</u> county subcontract to assure compliance with DSHS contracts. In the current fiscal climate, DSHS will work to comply with this recommendation by implementing a subcontract review monitoring process that meets the requirement and reduces costs associated with on site reviews. DDD will add a requirement that every contract period every county will be required to attest to performing a systematic review of its sub contracts according to the county contract language. On-site reviews continue as resources permit. They will be specifically performed when the overall monitoring process indicates

Appendix 2 – Agency Responses

Joint Legislative Audit and Review Committee
 Preliminary Report Developmental Disabilities Employment and Day Services
 September 27, 2010
 Page 2

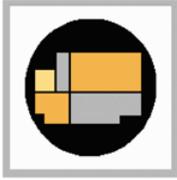
	risk of non compliance with contract requirements. This recommendation will be implemented by June 30, 2011.
RECOMMENDATION 4	COMMENTS
AGENCY POSITION Concur	DDD has developed and implemented an electronic system for counties to report their on-site monitoring activities to DDD. Quality Assurance staff will review this system for monitoring compliance. This recommendation will be implemented by June 30, 2011.
RECOMMENDATION 5	COMMENTS
AGENCY POSITION Concur	Thank you for bringing this to our attention. Since being notified, DDD has automated the process to reduce errors and will provide training to counties to improve billing and reporting. With the implementation of ProviderOne, AFRS will be discontinued and CMIS will interface directly with the ProviderOne system.

In addition to our response to the five specific recommendations the department has identified a concern about the section in the Report called “**Errors Found in State Accounting System Entries**” on page 28. In the last paragraph JLARC found “an error as a result of adjustments made to AFRS, by the Office of Accounting Services...” that found that “warrants for Pacific County totaled \$0.28 less than AFRS data.” The \$0.28 error in the Office of Accounting Services on the Federal Medical Assistance Percentage (FMAP) adjustment occurred because the cost-allocated data was used to make the adjustment. In this case, the spreadsheet reconciled to the cost allocated data in AFRS, but due to rounding, there was a \$0.28 difference between the original transaction in AFRS and the cost allocated adjustment. This is a “Cost Allocation Rate Variance”.

DSHS Financial Services’ procedure requires that each program’s Cost Allocation Rate Variances are reviewed monthly (by cost objective) and variances in excess of \$5 are reconciled and corrected. Variances less than \$5 are considered immaterial and are not corrected. The \$0.28 error identified during the JLARC audit would have fallen into this category.

At year end an additional review is completed to ensure all material rounding variances over \$5 are corrected. These allocations and adjustments are completed centrally and regional or county personnel are not involved.

Thank you again for the opportunity to respond. I would like to commend the efforts of JLARC staff, particularly Elisabeth Donner, in this report. The findings show a significant level of work and are helpful to the department.



Washington State Association of Counties

206 Tenth Ave SE, Olympia WA 98501-1311

(360) 753-1886 / Fax: (360) 753-2842 / Web: www.wacounties.org/wsac

September 28, 2010

Ruta Fanning, Legislative Auditor
1300 Quince Street SE
P.O. Box 40910
Olympia WA 98504

Dear Ms. Fanning,

Thank you for allowing the Washington State Association of Counties (WSAC) the opportunity to provide response on behalf of Washington's counties to the preliminary report on Developmental Disabilities Employment and Day Services.

In regard to JLARC's five recommendations for improvement, WSAC and the counties agree that all counties should be in compliance with their contracts with the state, including having established comprehensive monitoring practices. Therefore, we are supportive of Recommendations 1 through 4 related to contracting practices. WSAC and the counties believe that data should be valid and accessible, to assure accountability and accurate fiscal and program monitoring. We are, therefore, also supportive of Recommendation 5, related to improved data systems. We are willing to work in partnership with the legislature and DSHS to address all five of these JLARC recommendations.

WSAC and the counties are pleased that this JLARC study found that Washington's supported employment services are recognized nationally, and are cited in national research as:

- a "high performer" (second in the nation in supported employment participants)
- a model for service delivery and management, and
- having developed county guidelines that provide a "clearly defined vision, a foundation for planning and strategies for using funds to achieve state priorities"

We also appreciate acknowledgement of services under "Additional Considerations" (p.31) in the report citing further national recognition of the current state/county system of establishing services based on each individual's needs; Washington's aggressive contract management and clarity of service expectation; the importance of balancing the need for service consistency across the state with individual county service innovation and the "highly regarded" role of counties in the supported employment system.

WSAC and counties agree with the report findings that counties are *"utilizing the flexibility that has been allowed when establishing their payment schedules."* Counties believe the categories included in Exhibit 8 - County Considerations Vary for Employment and Day Payment Schedules are a valid representation of the range of considerations for rate setting for payment schedules across the state. Employment service delivery is tailored to the diversity and unique differences between each community. For example, consider the economic and infrastructure differences found between rural Garfield County (with a population of 2,500) and the urban counties on the I-5 corridor, such as King County.

WSAC and the counties note the acknowledgement that the counties and DSHS have substantial processes in place that address accountability and oversight. We appreciate the report's acknowledgement of Additional County Oversight (pg. 26), citing a wide range of additional county efforts to enhance accountability at the local level, including the role of Citizen Board oversight and other forms of technical oversight. We welcome

opportunities to work with the legislature and DSHS to discuss appropriate levels of oversight in the system and between units of government.

WSAC and the counties appreciate the report's recognition of the fiscal and other resources added to the employment system at the county level. The report highlights two specific areas of support:

- Fiscal resources – \$12.2 million in local/county funds annually, equal to an 18% match of total state and federal funding (p. 73)
- The array of additional services provided by counties, outlined in Appendix 6, Exhibit 11 (pgs. 74-78)

A third factor that adds to the effectiveness of the county administered system is the connections and partnerships that local governments have to other resources and organizations that are critical to achievement of employment for individuals with developmental disabilities. County Human Service Departments provide close linkages to a range of other human service needs, as well as working relationships with cities, public schools, transportation and housing authorities, non-profits, service provider organizations, family and advocacy coalitions, and business. Successful supported employment requires participation and investment by all these community partners, who work routinely with local governments.

We would like to clarify the distinction between Direct and Indirect Services, as depicted by Exhibit 4 (pg. 9) in Chapter One. The graph indicates that 15% of the service funds are for "indirect services". We would like to point out that 6.5% of funding is used for administration costs, and the majority of the indirect funds (8.5%) are for expenditures that benefit the service recipients and enhance the overall employment service system success. Some of these services include additional direct services to individuals, such as systems navigation support, transition coordination, individualized service planning and technical assistance. These additional services are outlined in Appendix 3 (p.40).

In addressing the question of outcome-based contracting, the report acknowledges the distinction between short (vocational rehabilitation) and long term (supported employment) services, and cautions that outcomes-based contracting can create service barriers for those individuals with more significant disabilities. While we agree with those statements, counties believe in service accountability, and are committed to ongoing work with DSHS and the legislature to further research service approaches that achieve accountability and targeted outcomes, without negative or unintended consequences for individuals seeking to be employed.

WSAC and the counties are willing to work with the State of Washington Department of Developmental Disabilities (DDD) in partnership on all areas the JLARC recommendations found for improvement to further enhance the success of services for individuals in the state. Representatives from the counties have been working over the last year in collaboration with DDD and provider representatives to increase consistency and accountability throughout county programs. Some examples of the current partnership include: rates setting group and a group looking at DDD policy 6:13. We are committed to continuing with the successes that have been recognized at the national level and assisting DSHS in implementing recommendations of JLARC to further enhance the employment and day system in the state.

We would also like to thank JLARC staff for their professionalism in working with county staff completing this report.

Sincerely,



Eric Johnson
Executive Director



STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT

Insurance Building, PO Box 43113 • Olympia, Washington 98504-3113 • (360) 902-0555

September 29, 2010

TO: Ruta Fanning, Legislative Auditor
Joint Legislative Audit and Review Committee

FROM: Marty Brown *MB*
Director

**SUBJECT: JLARC PRELIMINARY REPORT - DEVELOPMENTAL DISABILITIES
EMPLOYMENT AND DAY SERVICES**

Thank you for the opportunity to review and comment on the Joint Legislative Audit and Review Committee's (JLARC's) preliminary report, "Developmental Disabilities Employment and Day Services."

The report identified five recommendations for the Department of Social and Health Services. The Office of Financial Management has no specific comments to include in your final report scheduled for presentation to JLARC on October 20, 2010. If you have any questions, please contact Ryan Black at (360) 902-0417.

We look forward to participating further with you and your staff on these issues.

cc: Carole Holland, Senior Budget Assistant, Office of Financial Management
Ryan Black, Budget Assistant, Office of Financial Management

APPENDIX 3 – DEFINITIONS OF EMPLOYMENT AND DAY SERVICES

The following definitions are from information in the County Program Agreement, WAC, and the Budgeting, Accounting and Reporting System (BARS) Supplementary Instructions for the Division of Developmental Disabilities.

Direct Services

Individual Supported Employment: Part of an individual’s pathway to employment. These are placement and follow-up services necessary to help persons with developmental disabilities obtain and continue integrated, living wage employment in the community, in business, or industry. These services may include creating work opportunities through job development, support to the employee’s supervisors and/or peer workers to enable them to support the person on the job, on-the-job training, and modification of work site or tasks, employment retention and follow along support, and development of career and promotional opportunities.

Group Supported Employment: Services include the activities outlined in Individual Supported Employment. These are supervised employment activities for groups of no more than eight workers with disabilities. The workers are individuals who have a demonstrated need for ongoing supervision and support in order to maintain employment. Typical program examples include enclaves, mobile crews, and other business-based programs employing small groups of workers with disabilities in integrated employment.

Pre-Vocational Services: Pre-Vocational services are a part of a pathway to Individual Employment. These services are often called “sheltered workshops” because of the segregated setting in which the work takes place. This service generally provides training and skill development to groups of people with disabilities in the same setting.

Person-to-Person: A client exclusively in Person-to-Person is not yet employed or is not stable in employment. If stable, the client should move to the appropriate service category. Person-to-Person supports and services may be needed to assist people with:

(a) Initial Planning: System overview, development of a person-centered employment plan and/or preparing an individualized budget.

(b) Technical Assistance Services: These services are provided by professionals specialized in an area that would benefit a client to move further on their pathway to employment. An example is assistive technology or a behavior specialist.

(c) Discovery: Job preparation, exploration and/or volunteering in the community to achieve integration and employment.

Community Access: Services for people with developmental disabilities ages 62 and older who have retired or who choose not to work and need assistance to access services in the community. Services are provided in the community to enhance or maintain the persons’ competence, integration,

physical or mental skill. Services assist individuals to participate in integrated activities, events and organizations in the local community in ways similar to others of similar age.

Adult Day Care: Available to clients who were served between December 1996 and December 2003 in Adult Day Health agencies and were subsequently determined ineligible for Levels II or III services, or with approval. Supervised day programs are where frail and disabled adults can participate in social, educational, and recreational programs without the need for skilled nursing.

Child Development Services: Includes services such as physical and occupational therapy for eligible children, birth to three, and their families. Counties must provide the services under the regulations implementing the Individuals with Disabilities Education Act (IDEA), Part C and Washington State's Infant Toddler Early Intervention Program Federally Approved Plan.

Indirect Services

County Administration: Costs of the County Human Services Department or similar county office, responsible for administration of the Developmental Disabilities Program. Allowable costs include personnel and overhead costs directly related to the administration of the program, including such activities as program planning, budgeting, contracting, monitoring, evaluation, and coordination. Also included are departmental and county indirect and/or direct administrative costs, to the extent that such costs are appropriately allocated to the program using an established methodology consistent with grants management guidelines.

Staff Training: Costs incurred by the program for planned, structured activities for the purpose of providing, or improving, or enhancing job-related knowledge and skills of staff, providers, volunteers, or interning students in the provision of developmental disabilities services.

Board Training: Costs incurred by the program for planned, structured activities designed to provide, improve, or enhance program-related skills of board and advisory committee members.

Community Information Activities: Costs incurred by the program for activities to inform and/or educate the general public about developmental disabilities and related services. Includes information and referral services; activities aimed at promoting public awareness and involvement; and community consultation, capacity building and organization activities.

Infrastructure Projects: Projects in support of clients (services not easily tracked back to a specific working-age client) or that directly benefit a client(s) that is not working age. Examples include planning services like benefits planning and generic job development.

Start Up Projects: Projects that support an agency or directly benefit the agency. Examples include equipment purchases and agency administrative support.

Partnership Projects: The intent is to provide funding to counties to develop collaborative partnerships with school districts, employment providers, Department of Vocational Rehabilitation, families, employers and other community collaborators needed to provide the employment supports and services young adults with developmental disabilities require to become employed during the school year they turn 21.

APPENDIX 4 – FISCAL YEAR 2010 DIRECT AND INDIRECT SERVICES BY COUNTY

Exhibit 9 – Direct and Indirect Employment and Day Services by County

Adams	County Administration
Individual Supported Employment	Community Information Activities
Group Supported Employment	Infrastructure Projects
Community Access	Start-up Projects
County Administration	Clark
Staff and Board Training	Individual Supported Employment
Asotin	Group Supported Employment
Individual Supported Employment	Person-to-Person
Group Supported Employment	Community Access
Pre-Vocational Services	Child Development Services
Person-to-Person	County Administration
Community Access	Staff and Board Training
Child Development Services	Community Information Activities
County Administration	Infrastructure Projects
Staff and Board Training	Start-up Projects
Community Information Activities	Partnership Projects
Benton-Franklin	Columbia
Individual Supported Employment	Individual Supported Employment
Group Supported Employment	Group Supported Employment
Pre-Vocational Services	Pre-Vocational Services
Person-to-Person	Person-to-Person
Community Access	Community Access
Child Development Services	Child Development Services
County Administration	County Administration
Community Information Activities	Staff and Board Training
Chelan-Douglas	Community Information Activities
Individual Supported Employment	Cowlitz
Group Supported Employment	Individual Supported Employment
Person-to-Person	Group Supported Employment
Community Access	Pre-Vocational Services
Child Development Services	Person-to-Person
County Administration	Community Access
Staff and Board Training	Child Development Services
Clallam	County Administration
Individual Supported Employment	Staff and Board Training
Group Supported Employment	Community Information Activities
Person-to-Person	Ferry-Stevens
Community Access	Individual Supported Employment

Appendix 4 – Fiscal Year 2010 Direct and Indirect Services by County

Person-to-Person
Community Access
Child Development Services
County Administration
Staff and Board Training
Community Information Activities
Garfield
Person-to-Person
Grant
Individual Supported Employment
Group Supported Employment
Person-to-Person
Community Access
Child Development Services
County Administration
Community Information Activities
Infrastructure Projects
Grays Harbor
Individual Supported Employment
Person-to-Person
County Administration
Staff and Board Training
Community Information Activities
Island
Individual Supported Employment
Person-to-Person
Community Access
Child Development Services
County Administration
Community Information Activities
Partnership Projects
Jefferson
Individual Supported Employment
Group Supported Employment
Pre-Vocational Services
Person-to-Person
Community Access
Child Development Services
County Administration
Staff and Board Training
Community Information Activities
King
Individual Supported Employment

Group Supported Employment
Pre-Vocational Services
Person-to-Person
Community Access
Adult Day Care
Child Development Services
County Administration
Staff and Board Training
Community Information Activities
Partnership Projects
Kitsap
Individual Supported Employment
Group Supported Employment
Pre-Vocational Services
Person-to-Person
Community Access
Child Development Services
County Administration
Staff and Board Training
Community Information Activities
Kittitas
Individual Supported Employment
Group Supported Employment
Person-to-Person
Community Access
Community Information Activities
Klickitat
Individual Supported Employment
Group Supported Employment
Pre-Vocational Services
Person-to-Person
Community Access
Child Development Services
County Administration
Community Information Activities
Lewis
Individual Supported Employment
Group Supported Employment
Person-to-Person
Community Access
Child Development Services
County Administration
Staff and Board Training

Appendix 4 – Fiscal Year 2010 Direct and Indirect Services by County

Community Information Activities
Lincoln
Individual Supported Employment
Person-to-Person
County Administration
Staff and Board Training
Community Information Activities
Okanogan
Individual Supported Employment
Person-to-Person
Community Access
County Administration
Community Information Activities
Pacific
Individual Supported Employment
Group Supported Employment
Person-to-Person
Community Access
County Administration
Staff and Board Training
Pend Oreille
Individual Supported Employment
Person-to-Person
Community Access
County Administration
Staff and Board Training
Pierce
Individual Supported Employment
Group Supported Employment
Pre-Vocational Services
Person-to-Person
Community Access
Adult Day Care
Child Development Services
County Administration
Staff and Board Training
Community Information Activities
Infrastructure Projects
San Juan
Individual Supported Employment
Person-to-Person
Child Development Services
County Administration

Community Information Activities
Skagit
Individual Supported Employment
Group Supported Employment
Pre-Vocational Services
Person-to-Person
Community Access
Child Development Services
County Administration
Community Information Activities
Skamania
Individual Supported Employment
Child Development Services
County Administration
Snohomish
Individual Supported Employment
Group Supported Employment
Pre-Vocational Services
Person-to-Person
Community Access
Child Development Services
County Administration
Staff and Board Training
Community Information Activities
Infrastructure Projects
Partnership Projects
Spokane
Individual Supported Employment
Group Supported Employment
Pre-Vocational Services
Person-to-Person
Community Access
Child Development Services
County Administration
Staff and Board Training
Community Information Activities
Thurston-Mason
Individual Supported Employment
Group Supported Employment
Person-to-Person
Community Access
County Administration
Staff and Board Training

Appendix 4 – Fiscal Year 2010 Direct and Indirect Services by County

Community Information Activities
Wahkiakum
Individual Supported Employment
Group Supported Employment
County Administration
Staff and Board Training
Walla Walla
Individual Supported Employment
Group Supported Employment
Pre-Vocational Services
Person-to-Person
Community Access
Child Development Services
County Administration
Staff and Board Training
Community Information Activities
Infrastructure Projects
Partnership Projects
Whatcom
Individual Supported Employment
Group Supported Employment
Pre-Vocational Services
Person-to-Person
Community Access
Child Development Services
County Administration
Staff and Board Training
Community Information Activities
Infrastructure Projects
Partnership Projects
Whitman
Individual Supported Employment
Group Supported Employment
Pre-Vocational Services
Person-to-Person
Community Access
Child Development Services
County Administration
Yakima
Individual Supported Employment
Group Supported Employment
Pre-Vocational Services
Person-to-Person

Community Access
Child Development Services
County Administration
Community Information Activities

Source: JLARC survey of counties.

APPENDIX 5 – FISCAL YEAR 2009 PAYMENT DETAILS

Source: AFRS.

Adams			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$15,640	\$15,640	
Basic Waiver	\$12,852	\$5,089	\$7,763
Basic Plus Waiver	\$2,357	\$874	\$1,484
Total Individual Supported Employment	\$30,849	\$21,603	\$9,247
Group Supported Employment			
State Only	\$24,408	\$24,408	
Basic Waiver	\$5,365	\$1,988	\$3,377
Basic Plus Waiver	\$55,521	\$22,068	\$33,453
Total Group Supported Employment	\$85,294	\$48,465	\$36,829
Total Direct Services	\$116,143	\$70,067	\$46,076
Indirect Services	Total	GF-S	GF-F
Administration	\$17,928	\$12,518	\$5,410
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$7,600	\$5,304	\$2,296
Total Indirect Services	\$25,528	\$17,822.38	\$7,706
Total for Adams County	\$141,671	\$87,890	\$53,782

Asotin			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$2,570	\$2,570	
Basic Waiver	\$480	\$178	\$302
Core Waiver	\$5,125	\$2,084	\$3,041
Total Individual Supported Employment	\$8,175	\$4,832	\$3,343
Group Supported Employment			
State Only	\$8,175	\$8,175	
Core Waiver	\$41,135	\$16,931	\$24,204
Total Group Supported Employment	\$49,310	\$25,106	\$24,204
Person-to-Person			
State Only	\$28,695	\$28,695	
Basic Waiver	\$2,280	\$845	\$1,435
Basic Plus Waiver	\$19,100	\$7,689	\$11,411
Core Waiver	\$123,570	\$49,383	\$74,187
Total Person to Person	\$173,645	\$86,612	\$87,033
Community Access			
State Only	\$39,785	\$39,785	
Core Waiver	\$6,080	\$2,253	\$3,827
Total Community Access	\$45,865	\$42,038	\$3,827

Appendix 5 – Fiscal Year 2009 Payment Details

Child Development Services			
State Only	\$75,600	\$75,600	
Total Child Development Services	\$75,600	\$75,600	\$0
Total Direct Services	\$352,595	\$234,188	\$118,407
Indirect Services	Total	GF-S	GF-F
Administration	\$89,247	\$61,417	\$27,831
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$4,360	\$3,004	\$1,356
Total Indirect Services	\$93,607	\$64,420	\$29,187
Total for Asotin County	\$446,202	\$298,608	\$147,594

Benton-Franklin			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$63,421	\$63,421	
Basic Waiver	\$21,990	\$8,316	\$13,675
Basic Plus Waiver	\$13,676	\$5,265	\$8,411
Core Waiver	\$31,880	\$12,179	\$19,701
Community Protection Waiver	\$5,122	\$1,952	\$3,170
Total Individual Supported Employment	\$136,090	\$91,132	\$44,957
Group Supported Employment			
State Only	\$111,318	\$111,318	
Basic Waiver	\$37,174	\$14,085	\$23,089
Basic Plus Waiver	\$32,721	\$12,490	\$20,231
Core Waiver	\$56,359	\$21,573	\$34,786
Community Protection Waiver	\$25,461	\$9,755	\$15,706
Total Group Supported Employment	\$263,033	\$169,221	\$93,813
Pre-Vocational			
State Only	\$164,171	\$164,171	
Basic Waiver	\$99,036	\$37,612	\$61,424
Basic Plus Waiver	\$58,199	\$22,298	\$35,901
Core Waiver	\$224,393	\$86,023	\$138,369
Community Protection Waiver	\$13,021	\$4,969	\$8,053
Total Pre-Vocational	\$558,819	\$315,072	\$243,747
Person-to-Person			
State Only	\$50,677	\$50,677	
Basic Waiver	\$32,592	\$12,426	\$20,165
Basic Plus Waiver	\$109,592	\$41,948	\$67,644
Core Waiver	\$200,555	\$76,792	\$123,763
Community Protection Waiver	\$3,762	\$1,394	\$2,368
Total Person to Person	\$397,177	\$183,237	\$213,940
Community Access			
State Only	\$7,115	\$7,115	
Basic Plus Waiver	\$1,076	\$399	\$677
Core Waiver	\$20,286	\$7,741	\$12,544

Appendix 5 – Fiscal Year 2009 Payment Details

Total Community Access	\$28,477	\$15,255	\$13,222
Child Development Services			
State Only	\$131,900	\$131,900	
Total Child Development Services	\$131,900	\$131,900	\$0
Total Direct Services	\$1,515,495	\$905,817	\$609,678
Indirect Services	Total	GF-S	GF-F
Administration	\$126,232	\$86,478	\$39,754
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$10,520	\$7,244	\$3,275
Total Indirect Services	\$136,752	\$93,722	\$43,030
Total for Benton/Franklin Counties	\$1,652,247	\$999,539	\$652,707

Clallam			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$28,733	\$28,733	
Basic Waiver	\$60,547	\$23,605	\$36,942
Basic Plus Waiver	\$56,106	\$21,978	\$34,128
Core Waiver	\$84,580	\$33,021	\$51,559
Total Individual Supported Employment	\$229,966	\$107,337	\$122,629
Group Supported Employment			
State Only	\$1,275	\$1,275	
Basic Waiver	\$11,715	\$4,731	\$6,985
Basic Plus Waiver	\$16,485	\$6,425	\$10,060
Core Waiver	\$77,730	\$30,482	\$47,248
Total Group Supported Employment	\$107,205	\$42,912	\$64,293
Person-to-Person			
State Only	\$36,749	\$36,749	
Basic Waiver	\$34,806	\$13,646	\$21,160
Basic Plus Waiver	\$26,389	\$10,405	\$15,984
Core Waiver	\$32,129	\$12,938	\$19,191
Total Person to Person	\$130,072	\$73,738	\$56,334
Community Access			
Basic Waiver	\$1,680	\$689	\$991
Basic Plus Waiver	\$3,048	\$1,175	\$1,873
Core Waiver	\$7,680	\$2,979	\$4,701
Total Community Access	\$12,408	\$4,844	\$7,564
Total Direct Services	\$479,651	\$228,830	\$250,821
Indirect Services	Total	GF-S	GF-F
Administration	\$68,703	\$47,424	\$21,279
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$179,111	\$120,897	\$58,214
Total Indirect Services	\$247,814	\$168,321	\$79,493
Total for Clallam County	\$727,465	\$397,151	\$330,314

Appendix 5 – Fiscal Year 2009 Payment Details

Clark			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$427,839	\$427,839	
Basic Waiver	\$209,224	\$79,123	\$130,102
Basic Plus Waiver	\$96,338	\$36,891	\$59,447
Core Waiver	\$417,995	\$162,016	\$255,980
Community Protection Waiver	\$204,303	\$78,526	\$125,777
Total Individual Supported Employment	\$1,355,699	\$784,394	\$571,305
Group Supported Employment			
State Only	\$10,412	\$10,412	
Basic Waiver	\$17,428	\$6,719	\$10,709
Basic Plus Waiver	\$31,320	\$12,104	\$19,216
Core Waiver	\$31,755	\$12,336	\$19,419
Total Group Supported Employment	\$90,915	\$41,572	\$49,343
Person-to-Person			
State Only	\$105,419	\$105,419	
Basic Waiver	\$102,652	\$38,997	\$63,655
Basic Plus Waiver	\$156,558	\$60,337	\$96,221
Core Waiver	\$755,824	\$294,304	\$461,520
Total Person to Person	\$1,120,454	\$499,058	\$621,396
Community Access			
State Only	\$7,586	\$7,586	
Basic Waiver	\$4,270	\$1,641	\$2,629
Basic Plus Waiver	\$5,938	\$2,294	\$3,645
Core Waiver	\$13,781	\$5,348	\$8,433
Total Community Access	\$31,576	\$16,869	\$14,707
Child Development Services			
State Only	\$260,100	\$260,100	
Total Child Development Services	\$260,100	\$260,100	\$0
Total Direct Services	\$2,858,744	\$1,601,993	\$1,256,751
Indirect Services			
	Total	GF-S	GF-F
Administration	\$255,812	\$177,782	\$78,030
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$465,032	\$317,689	\$147,343
Start Up Projects	\$9,858	\$9,858	
Partnership Projects	\$48,000	\$32,910	\$15,090
Total Indirect Services	\$778,702	\$538,240	\$240,463
Total for Clark County	\$3,637,446	\$2,140,232	\$1,497,214

Appendix 5 – Fiscal Year 2009 Payment Details

Columbia			
Direct Services	Total	GF-S	GF-F
Group Supported Employment			
State Only	\$9,704	\$9,704	
Basic Waiver	\$3,969	\$1,471	\$2,498
Basic Plus Waiver	\$3,168	\$1,229	\$1,939
Total Group Supported Employment	\$16,841	\$12,404	\$4,437
Pre-Vocational			
Basic Plus Waiver	\$0	\$37	\$(37)
Total Pre-Vocational	\$0	\$37	\$(37)
Person-to-Person			
Basic Waiver	\$6,005	\$2,262	\$3,743
Basic Plus Waiver	\$9,986	\$3,759	\$6,227
Total Person to Person	\$15,991	\$6,021	\$9,970
Total Direct Services	\$32,832	\$18,462	\$14,369
Indirect Services	Total	GF-S	GF-F
Administration	\$8,975	\$6,127	\$2,848
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$9,320	\$6,366	\$2,954
Start Up Projects	\$1,972	\$1,972	
Total Indirect Services	\$20,267	\$14,465	\$5,802
Total for Columbia County	\$53,099	\$32,928	\$20,171

Cowlitz			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$210,899	\$210,899	
Basic Waiver	\$78,698	\$30,163	\$48,535
Basic Plus Waiver	\$20,000	\$7,842	\$12,158
Core Waiver	\$161,778	\$63,384	\$98,394
Total Individual Supported Employment	\$471,375	\$312,287	\$159,088
Group Supported Employment			
State Only	\$25,671	\$25,671	
Basic Waiver	\$21,297	\$8,379	\$12,918
Basic Plus Waiver	\$22,032	\$8,638	\$13,394
Core Waiver	\$12,500	\$4,785	\$7,715
Total Group Supported Employment	\$81,500	\$47,473	\$34,027
Pre-Vocational			
State Only	\$6,500	\$6,500	
Basic Plus Waiver	\$12,500	\$4,940	\$7,560
Core Waiver	\$37,500	\$14,746	\$22,754
Total Pre-Vocational	\$56,500	\$26,186	\$30,314

Appendix 5 – Fiscal Year 2009 Payment Details

Person-to-Person			
State Only	\$63,596	\$63,596	
Basic Waiver	\$18,755	\$7,127	\$11,628
Basic Plus Waiver	\$14,649	\$5,585	\$9,065
Core Waiver	\$104,875	\$40,699	\$64,176
Total Person to Person	\$201,875	\$117,006	\$84,869
Community Access			
State Only	\$6,000	\$6,000	
Basic Plus Waiver	\$6,900	\$2,701	\$4,199
Core Waiver	\$6,000	\$2,349	\$3,651
Total Community Access	\$18,900	\$11,050	\$7,850
Child Development Services			
State Only	\$182,984	\$182,984	
Total Child Development Services	\$182,984	\$182,984	\$0
Total Direct Services	\$1,013,134	\$696,986	\$316,148
Indirect Services	Total	GF-S	GF-F
Administration	\$70,242	\$48,478	\$21,764
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$51,247	\$34,743	\$16,504
Total Indirect Services	\$121,489	\$83,222	\$38,268
Total for Cowlitz County	\$1,134,623	\$780,208	\$354,415

Douglas/Chelan			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$195,000	\$195,000	
Basic Waiver	\$65,375	\$25,321	\$40,054
Basic Plus Waiver	\$75,500	\$29,510	\$45,990
Core Waiver	\$169,250	\$66,819	\$102,432
Community Protection Waiver	\$6,500	\$2,561	\$3,939
Total Individual Supported Employment	\$511,625	\$319,211	\$192,414
Group Supported Employment			
State Only	\$20,250	\$20,250	
Basic Waiver	\$21,150	\$8,249	\$12,901
Basic Plus Waiver	\$1,800	\$704	\$1,096
Core Waiver	\$56,025	\$22,159	\$33,866
Total Group Supported Employment	\$99,225	\$51,362	\$47,863
Person-to-Person			
State Only	\$6,250	\$6,250	
Basic Waiver	\$3,500	\$1,311	\$2,189
Basic Plus Waiver	\$4,250	\$1,595	\$2,655
Core Waiver	\$32,250	\$12,783	\$19,467
Total Person to Person	\$46,250	\$21,939	\$24,311

Appendix 5 – Fiscal Year 2009 Payment Details

Community Access			
State Only	\$3,840	\$3,840	
Core Waiver	\$13,040	\$5,124	\$7,916
Total Community Access	\$16,880	\$8,964	\$7,916
Child Development Services			
State Only	\$146,164	\$146,164	
Total Child Development Services	\$146,164	\$146,164	\$0
Total Direct Services	\$820,144	\$547,640	\$272,504
Indirect Services	Total	GF-S	GF-F
Administration	\$66,676	\$46,066	\$20,610
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$8,166	\$5,662	\$2,504
Total Indirect Services	\$74,842	\$51,728	\$23,114
Total for Douglas/Chelan Counties	\$894,987	\$599,369	\$295,618

Garfield			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
Basic Waiver	\$8,000	\$3,356	\$4,644
Total Individual Supported Employment	\$8,000	\$3,356	\$4,644
Person-to-Person			
Basic Plus Waiver	\$4,000	\$1,482	\$2,518
Total Person to Person	\$4,000	\$1,482	\$2,518
Total Direct Services	\$12,000	\$4,839	\$7,161
Indirect Services	Total	GF-S	GF-F
Administration	\$1,200	\$864	\$336
Total Indirect Services	\$1,200	\$864	\$336
Total for Garfield County	\$13,200	\$5,703	\$7,497

Grant			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$140,325	\$140,325	
Basic Waiver	\$51,350	\$19,440	\$31,910
Basic Plus Waiver	\$22,150	\$8,482	\$13,668
Core Waiver	\$48,580	\$18,511	\$30,069
Community Protection Waiver	\$14,400	\$5,537	\$8,863
Total Individual Supported Employment	\$276,805	\$192,295	\$84,510
Group Supported Employment			
State Only	\$14,600	\$14,600	
Basic Waiver	\$8,250	\$3,159	\$5,091
Basic Plus Waiver	\$12,500	\$4,769	\$7,732
Core Waiver	\$15,250	\$5,822	\$9,428
Total Group Supported Employment	\$50,600	\$28,350	\$22,250

Appendix 5 – Fiscal Year 2009 Payment Details

Person-to-Person			
State Only	\$15,720	\$15,720	
Basic Waiver	\$9,000	\$3,451	\$5,549
Basic Plus Waiver	\$7,280	\$2,774	\$4,506
Core Waiver	\$154,970	\$59,399	\$95,571
Total Person to Person	\$186,970	\$81,343	\$105,627
Community Access			
State Only	\$13,800	\$13,800	
Basic Waiver	\$20,670	\$7,946	\$12,724
Basic Plus Waiver	\$14,640	\$5,621	\$9,019
Core Waiver	\$13,140	\$5,064	\$8,076
Total Community Access	\$62,250	\$32,431	\$29,819
Child Development Services			
State Only	\$20,740	\$20,740	
Total Child Development Services	\$20,740	\$20,740	\$0
Total Direct Services	\$597,365	\$355,159	\$242,206
Indirect Services	Total	GF-S	GF-F
Administration	\$55,398	\$38,145	\$17,253
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$39,410	\$27,308	\$12,103
Start Up Projects	\$25,146	\$25,146	
Total Indirect Services	\$119,954	\$90,599	\$29,355
Total for Grant County	\$717,319	\$445,758	\$271,561

Grays Harbor			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$30,584	\$30,584	
Basic Waiver	\$15,358	\$5,881	\$9,477
Basic Plus Waiver	\$15,810	\$6,225	\$9,585
Core Waiver	\$22,258	\$8,688	\$13,570
Total Individual Supported Employment	\$84,010	\$51,378	\$32,632
Person-to-Person			
State Only	\$44,525	\$44,525	
Basic Waiver	\$56,696	\$22,041	\$34,654
Basic Plus Waiver	\$33,898	\$13,492	\$20,405
Core Waiver	\$143,744	\$56,331	\$87,413
Total Person to Person	\$278,862	\$136,389	\$142,472
Community Access			
State Only	\$2,760	\$2,760	
Core Waiver	\$8,625	\$3,581	\$5,044
Total Community Access	\$11,385	\$6,341	\$5,044
Total Direct Services	\$374,256	\$194,109	\$180,148

Appendix 5 – Fiscal Year 2009 Payment Details

Indirect Services	Total	GF-S	GF-F
Administration	\$62,144	\$43,020	\$19,124
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$219,624	\$150,182	\$69,442
Total Indirect Services	\$281,768	\$193,202	\$88,566
Total for Grays Harbor County	\$656,024	\$387,311	\$268,714

Island			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$100,449	\$100,449	
Basic Waiver	\$32,027	\$12,154	\$19,873
Basic Plus Waiver	\$38,106	\$14,729	\$23,377
Core Waiver	\$93,829	\$36,493	\$57,337
Total Individual Supported Employment	\$264,411	\$163,824	\$100,587
Person-to-Person			
State Only	\$8,877	\$8,877	
Basic Waiver	\$18,543	\$7,130	\$11,413
Basic Plus Waiver	\$14,073	\$5,431	\$8,642
Core Waiver	\$64,056	\$24,929	\$39,127
Total Person to Person	\$105,549	\$46,367	\$59,182
Child Development Services			
State Only	\$83,680	\$83,680	
Total Child Development Services	\$83,680	\$83,680	\$0
Total Direct Services	\$453,640	\$293,871	\$159,769
Indirect Services			
Administration	\$38,154	\$26,817	\$11,337
Partnership Projects	\$14,300	\$10,005	\$4,295
Total Indirect Services	\$52,454	\$36,822	\$15,632
Total for Island County	\$506,094	\$330,693	\$175,401

Jefferson			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$9,182	\$9,182	
Basic Waiver	\$2,278	\$844	\$1,434
Core Waiver	\$9,162	\$3,599	\$5,563
Total Individual Supported Employment	\$20,623	\$13,626	\$6,997
Group Supported Employment			
State Only	\$4,273	\$4,273	
Core Waiver	\$7,811	\$3,029	\$4,782
Total Group Supported Employment	\$12,084	\$7,302	\$4,782

Appendix 5 – Fiscal Year 2009 Payment Details

Pre-Vocational			
State Only	\$5,640	\$5,640	
Basic Waiver	\$5,795	\$2,314	\$3,481
Core Waiver	\$19,395	\$7,586	\$11,809
Total Pre-Vocational	\$30,830	\$15,540	\$15,290
Person-to-Person			
State Only	\$13,235	\$13,235	
Basic Waiver	\$1,955	\$725	\$1,231
Basic Plus Waiver	\$21,139	\$8,305	\$12,834
Core Waiver	\$26,924	\$10,668	\$16,256
Total Person to Person	\$63,253	\$32,932	\$30,321
Community Access			
State Only	\$2,542	\$2,542	
Basic Waiver	\$1,852	\$686	\$1,166
Core Waiver	\$10,189	\$4,008	\$6,181
Total Community Access	\$14,583	\$7,236	\$7,347
Child Development Services			
State Only	\$16,605	\$16,605	
Total Child Development Services	\$16,605	\$16,605	\$0
Total Direct Services	\$157,977	\$93,241	\$64,736
Indirect Services	Total	GF-S	GF-F
Administration	\$21,458	\$14,774	\$6,684
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$101,776	\$70,010	\$31,766
Partnership Projects	\$15,000	\$10,502	\$4,498
Total Indirect Services	\$138,234	\$95,286	\$42,948
Total for Jefferson County	\$296,211	\$188,527	\$107,684

King			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$2,397,755	\$2,397,755	
Basic Waiver	\$786,154	\$299,407	\$486,747
Basic Plus Waiver	\$562,437	\$215,792	\$346,644
Core Waiver	\$619,782	\$238,803	\$380,979
Community Protection Waiver	\$62,494	\$24,205	\$38,289
IMR	\$9,669	\$3,705	\$5,964
Total Individual Supported Employment	\$4,438,290	\$3,179,667	\$1,258,623
Group Supported Employment			
State Only	\$106,838	\$106,838	
Basic Waiver	\$25,324	\$9,671	\$15,652
Basic Plus Waiver	\$144,879	\$55,860	\$89,019
Core Waiver	\$206,288	\$79,888	\$126,400
Community Protection Waiver	\$78,660	\$30,506	\$48,154
IMR	\$8,180	\$3,177	\$5,003

Appendix 5 – Fiscal Year 2009 Payment Details

Total Group Supported Employment	\$570,169	\$285,940	\$284,229
Pre-Vocational			
State Only	\$233,916	\$233,916	
Basic Waiver	\$202,701	\$77,851	\$124,850
Basic Plus Waiver	\$288,589	\$111,077	\$177,512
Core Waiver	\$694,960	\$268,436	\$426,524
Community Protection Waiver	\$42,005	\$15,981	\$26,024
IMR	\$89,370	\$34,688	\$54,682
Total Pre-Vocational	\$1,551,540	\$741,948	\$809,592
Person-to-Person			
State Only	\$865,439	\$865,439	
Basic Waiver	\$371,777	\$142,295	\$229,483
Basic Plus Waiver	\$1,010,818	\$389,817	\$621,001
Core Waiver	\$3,908,876	\$1,509,170	\$2,399,706
Community Protection Waiver	\$332,459	\$128,416	\$204,043
IMR	\$212,432	\$81,876	\$130,557
Total Person to Person	\$6,701,802	\$3,117,012	\$3,584,790
Community Access			
State Only	\$39,806	\$39,806	
Basic Plus Waiver	\$29,565	\$11,362	\$18,202
Core Waiver	\$219,722	\$84,715	\$135,008
IMR	\$6,360	\$2,415	\$3,945
Total Community Access	\$295,452	\$138,297	\$157,155
Adult Day Care			
IMR	\$3,383	\$1,306	\$2,077
Total Adult Day Care	\$3,383	\$1,306	\$2,077
Child Development Services			
State Only	\$2,314,090	\$2,314,090	
Total Child Development Services	\$2,314,090	\$2,314,090	\$0
Total Direct Services	\$15,874,727	\$9,778,261	\$6,096,466
Indirect Services	Total	GF-S	GF-F
Administration	\$1,299,284	\$904,003	\$395,281
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$1,207,198	\$841,589	\$365,609
Partnership Projects	\$180,000	\$123,840	\$56,160
Total Indirect Services	\$2,686,482	\$1,869,432	\$817,050
Total for King County	\$18,561,209	\$11,647,693	\$6,913,516

Appendix 5 – Fiscal Year 2009 Payment Details

Kitsap			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$364,342	\$364,342	
Basic Waiver	\$101,939	\$38,249	\$63,690
Basic Plus Waiver	\$88,022	\$33,578	\$54,444
Core Waiver	\$54,360	\$20,794	\$33,566
Community Protection Waiver	\$49,788	\$19,226	\$30,562
Total Individual Supported Employment	\$658,451	\$476,189	\$182,261
Group Supported Employment			
State Only	\$204,485	\$204,485	
Basic Waiver	\$187,561	\$71,525	\$116,036
Basic Plus Waiver	\$87,304	\$33,542	\$53,762
Core Waiver	\$165,425	\$63,362	\$102,063
Community Protection Waiver	\$121,104	\$46,438	\$74,666
Total Group Supported Employment	\$765,879	\$419,352	\$346,526
Pre-Vocational			
State Only	\$11,220	\$11,220	
Basic Waiver	\$16,269	\$6,212	\$10,057
Basic Plus Waiver	\$29,172	\$11,238	\$17,934
Core Waiver	\$109,835	\$42,197	\$67,638
Total Pre-Vocational	\$166,496	\$70,868	\$95,628
Person-to-Person			
State Only	\$124,296	\$124,296	
Basic Waiver	\$75,431	\$28,639	\$46,792
Basic Plus Waiver	\$87,984	\$33,399	\$54,585
Core Waiver	\$233,268	\$89,574	\$143,694
Total Person to Person	\$520,979	\$275,907	\$245,072
Community Access			
State Only	\$27,291	\$27,291	
Basic Plus Waiver	\$42,384	\$16,324	\$26,060
Core Waiver	\$65,536	\$25,157	\$40,379
Total Community Access	\$135,211	\$68,772	\$66,439
Child Development Services			
State Only	\$99,484	\$99,484	
Total Child Development Services	\$99,484	\$99,484	\$0
Total Direct Services	\$2,346,499	\$1,410,572	\$935,927
Indirect Services			
	Total	GF-S	GF-F
Administration	\$195,625	\$135,076	\$60,549
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$123,167	\$84,364	\$38,804
Start Up Projects	\$31,785	\$31,785	
Partnership Projects	\$40,332	\$27,833	\$12,499
Total Indirect Services	\$390,909	\$279,057	\$111,852
Total for Kitsap County	\$2,737,408	\$1,689,629	\$1,047,779

Appendix 5 – Fiscal Year 2009 Payment Details

Kittitas			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$57,683	\$57,683	
Basic Waiver	\$2,858	\$1,059	\$1,799
Basic Plus Waiver	\$3,896	\$1,513	\$2,383
Core Waiver	\$27,639	\$10,743	\$16,895
Community Protection Waiver	\$5,230	\$2,047	\$3,183
Total Individual Supported Employment	\$97,306	\$73,045	\$24,261
Group Supported Employment			
State Only	\$60,570	\$60,570	
Basic Waiver	\$8,308	\$3,079	\$5,229
Basic Plus Waiver	\$7,870	\$3,028	\$4,842
Core Waiver	\$153,657	\$59,823	\$93,834
Community Protection Waiver	\$6,271	\$2,452	\$3,820
Total Group Supported Employment	\$236,677	\$128,952	\$107,724
Person-to-Person			
State Only	\$62,945	\$62,945	
Basic Waiver	\$2,146	\$795	\$1,351
Basic Plus Waiver	\$13,312	\$5,144	\$8,168
Core Waiver	\$59,971	\$23,371	\$36,600
Community Protection Waiver	\$16,128	\$6,210	\$9,917
Total Person to Person	\$154,501	\$98,465	\$56,036
Community Access			
State Only	\$26,587	\$26,587	
Basic Waiver	\$2,952	\$1,143	\$1,810
Basic Plus Waiver	\$1,073	\$398	\$675
Core Waiver	\$39,156	\$15,219	\$23,937
Total Community Access	\$69,769	\$43,347	\$26,422
Total Direct Services	\$558,252	\$343,809	\$214,443
Indirect Services			
Administration	\$0	\$944	\$(944)
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$25,450	\$16,393	\$9,057
Total Indirect Services	\$25,450	\$17,337	\$8,113
Total for Kittitas County	\$583,702	\$361,146	\$222,556

Klickitat			
Direct Services	Total	GF-S	GF-F
Community Access			
State Only	\$32,580	\$32,580	
Basic Waiver	\$6,000	\$2,419	\$3,581
Total Community Access	\$38,580	\$34,999	\$3,581

Appendix 5 – Fiscal Year 2009 Payment Details

Child Development Services			
State Only	\$44,093	\$44,093	
Total Child Development Services	\$44,093	\$44,093	\$0
Total Direct Services	\$82,673	\$79,093	\$3,581
Indirect Services	Total	GF-S	GF-F
Administration	\$3,220	\$2,220	\$1,000
Total Indirect Services	\$3,220	\$2,220	\$1,000
Total for Klickitat County	\$85,893	\$81,313	\$4,581

Lewis			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$122,832	\$122,832	
Basic Waiver	\$67,058	\$25,496	\$41,562
Basic Plus Waiver	\$11,533	\$4,398	\$7,135
Core Waiver	\$11,748	\$4,554	\$7,194
Total Individual Supported Employment	\$213,171	\$157,280	\$55,891
Group Supported Employment			
State Only	\$68,113	\$68,113	
Basic Waiver	\$114,061	\$43,726	\$70,335
Basic Plus Waiver	\$15,768	\$5,983	\$9,784
Core Waiver	\$44,950	\$17,355	\$27,595
Total Group Supported Employment	\$242,892	\$135,177	\$107,715
Person-to-Person			
State Only	\$37,090	\$37,090	
Basic Waiver	\$27,994	\$10,613	\$17,381
Basic Plus Waiver	\$8,429	\$3,353	\$5,076
Core Waiver	\$739	\$294	\$445
Total Person to Person	\$74,252	\$51,350	\$22,902
Community Access			
State Only	\$4,177	\$4,177	
Basic Plus Waiver	\$2,351	\$871	\$1,480
Total Community Access	\$6,528	\$5,048	\$1,480
Child Development Services			
State Only	\$49,656	\$49,656	
Total Child Development Services	\$49,656	\$49,656	\$0
Total Direct Services	\$586,499	\$398,512	\$187,987
Indirect Services	Total	GF-S	GF-F
Administration	\$59,488	\$41,230	\$18,258
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$86,087	\$59,136	\$26,952
Total Indirect Services	\$145,576	\$100,365	\$45,210
Total for Lewis County	\$732,075	\$498,877	\$233,197

Appendix 5 – Fiscal Year 2009 Payment Details

Lincoln			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$19,155	\$19,155	
Total Individual Supported Employment	\$19,155	\$19,155	\$0
Person-to-Person			
State Only	\$79,157	\$79,157	
Basic Waiver	\$11,291	\$4,293	\$6,999
Basic Plus Waiver	\$10,028	\$3,874	\$6,154
Total Person to Person	\$100,476	\$87,323	\$13,152
Total Direct Services	\$119,631	\$106,479	\$13,152
Indirect Services	Total	GF-S	GF-F
Administration	\$16,093	\$11,313	\$4,780
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$13,000	\$8,977	\$4,023
Total Indirect Services	\$29,093	\$20,291	\$8,802
Total for Lincoln County	\$148,724	\$126,769	\$21,955

Okanogan			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$45,934	\$45,934	
Basic Waiver	\$14,280	\$5,603	\$8,677
Core Waiver	\$11,220	\$4,397	\$6,823
Total Individual Supported Employment	\$71,434	\$55,934	\$15,500
Person-to-Person			
State Only	\$25,908	\$25,908	
Basic Waiver	\$7,995	\$3,125	\$4,870
Basic Plus Waiver	\$20,254	\$8,069	\$12,185
Core Waiver	\$25,051	\$9,814	\$15,237
Total Person to Person	\$79,208	\$46,916	\$32,292
Community Access			
Basic Waiver	\$6,552	\$2,595	\$3,958
Core Waiver	\$2,457	\$948	\$1,509
Total Community Access	\$9,009	\$3,542	\$5,467
Total Direct Services	\$159,651	\$106,392	\$53,259
Indirect Services	Total	GF-S	GF-F
Administration	\$22,033	\$15,368	\$6,665
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$59,548	\$41,591	\$17,956
Total Indirect Services	\$81,581	\$56,960	\$24,621
Total for Okanogan County	\$241,231	\$163,352	\$77,880

Appendix 5 – Fiscal Year 2009 Payment Details

Pacific			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$18,003	\$18,003	
Basic Waiver	\$13,169	\$5,084	\$8,086
Total Individual Supported Employment	\$31,172	\$23,087	\$8,086
Group Supported Employment			
State Only	\$5,210	\$5,210	
Basic Waiver	\$18,150	\$6,988	\$11,162
Basic Plus Waiver	\$19,740	\$7,596	\$12,144
Total Group Supported Employment	\$43,099	\$19,793	\$23,306
Person-to-Person			
State Only	\$7,669	\$7,669	
Basic Waiver	\$17,531	\$6,815	\$10,717
Basic Plus Waiver	\$3,456	\$1,375	\$2,081
Core Waiver	\$2,849	\$1,078	\$1,771
Total Person to Person	\$31,505	\$16,936	\$14,569
Community Access			
Basic Waiver	\$4,830	\$1,877	\$2,953
Basic Plus Waiver	\$489	\$181	\$308
Total Community Access	\$5,318	\$2,058	\$3,261
Total Direct Services	\$111,094	\$61,874	\$49,221
Indirect Services			
Administration	\$12,019	\$8,372	\$3,647
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$3,361	\$2,247	\$1,114
Partnership Projects	\$0	\$(9)	\$9
Total Indirect Services	\$15,380	\$10,610	\$4,770
Total for Pacific County	\$126,474	\$72,483	\$53,991

Pend Oreille			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$22,965	\$22,965	
Basic Waiver	\$6,600	\$2,446	\$4,154
Total Individual Supported Employment	\$29,565	\$25,411	\$4,154
Person-to-Person			
State Only	\$52,828	\$52,828	
Basic Waiver	\$16,181	\$5,997	\$10,184
Total Person to Person	\$69,008	\$58,824	\$10,184
Community Access			
State Only	\$13,884	\$13,884	
Basic Waiver	\$1,155	\$428	\$727
Total Community Access	\$15,039	\$14,312	\$727
Total Direct Services	\$113,613	\$98,548	\$15,065

Appendix 5 – Fiscal Year 2009 Payment Details

Indirect Services	Total	GF-S	GF-F
Administration	\$8,051	\$5,699	\$2,352
Total Indirect Services	\$8,051	\$5,699	\$2,352
Total for Pend Oreille County	\$121,664	\$104,247	\$17,417

Pierce			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$689,554	\$689,554	
Basic Waiver	\$582,938	\$225,447	\$357,491
Basic Plus Waiver	\$294,650	\$115,427	\$179,223
Core Waiver	\$336,775	\$132,576	\$204,199
Community Protection Waiver	\$82,280	\$32,489	\$49,791
Total Individual Supported Employment	\$1,986,197	\$1,195,494	\$790,703
Group Supported Employment			
State Only	\$317,532	\$317,532	
Basic Waiver	\$461,735	\$179,487	\$282,248
Basic Plus Waiver	\$402,660	\$158,147	\$244,513
Core Waiver	\$402,882	\$158,913	\$243,969
Community Protection Waiver	\$318,318	\$125,285	\$193,033
Total Group Supported Employment	\$1,903,127	\$939,365	\$963,762
Pre-Vocational			
State Only	\$6,756	\$6,756	
Basic Waiver	\$24,145	\$9,557	\$14,588
Basic Plus Waiver	\$26,408	\$10,187	\$16,221
Core Waiver	\$158,566	\$62,582	\$95,984
Community Protection Waiver	\$108,054	\$42,422	\$65,632
IMR	\$11,968	\$4,583	\$7,385
Total Pre-Vocational	\$335,897	\$136,088	\$199,809
Person-to-Person			
State Only	\$195,734	\$195,734	
Basic Waiver	\$327,479	\$128,027	\$199,451
Basic Plus Waiver	\$701,623	\$275,021	\$426,602
Core Waiver	\$1,091,229	\$429,832	\$661,397
Community Protection Waiver	\$20,724	\$8,210	\$12,514
IMR	\$12,006	\$4,728	\$7,278
Total Person to Person	\$2,348,795	\$1,041,552	\$1,307,243
Community Access			
State Only	\$23,177	\$23,177	
Basic Waiver	\$13,244	\$5,171	\$8,073
Basic Plus Waiver	\$55,802	\$21,966	\$33,836
Core Waiver	\$80,378	\$31,484	\$48,894
IMR	\$35,948	\$14,202	\$21,746
Total Community Access	\$208,549	\$96,000	\$112,549

Appendix 5 – Fiscal Year 2009 Payment Details

Adult Day Care			
State Only	\$11,206	\$11,206	
Basic Waiver	\$9,395	\$9,395	
Basic Plus Waiver	\$12,526	\$12,526	
Total Adult Day Care	\$33,127	\$33,127	\$0
Child Development Services			
State Only	\$1,215,228	\$1,215,228	
Total Child Development Services	\$1,215,228	\$1,215,228	\$0
Total Direct Services	\$8,030,920	\$4,656,853	\$3,374,066
Indirect Services	Total	GF-S	GF-F
Administration	\$697,557	\$487,944	\$209,613
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$776,669	\$537,176	\$239,493
Start Up Projects	\$79,134	\$79,134	
Partnership Projects	\$31,000	\$21,328	\$9,672
Total Indirect Services	\$1,584,359	\$1,125,581	\$458,778
Total for Pierce County	\$9,615,279	\$5,782,435	\$3,832,844

San Juan			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$23,104	\$23,104	
Basic Waiver	\$8,653	\$3,229	\$5,424
Basic Plus Waiver	\$17,342	\$6,659	\$10,682
Total Individual Supported Employment	\$49,099	\$32,993	\$16,106
Person-to-Person			
State Only	\$10,111	\$10,111	
Basic Waiver	\$4,209	\$1,560	\$2,649
Total Person to Person	\$14,320	\$11,671	\$2,649
Child Development Services			
State Only	\$1,618	\$1,618	
Total Child Development Services	\$1,618	\$1,618	\$0
Total Direct Services	\$65,036	\$46,281	\$18,755
Indirect Services	Total	GF-S	GF-F
Administration	\$11,280	\$7,854	\$3,426
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$4,751	\$3,025	\$1,726
Total Indirect Services	\$16,031	\$10,879	\$5,152
Total for San Juan County	\$81,067	\$57,159	\$23,908

Appendix 5 – Fiscal Year 2009 Payment Details

Skagit			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$138,158	\$138,158	
Basic Waiver	\$138,344	\$54,502	\$83,842
Basic Plus Waiver	\$85,197	\$33,788	\$51,409
Core Waiver	\$136,647	\$55,117	\$81,530
Total Individual Supported Employment	\$498,346	\$281,565	\$216,781
Group Supported Employment			
State Only	\$5,940	\$5,940	
Basic Plus Waiver	\$12,420	\$5,011	\$7,409
Core Waiver	\$6,480	\$2,613	\$3,867
Total Group Supported Employment	\$24,840	\$13,564	\$11,276
Pre-Vocational			
Basic Waiver	\$19,605	\$7,900	\$11,705
Basic Plus Waiver	\$14,603	\$5,835	\$8,768
Core Waiver	\$90,850	\$36,418	\$54,432
Total Pre-Vocational	\$125,058	\$50,153	\$74,905
Person-to-Person			
State Only	\$46,466	\$46,466	
Basic Waiver	\$34,313	\$13,263	\$21,050
Basic Plus Waiver	\$40,733	\$16,262	\$24,471
Core Waiver	\$155,299	\$62,578	\$92,721
Total Person to Person	\$276,811	\$138,569	\$138,242
Community Access			
Basic Waiver	\$4,860	\$1,960	\$2,900
Core Waiver	\$4,860	\$1,960	\$2,900
Total Community Access	\$9,720	\$3,919	\$5,801
Child Development Services			
State Only	\$73,850	\$73,850	
Total Child Development Services	\$73,850	\$73,850	\$0
Total Direct Services	\$1,008,625	\$561,620	\$447,005
Indirect Services	Total	GF-S	GF-F
Administration	\$78,807	\$54,821	\$23,986
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$25,989	\$18,179	\$7,810
Total Indirect Services	\$104,796	\$72,999	\$31,796
Total for Skagit County	\$1,113,421	\$634,619	\$478,802

Appendix 5 – Fiscal Year 2009 Payment Details

Skamania			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$15,847	\$15,847	
Basic Waiver	\$6,362	\$2,358	\$4,004
Core Waiver	\$23,647	\$9,394	\$14,253
Total Individual Supported Employment	\$45,856	\$27,598	\$18,258
Child Development Services			
State Only	\$24,854	\$24,854	
Total Child Development Services	\$24,854	\$24,854	\$0
Total Direct Services	\$70,710	\$52,453	\$18,258
Indirect Services			
Administration	\$7,390	\$5,154	\$2,236
Total Indirect Services	\$7,390	\$5,154	\$2,236
Total for Skamania County	\$78,100	\$57,606	\$20,494

Snohomish			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$1,007,836	\$1,007,836	
Basic Waiver	\$474,435	\$180,759	\$293,676
Basic Plus Waiver	\$332,915	\$127,024	\$205,891
Core Waiver	\$531,581	\$204,028	\$327,553
Community Protection Waiver	\$203,971	\$78,323	\$125,648
Total Individual Supported Employment	\$2,550,738	\$1,597,969	\$952,769
Group Supported Employment			
State Only	\$61,479	\$61,479	
Basic Waiver	\$41,673	\$16,050	\$25,623
Basic Plus Waiver	\$58,404	\$22,432	\$35,972
Core Waiver	\$35,358	\$13,632	\$21,726
Community Protection Waiver	\$3,171	\$1,175	\$1,996
Total Group Supported Employment	\$200,085	\$114,768	\$85,317
Pre-Vocational			
State Only	\$24,876	\$24,876	
Basic Waiver	\$74,673	\$28,644	\$46,029
Basic Plus Waiver	\$124,012	\$47,634	\$76,378
Core Waiver	\$244,136	\$93,862	\$150,274
Total Pre-Vocational	\$467,697	\$195,016	\$272,681
Person-to-Person			
State Only	\$178,952	\$178,952	
Basic Waiver	\$214,100	\$81,068	\$133,032
Basic Plus Waiver	\$381,114	\$146,307	\$234,807
Core Waiver	\$433,537	\$166,352	\$267,185
Community Protection Waiver	\$6,474	\$2,494	\$3,980
Total Person to Person	\$1,214,177	\$575,173	\$639,004

Appendix 5 – Fiscal Year 2009 Payment Details

Community Access			
State Only	\$52,332	\$52,332	
Basic Plus Waiver	\$44,457	\$17,009	\$27,448
Core Waiver	\$28,701	\$11,042	\$17,659
Total Community Access	\$125,490	\$80,383	\$45,107
Child Development Services			
State Only	\$545,211	\$545,211	
Total Child Development Services	\$545,211	\$545,211	\$0
Total Direct Services	\$5,103,398	\$3,108,519	\$1,994,879
Indirect Services	Total	GF-S	GF-F
Administration	\$425,716	\$292,286	\$133,430
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$315,609	\$216,748	\$98,862
Partnership Projects	\$69,022	\$47,450	\$21,572
Total Indirect Services	\$810,348	\$556,484	\$253,863
Total for Snohomish County	\$5,913,746	\$3,665,004	\$2,248,742

Spokane			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$659,663	\$659,663	
Basic Waiver	\$393,307	\$151,905	\$241,402
Basic Plus Waiver	\$299,454	\$117,087	\$182,366
Core Waiver	\$265,520	\$104,288	\$161,232
Community Protection Waiver	\$144,249	\$56,661	\$87,588
Total Individual Supported Employment	\$1,762,194	\$1,089,605	\$672,589
Group Supported Employment			
State Only	\$202,064	\$202,064	
Basic Waiver	\$185,496	\$72,193	\$113,303
Basic Plus Waiver	\$240,815	\$94,213	\$146,603
Core Waiver	\$356,839	\$140,295	\$216,544
Community Protection Waiver	\$71,064	\$28,092	\$42,972
Total Group Supported Employment	\$1,056,279	\$536,858	\$519,422
Pre-Vocational			
State Only	\$42,968	\$42,968	
Basic Waiver	\$76,504	\$30,054	\$46,450
Basic Plus Waiver	\$53,747	\$21,129	\$32,619
Core Waiver	\$254,340	\$100,269	\$154,071
Community Protection Waiver	\$23,056	\$9,186	\$13,870
Total Pre-Vocational	\$450,615	\$203,606	\$247,009

Appendix 5 – Fiscal Year 2009 Payment Details

Person-to-Person			
State Only	\$183,881	\$183,881	
Basic Waiver	\$141,182	\$54,973	\$86,208
Basic Plus Waiver	\$254,659	\$100,046	\$154,613
Core Waiver	\$977,878	\$384,887	\$592,991
Community Protection Waiver	\$44,016	\$17,447	\$26,569
Total Person to Person	\$1,601,616	\$741,234	\$860,382
Community Access			
State Only	\$20,436	\$20,436	
Basic Plus Waiver	\$55,769	\$22,009	\$33,759
Core Waiver	\$185,496	\$73,049	\$112,447
Total Community Access	\$261,701	\$115,494	\$146,207
Child Development Services			
State Only	\$418,591	\$418,591	
Total Child Development Services	\$418,591	\$418,591	\$0
Total Direct Services	\$5,550,996	\$3,105,388	\$2,445,609
Indirect Services	Total	GF-S	GF-F
Administration	\$458,663	\$319,425	\$139,238
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$85,215	\$59,503	\$25,712
Start Up Projects	\$44,514	\$44,514	
Partnership Projects	\$49,162	\$34,495	\$14,668
Total Indirect Services	\$637,554	\$457,937	\$179,618
Total for Spokane County	\$6,188,551	\$3,563,324	\$2,625,226

Stevens/Ferry			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$140,264	\$140,264	
Basic Waiver	\$55,205	\$20,858	\$34,347
Basic Plus Waiver	\$26,188	\$9,991	\$16,197
Core Waiver	\$8,384	\$3,250	\$5,134
Total Individual Supported Employment	\$230,041	\$174,363	\$55,678
Person-to-Person			
State Only	\$61,562	\$61,562	
Basic Waiver	\$24,828	\$9,449	\$15,379
Basic Plus Waiver	\$5,700	\$2,267	\$3,433
Total Person to Person	\$92,090	\$73,279	\$18,811
Community Access			
State Only	\$6,280	\$6,280	
Basic Plus Waiver	\$5,024	\$1,942	\$3,082
Total Community Access	\$11,304	\$8,221	\$3,082
Child Development Services			
State Only	\$2,074	\$2,074	
Total Child Development Services	\$2,074	\$2,074	\$0

Appendix 5 – Fiscal Year 2009 Payment Details

Total Direct Services	\$335,509	\$257,937	\$77,572
Indirect Services	Total	GF-S	GF-F
Administration	\$32,052	\$22,106	\$9,946
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$4,321	\$2,969	\$1,351
Start Up Projects	\$2,840	\$2,840	
Total Indirect Services	\$39,213	\$27,916	\$11,297
Total for Stevens/Ferry Counties	\$374,722	\$285,853	\$88,869

Thurston/Mason			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$769,270	\$769,270	
Basic Waiver	\$328,730	\$125,102	\$203,628
Basic Plus Waiver	\$232,936	\$89,861	\$143,075
Core Waiver	\$417,780	\$161,676	\$256,103
Community Protection Waiver	\$265,060	\$102,149	\$162,911
Total Individual Supported Employment	\$2,013,776	\$1,248,058	\$765,718
Group Supported Employment			
State Only	\$38,760	\$38,760	
Basic Waiver	\$22,421	\$8,579	\$13,842
Basic Plus Waiver	\$124,141	\$48,019	\$76,122
Core Waiver	\$164,636	\$63,631	\$101,005
Community Protection Waiver	\$64,020	\$24,742	\$39,278
Total Group Supported Employment	\$413,978	\$183,730	\$230,248
Person-to-Person			
State Only	\$81,567	\$81,567	
Basic Waiver	\$25,713	\$9,759	\$15,955
Basic Plus Waiver	\$45,518	\$17,471	\$28,047
Core Waiver	\$195,626	\$75,489	\$120,137
Total Person to Person	\$348,425	\$184,286	\$164,138
Community Access			
State Only	\$7,280	\$7,280	
Basic Waiver	\$6,803	\$2,659	\$4,144
Basic Plus Waiver	\$27,035	\$10,301	\$16,734
Core Waiver	\$24,919	\$9,633	\$15,285
Total Community Access	\$66,037	\$29,874	\$36,163
Total Direct Services	\$2,842,216	\$1,645,949	\$1,196,267
Indirect Services	Total	GF-S	GF-F
Administration	\$251,126	\$172,556	\$78,571
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$127,840	\$86,941	\$40,899
Partnership Projects	\$39,282	\$27,088	\$12,193
Total Indirect Services	\$418,248	\$286,584	\$131,663
Total for Thurston/Mason Counties	\$3,260,463	\$1,932,533	\$1,327,930

Appendix 5 – Fiscal Year 2009 Payment Details

Wahkiakum			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$26,873	\$26,873	
Basic Waiver	\$994	\$368	\$626
Total Individual Supported Employment	\$27,868	\$27,242	\$626
Total Direct Services	\$27,868	\$27,242	\$626
Indirect Services	Total	GF-S	GF-F
Administration	\$2,467	\$1,707	\$760
Total Indirect Services	\$2,467	\$1,707	\$760
Total for Wahkiakum County	\$30,335	\$28,949	\$1,386

Walla Walla			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$35,183	\$35,183	
Basic Waiver	\$10,878	\$4,127	\$6,750
Core Waiver	\$60,737	\$23,883	\$36,854
Total Individual Supported Employment	\$106,797	\$63,193	\$43,604
Group Supported Employment			
State Only	\$94,626	\$94,626	
Basic Waiver	\$21,966	\$8,443	\$13,523
Basic Plus Waiver	\$25,354	\$9,941	\$15,413
Core Waiver	\$100,263	\$39,269	\$60,994
Total Group Supported Employment	\$242,209	\$152,280	\$89,929
Pre-Vocational			
State Only	\$53,909	\$53,909	
Basic Waiver	\$17,888	\$6,798	\$11,090
Basic Plus Waiver	\$3,774	\$1,538	\$2,236
Core Waiver	\$52,387	\$20,539	\$31,848
Total Pre-Vocational	\$127,959	\$82,784	\$45,174
Person-to-Person			
State Only	\$27,271	\$27,271	
Basic Waiver	\$7,815	\$3,066	\$4,749
Basic Plus Waiver	\$30,981	\$12,260	\$18,721
Core Waiver	\$182,097	\$71,318	\$110,779
Total Person to Person	\$248,164	\$113,915	\$134,249
Community Access			
State Only	\$28,152	\$28,152	
Basic Plus Waiver	\$12,276	\$4,757	\$7,519
Core Waiver	\$15,351	\$5,911	\$9,440
Total Community Access	\$55,779	\$38,820	\$16,959
Child Development Services			
State Only	\$6,025	\$6,025	
Total Child Development Services	\$6,025	\$6,025	\$0

Appendix 5 – Fiscal Year 2009 Payment Details

Total Direct Services	\$786,933	\$457,018	\$329,915
Indirect Services	Total	GF-S	GF-F
Administration*	\$79,293	\$52,693	\$26,600
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$103,599	\$71,521	\$32,078
Total Indirect Services	\$182,892	\$124,214	\$58,678
Total for Walla Walla County	\$969,825	\$581,232	\$388,593

*Coding error in Administration payment data. Division staff are working to correct the error.

Whatcom			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$294,492	\$294,492	
Basic Waiver	\$109,353	\$42,050	\$67,303
Basic Plus Waiver	\$62,294	\$24,279	\$38,015
Core Waiver	\$214,040	\$84,125	\$129,915
Total Individual Supported Employment	\$680,179	\$444,946	\$235,233
Group Supported Employment			
State Only	\$70,274	\$70,274	
Basic Waiver	\$29,772	\$11,610	\$18,162
Basic Plus Waiver	\$12,977	\$4,951	\$8,026
Core Waiver	\$63,620	\$24,936	\$38,684
Total Group Supported Employment	\$176,643	\$111,770	\$64,873
Pre-Vocational			
State Only	\$22,140	\$22,140	
Basic Waiver	\$35,625	\$14,009	\$21,616
Basic Plus Waiver	\$5,760	\$2,235	\$3,525
Core Waiver	\$30,600	\$12,031	\$18,569
Total Pre-Vocational	\$94,125	\$50,415	\$43,710
Person-to-Person			
State Only	\$74,774	\$74,774	
Basic Waiver	\$50,857	\$19,776	\$31,081
Basic Plus Waiver	\$103,226	\$40,365	\$62,861
Core Waiver	\$262,990	\$103,381	\$159,609
Total Person to Person	\$491,847	\$238,296	\$253,551
Community Access			
Basic Plus Waiver	\$18,144	\$7,144	\$11,000
Core Waiver	\$32,846	\$12,942	\$19,904
Total Community Access	\$50,990	\$20,086	\$30,904
Child Development Services			
State Only	\$186,193	\$186,193	
Total Child Development Services	\$186,193	\$186,193	\$0
Total Direct Services	\$1,679,977	\$1,051,706	\$628,271

Appendix 5 – Fiscal Year 2009 Payment Details

Indirect Services	Total	GF-S	GF-F
Administration	\$141,540	\$98,572	\$42,968
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$81,332	\$56,989	\$24,343
Partnership Projects	\$13,960	\$9,778	\$4,182
Total Indirect Services	\$236,832	\$165,340	\$71,493
Total for Whatcom County	\$1,916,809	\$1,217,046	\$699,764

Whitman			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$64,279	\$64,279	
Basic Waiver	\$19,163	\$7,258	\$11,905
Basic Plus Waiver	\$3,121	\$1,157	\$1,964
Core Waiver	\$13,285	\$5,180	\$8,105
Total Individual Supported Employment	\$99,847	\$77,873	\$21,974
Group Supported Employment			
State Only	\$64,509	\$64,509	
Basic Waiver	\$3,803	\$1,409	\$2,394
Basic Plus Waiver	\$1,132	\$420	\$713
Core Waiver	\$47,808	\$18,923	\$28,885
Total Group Supported Employment	\$117,252	\$85,261	\$31,991
Pre-Vocational			
Core Waiver	\$62,883	\$24,901	\$37,982
Total Pre-Vocational	\$62,883	\$24,901	\$37,982
Person-to-Person			
State Only	\$11,754	\$11,754	
Basic Waiver	\$3,359	\$1,245	\$2,114
Core Waiver	\$40,977	\$16,226	\$24,751
Total Person to Person	\$56,090	\$29,225	\$26,865
Community Access			
State Only	\$6,749	\$6,749	
Basic Waiver	\$964	\$357	\$607
Core Waiver	\$27,189	\$10,766	\$16,423
Total Community Access	\$34,902	\$17,872	\$17,030
Child Development Services			
State Only	\$80,334	\$80,334	
Total Child Development Services	\$80,334	\$80,334	\$0
Total Direct Services	\$451,309	\$315,467	\$135,842
Indirect Services	Total	GF-S	GF-F
Administration	\$34,129	\$23,691	\$10,438
Total Indirect Services	\$34,129	\$23,691	\$10,438
Total for Whitman County	\$485,438	\$339,158	\$146,281

Appendix 5 – Fiscal Year 2009 Payment Details

Yakima			
Direct Services	Total	GF-S	GF-F
Individual Supported Employment			
State Only	\$308,294	\$308,294	
Basic Waiver	\$181,643	\$70,196	\$111,447
Basic Plus Waiver	\$57,453	\$22,888	\$34,565
Core Waiver	\$339,065	\$132,662	\$206,404
Community Protection Waiver	\$23,398	\$8,957	\$14,441
Total Individual Supported Employment	\$909,853	\$542,997	\$366,856
Group Supported Employment			
State Only	\$234,850	\$234,850	
Basic Waiver	\$57,750	\$22,135	\$35,615
Basic Plus Waiver	\$197,890	\$77,191	\$120,699
Core Waiver	\$298,760	\$116,818	\$181,942
Community Protection Waiver	\$39,270	\$15,433	\$23,837
Total Group Supported Employment	\$828,520	\$466,428	\$362,093
Pre-Vocational			
State Only	\$49,080	\$49,080	
Basic Waiver	\$8,154	\$3,022	\$5,132
Basic Plus Waiver	\$107,030	\$42,086	\$64,944
Core Waiver	\$313,874	\$123,102	\$190,772
Community Protection Waiver	\$9,297	\$3,638	\$5,659
Total Pre-Vocational	\$487,435	\$220,928	\$266,507
Person-to-Person			
State Only	\$16,429	\$16,429	
Basic Waiver	\$9,955	\$3,700	\$6,254
Basic Plus Waiver	\$2,550	\$955	\$1,595
Core Waiver	\$23,873	\$9,083	\$14,790
Community Protection Waiver	\$3,186	\$1,192	\$1,994
Total Person to Person	\$55,992	\$31,358	\$24,634
Child Development Services			
State Only	\$107,520	\$107,520	
Total Child Development Services	\$107,520	\$107,520	\$0
Total Direct Services	\$2,389,320	\$1,369,231	\$1,020,090
Indirect Services			
Administration	\$134,263	\$91,506	\$42,757
Staff and Board Training, Community Information Activities, Infrastructure Projects	\$177,752	\$117,647	\$60,106
Total Indirect Services	\$312,015	\$209,152	\$102,863
Total for Yakima County	\$2,701,335	\$1,578,383	\$1,122,952

APPENDIX 6 – COUNTIES SUPPLEMENT STATE AND FEDERAL FUNDS AND PROVIDE ADDITIONAL EMPLOYMENT AND DAY RELATED SERVICES

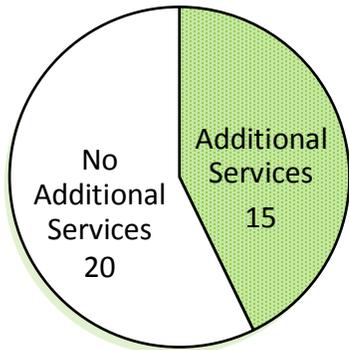
Exhibit 10 – Counties Supplement State and Federal Funds

County	FY09 County Expenditures
Adams	\$49,952
Asotin	\$312,712
Benton-Franklin	\$-
Clallam	\$180,303
Clark	\$444,254
Columbia	\$-
Cowlitz	\$1,838
Douglas-Chelan	\$64,996
Garfield	\$-
Grant	\$76,993
Grays Harbor	\$64,678
Island	\$141,530
Jefferson	\$45,363
King	\$5,858,134
Kitsap	\$135,979
Kittitas	\$40,869
Klickitat	\$12,315
Lewis	\$10,000

County	FY09 County Expenditures
Lincoln	\$1,348
Okanogan	\$-
Pacific	\$-
Pend Oreille	\$23,471
Pierce	\$2,761,038
San Juan	\$37,457
Skagit	\$165,671
Skamania	\$9,317
Snohomish	\$511,623
Spokane	\$656,876
Stevens-Ferry	\$26,388
Thurston-Mason	\$338,403
Wahkiakum	\$-
Walla Walla	\$9,716
Whatcom	\$198,345
Whitman	\$71,272
Yakima	\$2,681
Total	\$12,253,522

Note: Total represents 18 percent of the amount contributed by the state and federal government.
Source: JLARC survey of counties.

Exhibit 11 – Additional Employment and Day Related Services Offered by Counties in FY 2010



Clallam

- Transition services with Sequim and Port Angeles School Districts
- Leadership development
- Supportive parenting services
- Emergency preparation training
- Mental health counseling

Clark

- Housing development
- Parent leadership training
- Community development
- Match for state/federal grant on Building Careers and Community

Douglas-Chelan:

- Social and recreational programs
- Theatre Camp
- Training and technical assistance

King

- Benefits planning
- School-to-Work
- Training and technical assistance
- Behavior/crisis intervention
- Housing
- Emergency assistance

Kitsap

- Request for Proposal project funding
- Transition student funding
- Technical assistance

Klickitat

- Parent-to-Parent

Lewis

- Skills training
- Recreation
- Job development for transition students
- Advocacy

Pierce

- Benefits analysis services
- Transition services

Skagit

- Client workshops
- Planning services
- Self-advocacy/leadership training
- Recreation
- System navigation/parent training
- Family support

Snohomish

- Transition coordination
- Benefits analysis
- Planning services
- Parent/family training

Spokane

- Bridge Project - employment support for recent graduates
- Family education and training
- Early childhood services enhancement

Stevens-Ferry

- Advocacy support
- Community Work Incentive Coordinator

Thurston-Mason

- Transition services
- Payee and community support services
- Peer and professional support
- Specialized recreation
- Day care referral and training
- Senior services

Whatcom

- Parent support and education
- Youth Self-Advocacy Project
- Social skills and other training for individuals/caregivers
- Provider training and technical assistance
- Developmental pediatric and psychiatric consultation

Whitman

- Transition Council
- Awards Dessert
- Christmas dance
- Special Olympics
- Housing
- County facility for vocational programs

Source: JLARC survey of counties.

Examples of County Perspectives and Additional Services Provided

Counties were given the opportunity to provide additional information pertaining to employment and day related services provided outside the scope of the services paid for through the Division of Developmental Disabilities Employment and Day services. Counties were also able to provide additional perspectives regarding the administration and provision of services that were not touched upon in other areas of the county survey conducted by JLARC. We summarized this information below.

Benton/Franklin

- Information and referral agency within the community.
- Coordinate local services to ensure maximum utilization of available services.
- Prepare comprehensive plans for service development.
- Future vision: expand available services, improve effectiveness of provider agencies, and increase client involvement in the community.
- Long range goals: strengthen provider organizational leadership and teamwork; obtain grants and additional funding.

Kitsap

- The County enhances developmental disability services and information in the community using funding from sources other than from the state.
- County resources are spent on planning and project implementation to enhance services and supports. Examples include:
 - County-wide transition council,
 - Supports for self-advocacy skills and increasing knowledge,
 - Implementation of a community curriculum, and
 - Development of a Vulnerable Adult Taskforce.
- Employment and day services are also provided to residents at Frances Haddon Morgan Center, including technical assistance.

Lincoln County

- More expensive to deliver services to rural versus urban citizens.
- Increased travel and transportation costs for providers in rural areas.
- No economies of scale since the County cannot combine the services.
- Clients and employers are dispersed across the County.
- As a small rural county, we perform a dual role of administration and direct service delivery.

Pend Oreille County

- Difficulties as well as advantages with being a small, rural county that is also the sole provider of employment and day services.

- Much of the developmental disability, chemical dependency, and mental health services are provided via the County as the provider.
 - Allows for the County to practice “integrated” case management with cross system services resulting in one of their strengths as a small county.

San Juan

- We are the smallest county in the state, in terms of geographic size, with 35 inhabited islands. Four islands are only accessible by boat, plane, or ferry service.
- The entire County is remote and rural except for Friday Harbor, the only incorporated town.
- Transportation can be extremely difficult and may be impossible in severe weather.
- There are no night ferries nine months out of the year and no public ground transportation.
- Economy of scale issues for the delivery of services.
- Inter-island travel requires an entire day. This creates staffing challenges.
- Contract performance expectations are the same for all counties.

Skagit

- The County contributed an additional \$17,471 towards a local recreational program and \$1,114 for a local scholarship program.
 - Additional programs were developed due to: community feedback that parents need respite; clients reported isolation and loneliness even with a job; community feedback that Skagit lacked recreation opportunities; and parent/client feedback asking for access to disability specific training events.
- In revising the payment structure from block to individualized funding based on client need, Skagit worked with providers to accept any client regardless of support needs or severity of disability. Providers are concerned about their ability to work with clients with high support needs in an outcome-based system.
- The County works closely with providers and community partners to create solutions, opportunities, and to leverage additional funding and resources.
 - Example: In 2009, the County partnered with Mt. Baker Planned Parenthood, the school districts, and local agencies.
- There are county efforts in areas outside the Division of Developmental Disabilities’ services that result in positive programmatic outcomes and other positive quality-of-life outcomes.

Spokane

- Close partnership with the Division and contracted providers to ensure high quality services.
- Since 1996, participants have been able to choose the type of service and their provider.
- 3.0 FTEs for the DD program in addition to:
 - One staff person for administrative support;
 - One Fiscal Grants Manager; and
 - Part-time support from two senior Accountants as needed.

- It is a challenge to develop and support real community employment experiences for persons with high levels of supports needs, but the County has had notable successes.
- Actively monitor for fiscal and program aspects of service providers.
- Supplement state dollars with local tax millage funding for services such as administration.
- Work with stakeholders on major state policy changes and projects.
- It is the County’s job to help all people with developmental disabilities to receive a valued and contributing role in our community.

Snohomish

- Ninety percent of the state contract is for direct services, 3.5 percent is for indirect services, and 6.5 percent is for county administration (part of the indirect services category).
- Indirect funds are used to:
 - Create an effective service environment to achieve targeted outcomes, and
 - Provide beneficial services and resources for individuals and families that do not receive services from the state or have needs beyond the state-funded services received.
- Indirect funds supported with local county funds are used for activities such as:
 - Promote and support informed and resourceful individuals and families;
 - Promote and support a more inclusive and welcoming community at large; and
 - Coordinate and promote partnerships within the community.

Thurston/Mason

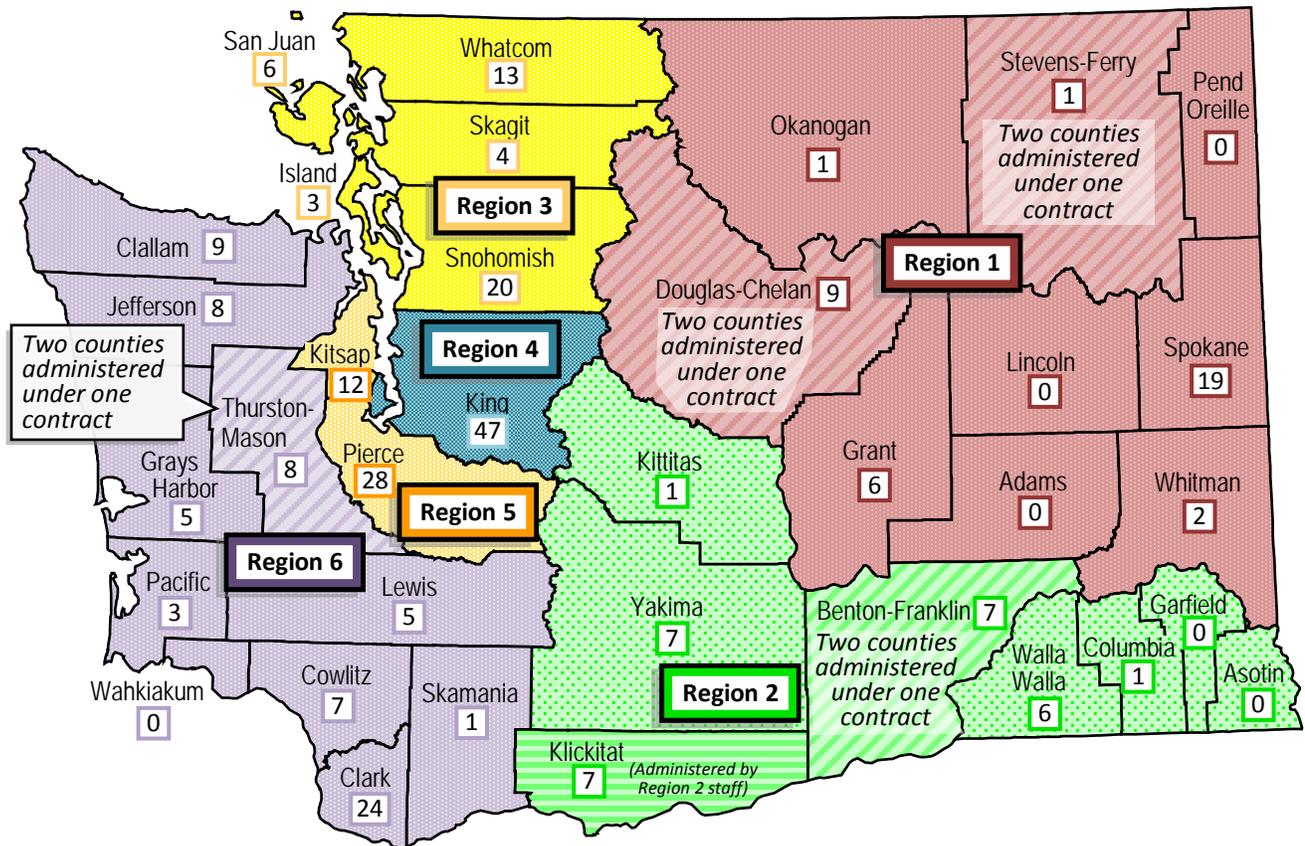
- Local millage revenues supplement the cost for administration allowing the County to maintain a high level of state contract oversight.
- Communication with Region management and Case Managers and proximity to their office creates additional efficiencies.

Whatcom

- 1.0 FTE for the DD Program.
- Typical County coordination activities include:
 - Developing and monitoring contracts (20%);
 - Budget administration (20%);
 - Providing and developing information, education strategies, and services (25%);
 - Client service coordination (10%); and
 - Local service coordination and planning efforts to ensure that stakeholders and systems effectively coordinate to best serve the individuals (25%).
- Local funds are primarily used to supplement state indirect services, address gaps identified by the community, and to cover administrative costs unmet by the state contract.
- The County uses federally accepted protocols for determining its indirect administrative cost rate.

APPENDIX 7 – NUMBER OF EMPLOYMENT AND DAY SERVICE SUBCONTRACTS BY COUNTY

Exhibit 12 – Counties Subcontract with Community Providers for Employment and Day Services



Source: DSHS contracts with counties and JLARC survey of counties.

Appendix 7 – Number of Employment and Day Services Subcontracts by County

County	Total Subcontracts
Adams	0
Asotin	0
Benton-Franklin	7
Clallam	9
Clark	24
Columbia	1
Cowlitz	7
Douglas-Chelan	9
Garfield	0
Grant	6
Grays Harbor	5
Island	3
Jefferson	8
King	47
Kitsap	12
Kittitas	1
Klickitat	7
Lewis	5

County	Total Subcontracts
Lincoln	0
Okanogan	1
Pacific	3
Pend Oreille	0
Pierce	28
San Juan	6
Skagit	4
Skamania	1
Snohomish	20
Spokane	19
Stevens-Ferry	1
Thurston-Mason	8
Wahkiakum	0
Walla Walla	6
Whatcom	13
Whitman	2
Yakima	7
Total	270

Source: JLARC survey of counties.

APPENDIX 8 – EXAMPLE OF DIFFERENCES IN COUNTY PROVIDER PAYMENT SCHEDULES

Exhibit 13 – County Provider Payment Schedule: Individual Supported Employment

Payment Type	Individual Supported Employment		Payment to Provider	Exception
Adams				
Tier/ Month	Tier	Hours		
	1	1 to 5	\$284.00	x
	2	5.1 to 30	\$567.00	
3	30.1 to 60	\$828.00		
Asotin				
Hour	Individual services		\$28.00	x
	Group services		\$7.00	
Benton-Franklin				
Hour			\$59.50	If additional hours approved: may not exceed \$15 per hour
Clallam				
Hour			\$68.00	1:1 staffing to client ratio: \$24 per hour
Clark				
Hour			\$80.00	x
Columbia				
Hour	Working with client at job		\$10.00	x
	Group setting		\$36.00	
	Individual setting; working with a provider case manager		\$75.00	
Cowlitz				
Month	Flexible payment structure to allow for range of hours. Contractor may bill based on number of contacts and type of service: “consumer planning,” “support while employed,” or “county placement and replacement.”		Up to \$500.00	x
Douglas-Chelan				
Month	If unemployed, 10-60 direct service hours. If employed, 3-60 direct service hours and 20+ work hours per week.		\$500.00	Individually Negotiated
	Two face-to-face contacts required at job site for individuals in stable employment.		\$100.00	
Garfield				
Hour	\$880/month maximum		\$22.00	x

Appendix 8 – Example of Differences in County Provider Payment Schedules

Payment Type	Individual Supported Employment				Payment to Provider	Exception		
Grant								
Tier/ Month	Tier	Hours				Case-by-case basis. Individually negotiated.		
	1	1-10			\$525.00			
	2	11-20			\$565.00			
	3	21+ for Community Protection			\$605.00			
Grays Harbor								
Hour	Contracted				\$37.55-\$60	x		
Island								
Track/ Month	Track	Level	Client Activity Hours	OR	Staff Support Hours		Track 7 Funding Exception: individually negotiated	
	1	Low, A	20		1	\$205.00		
	2	Low, B	40		4	\$386.00		
	3	Med, A	75		6	\$489.00		
	4	Med, B	75		8	\$555.00		
	5	High, A	75		12	\$685.00		
	6	High, B	75		15	\$813.00		
	Jefferson							
Hour	Contracted				\$60-\$68	x		
King								
Tier/ Month	Tier	Support Level			Staff Support Hours		24.1+ Staff Support Hours: individually negotiated.	
	1	Maintenance / Minimal			1.0-3.0	\$227.00		
		Maintenance / Minimal: Community Protection				\$258.00		
		Maintenance / Minimal				3.1-6.0		\$283.00
		Maintenance / Minimal: Community Protection						\$314.00
	2	Moderate			6.1-9.0	\$455.00		
		Moderate: Community Protection				\$486.00		
		Moderate			9.1-12.0	\$566.00		
		Moderate: Community Protection				\$597.00		
	3	Moderate / Significant			12.1-15.0	\$697.00		
		Moderate / Significant : Community Protection				\$728.00		
		Moderate / Significant			15.1-18.0	\$828.00		
		Moderate / Significant : Community Protection				\$859.00		
	4	Significant			18.0-21.0	Negotiated		
	5	Intensive			21.1-24.0	Negotiated		

Appendix 8 – Example of Differences in County Provider Payment Schedules

Payment Type	Individual Supported Employment	Payment to Provider	Exception
Kitsap			
Month	Contracted. Minimum 5 hours: Typically up to 20 hours.	\$535.00- \$557.00	Individually Negotiated
Hour	"Safety net" services, typically 1-5 service hours per month. Community Protection	\$55.00 Individually Determined	
Kittitas			
Hour		\$37.00	x
Klickitat			
Hour		\$23.25	x
Lewis			
Hour	Contracted. Includes maximum annual hours.	\$65-\$66	Case-by-case basis
Lincoln			
Hour	Payment depends on county expenditures: Monthly expenditures on direct services are divided by client hours.	\$47.85-\$200	x
Okanogan			
Tier/ Month	Tier	Hours/Month	x
	1	1-2	
	2	2.1-60	
	3	60.1-90 for Basic Waiver 60.1-90 for Basic Plus Waiver	
Pacific			
Hour		\$76.00	x
Pend Oreille			
Tier/ Month	Tier	Hours/Month	x
	1	1-4	
	2	4.1-60	
	3	60.1-90	\$828.00
Pierce			
Month	Standard	\$554.00	Specialized. Intensive support needs: \$838, \$1,258, or \$1,677
	Community Protection	\$605.00	

Appendix 8 – Example of Differences in County Provider Payment Schedules

Payment Type	Individual Supported Employment						Payment to Provider	Exception	
San Juan									
Hour	Contracted. Includes maximum annual hours.						\$61.00	x	
Month	Interlocal Agreement						\$566.00		
Skagit									
Level/ Month	Level	Support Level	Service Hours, Minimum		Staff Hours, Average			Funding Exceptions. Intensive: based on individual need	
			Earning Clients	Non-Earning Clients					
	1	Minimal	1	1	1-3				\$226.00
	2	Low-Moderate	3	7	3-8				\$437.00
	3	Moderate	6	9	6-10				\$531.00
4	High	10	14	10-15	\$708.00				
Skamania									
Reimbursement	Transportation per mile						\$0.55	x	
Hour	Job Coach						\$10-\$20		
Snohomish									
Track/ Month	Track	Support Level	Amount of Time Able to be Without Staff Support	Support Needs	Average Staff Hours	Minimum Service Level			
						Community Staff Support Hours	Facility Plus Community Hours		
	1	Low A	Most	Occasional monitoring	1-4	1	10 facility		\$205.00
	2	Low B	Most	Monitoring and occasional prompting	4-6	4	20 facility		\$386.00
	3	Medium A	Some	Monitoring, prompting, and occasional physical assistance	6-10	6	20 facility plus 1 community		\$489.00
	4	Medium B	Some	Monitoring, prompting, and partial physical assistance	8-12	8	20 facility plus 3 community		\$557.00
	5	High A	Limited	Frequent monitoring, prompting, and partial or full physical assistance	12-15	12	10 facility plus 6 community		\$685.00
6	High B	Limited or 1:1	Constant monitoring, prompting, and/or full physical assistance	15 or more	15	10 facility plus 8 community	\$814.00		

Appendix 8 – Example of Differences in County Provider Payment Schedules

Payment Type	Individual Supported Employment					Payment to Provider	Exception	
Spokane								
Month	Standard: 3-60 hours.					\$515.00	Enhanced: individually negotiated	
	Maintenance: 1-2 hours.					\$100.00		
Stevens-Ferry								
Tier/ Month	Tier	Hours/Month					x	
	1	1 to 5				\$283.50		
	2	5.1 to 60				\$567.00		
	3	60.1 to 90				\$1,242.99		
Thurston-Mason								
Hour	Professional Services, contracted.					\$53-\$63	x	
	Community Protection, line of site: 1:1. Contracted.					\$25.50-\$28.50		
Wahkiakum								
Hour						\$40.00	x	
Walla Walla								
Hour						\$40.00	x	
Whatcom								
Track/ Month	Track	Support Level	Amount of Time Able to be Without Staff Support	Support Needs	Minimum Service Level, Staff Support Hours		Track 7: Exception. 1:1 supports, individually determined.	
					Employed	Unemployed		
	1	Low A	Most	Monitoring	1-4	1		\$202.00
	2	Low B	Most	Monitoring and occasional prompting	3-8	4		\$355.00
	3	Medium A	Some	Monitoring, occasional prompting, some physical assistance	6-10	8		\$420.00
	4	Medium B	Some	Monitoring, prompting, some physical assistance	9-12	10		\$496.00
	5	High A	Limited	Monitoring, prompting, physical assistance	11-15	12		\$596.00
6	High B	Limited or 1:1	Monitoring, prompting, physical assistance, 1:1 support	15 or more	15	\$793.00		
Whitman								
Month	State only and Basic Waiver clients: 4-112 service hours.					\$500-\$567	x	
	Basic Plus and Core Waiver clients: 4-112 service hours.					\$700-\$761		

Appendix 8 – Example of Differences in County Provider Payment Schedules

Payment Type	Individual Supported Employment		Payment to Provider	Exception
Yakima				
Tier/ Month	Tier	Support Hours		Tier 6: More than 18 service hours: negotiated
	1	1-3	\$225.00	
	2	3.1-6	\$300.00	
	3	6.1-9	\$450.00	
	4	9.1-12	\$567.00	
	5	12.1-18	\$820.00	

Source: JLARC survey of counties.

APPENDIX 9 – COUNTY CONSIDERATIONS VARY FOR PAYMENT SCHEDULES ACROSS THE STATE

Exhibit 14 – County Considerations Vary for Payment Schedules Across the State

	Transp.		Local Economy							County Structure					Providers		
	Public Transportation: Availability	Rural v. Urban Transportation	Availability of Labor	Local Economy	Range of Salaries	Unemployment Rate	Demographics	Labor Cost	Number of Employers	Funding Base: Diversity of Revenues	Administrative Rate Structure	Millage: Availability for Additional Services	Community Education and Information Structure	Infrastructure	Overhead	Single Provider	County as Provider
Adams	✓	✓		✓		✓			✓	✓		✓					✓
Asotin		✓	✓	✓	✓			✓	✓	✓	✓				✓		✓
Benton-Franklin			✓	✓	✓		✓			✓							
Clallam	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Clark	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	✓			
Columbia					✓			✓							✓		
Cowlitz	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Douglas- Chelan	✓	✓	✓	✓	✓					✓	✓	✓	✓				
Garfield	✓	✓	✓	✓					✓							✓	
Grant	✓	✓	✓			✓	✓		✓	✓		✓		✓			
Grays Harbor	✓	✓		✓		✓						✓	✓				
Island	✓		✓	✓			✓	✓			✓	✓					
Jefferson	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
King	✓				✓					✓		✓	✓		✓		
Kitsap	✓		✓		✓												
Kittitas																	
Klickitat	✓				✓	✓	✓									✓	
Lewis	✓	✓		✓			✓	✓		✓					✓		
Lincoln	✓								✓	✓		✓	✓				✓

Appendix 9 – County Considerations Vary for Payment Schedules Across the State

	Transp.		Local Economy							County Structure					Providers		
	Public Transportation: Availability	Rural v. Urban Transportation	Availability of Labor	Local Economy	Range of Salaries	Unemployment Rate	Demographics	Labor Cost	Number of Employers	Funding Base: Diversity of Revenues	Administrative Rate Structure	Millage: Availability for Additional Services	Community Education and Information Structure	Infrastructure	Overhead	Single Provider	County as Provider
Okanogan	✓	✓			✓		✓										
Pacific	✓	✓	✓	✓	✓	✓	✓			✓		✓			✓	✓	✓
Pend Oreille	✓	✓	✓	✓	✓	✓				✓	✓				✓	✓	✓
Pierce					✓			✓									
San Juan	✓	✓	✓	✓			✓		✓	✓	✓				✓	✓	
Skagit	✓	✓	✓	✓		✓			✓		✓	✓	✓		✓		
Skamania	✓	✓	✓	✓		✓	✓		✓		✓		✓		✓	✓	
Snohomish					✓					✓	✓				✓		
Spokane	✓						✓				✓						
Stevens-Ferry	✓	✓				✓											
Thurston-Mason	✓	✓	✓		✓	✓		✓		✓	✓	✓					✓
Wahkiakum	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓		✓
Walla Walla	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓				
Whatcom	✓	✓	✓		✓			✓		✓				✓	✓		
Whitman	✓		✓	✓			✓										
Yakima	✓	✓		✓		✓			✓							✓	
Total	28	22	21	21	19	17	16	13	13	19	16	14	11	7	15	8	8

Source: JLARC survey of counties.

