Dear Governor Ehrlich and Members of the General Assembly:


The report includes the ODHH’s historical overview and responsibilities followed by five-year strategic plan and its key goals and objectives. The highlights of the activities were outlined based on ODHH’s responsibilities and strategic plan. The five-year strategic plan was developed based on the issues and concerns presented at five town hall meetings throughout Maryland. The plan has 10 key areas of focus – Access, Communication, Education, Health Care and Intervention Services, Judicial System, Employment, Emergency Preparation, Information and Referral, Civic and Community Involvement, and Technology. This new strategic plan now forms the foundation of the work of ODHH.

The staff of ODHH, with its advisory council, has been active in the area of community outreach by taking part in local events, meetings and conferences throughout the state. Provision of resource materials, general literature, exhibits displays, and informational presentations through outreach activities have helped to generate greater awareness of ODHH, its goals and objectives, and activities. The Office of the Deaf and Hard of Hearing as a result of community outreach has received numerous contacts from constituents, state agencies and the general public as evident in this report.

The information provided in this report will help us assess the progress we have made thus far, determine our priorities and goals for the coming years, and ensure sound planning to address the challenges that lie ahead.

Sincerely,

Yvonne M. Dunkle
Director
MANDATE
In accordance to Code State Government Article, section 9-2407 of the Annotated Code of Maryland, on or before January 1, 2002, and annually thereafter, the ODHH director shall submit the annual report to the Governor and, in accordance with section 2-1246 of this article, to the members of the General Assembly.

ODHH received funding on July 1, 2002 and became fully operational in September 2002. This annual report was not produced until ODHH had operated for a full year, so this report covers the period of January 1, 2003 to December 31, 2003.

HISTORICAL OVERVIEW OF CREATION OF THE ODHH
Numerous studies, temporary commissions, and advisory committees and boards in Maryland over the past 30 plus years have consistently identified the same recurring issues related to deaf and hard of hearing constituents from 1966 to 2000. Recommendations calling for a permanent government agency and staff had not been realized. As a result of the collaborative efforts of Maryland Association of the Deaf (MDAD), a statewide nonprofit advocacy organization, along with various organizations serving deaf and hard of hearing as well as several members of disability groups, the Office of the Deaf and Hard of Hearing became a reality — after the Maryland General Assembly recognized the need for the creation of the Office specifically to serve deaf and hard of hearing Marylanders. ODHH was established in October 2001 through enabling legislation (Chapter 537 of the Acts of the 2001 General Assembly) with the aim of addressing service gaps, lack of accessibility to services, and lack of awareness on the part of public officials and agencies in addressing the needs of the target population.

Maryland became the 32nd state in the United States and the most recent to have a separate state entity geared specifically to the program and service needs of deaf and hard of hearing citizens within the state.

ABOUT ODHH
ODHH is the newest and smallest office in the State government system, and serves as a coordinating agency that reports directly to the Governor’s Office. With an initial fiscal year 2003 appropriation of $209,313, ODHH opened for business in July of 2002 with one staff member transferred from the Governor’s Office of Individuals with Disabilities. In August of 2002, the Governor appointed the new Director, who began her duties on September 1, 2002, and the office was in full operation with two staff working full-time.

RESPONSIBILITIES
The Office shall be responsible for promoting the general welfare of deaf and hard of hearing individuals in the State. The responsibilities of the Office shall include: (1) providing, advocating and coordinating the adoption of public policies, regulations and programs that will benefit deaf and hard of hearing individuals; (2) improving access to communication and to existing services and programs for deaf and hard of hearing individuals; (3) providing direct services to deaf and hard of hearing individuals as appropriate; (4) increasing public awareness of the needs and issues affecting deaf and hard of hearing individuals; (5) working with State and local agencies to ensure access for deaf and hard of hearing individuals to safety and emergency services, including the acquisition and distribution of visual smoke detectors; (6) developing a

referral service for deaf and hard of hearing individuals; (7) serving as an information clearinghouse on the needs and issues affecting deaf and hard of hearing individuals; (8) working to increase access for deaf and hard of hearing individuals to educational, health and social opportunities; (9) working with private organizations, the federal government and other units of State government to promote economic development for deaf and hard of hearing individuals; (10) working to eliminate underemployment and unemployment of deaf and hard of hearing individuals; (11) providing a network through which services provided by State and federal programs serving deaf and hard of hearing individuals can be channeled; and (12) promoting compliance with State, local and federal laws and policies protecting and serving deaf and hard of hearing individuals.

**ODHH TOWN HALL MEETINGS**
ODHH is mandated to hold at least two public town hall meetings each year to receive public comments on:
- Quality of state services and programs affecting deaf and hard of hearing individuals
- ODHH-related functions and operations
- Other issues that affect deaf and hard of hearing individuals, including the 12 mandated program description responsibilities

ODHH met the mandate above by conducting seven Public Forums across the State of Maryland to collect feedback on the development of a five-year strategic plan based on the results of five town hall meetings the year before as well as to collect any new issues to be added to the strategic plan. Approximately 163 people attended public forum meetings.

In addition to public forums during its first year, ODHH hosted seven feedback discussion sessions with various professionals and stakeholders with a total of 166 participants in attendance.

**RELATION TO OTHER GOVERNMENT AGENCIES**
In addition to responsibilities above, ODHH shall: (1) help facilitate the appropriate delivery of State, local and other public services to deaf and hard of hearing individuals; (2) to advise other units of State government and the General Assembly on the needs of deaf and hard of hearing individuals; (3) subject to appropriations in the State budget, provide any reasonable resources that any other unit of State government requests to serve or assist deaf and hard of hearing individuals; and (4) to the greatest extent possible, in order to avoid any duplication of effort, coordinate with other units of the State and the federal government the services provided to deaf and hard of hearing individuals.

**FIVE-YEAR STRATEGIC PLAN**
During the fall and winter of 2002, ODHH hosted five town hall meetings throughout the State of Maryland, which over 350 people attended and provided feedback to ODHH. This public feedback helped to lay the foundation for the ODHH Strategic Plan, which has 10 key areas of focus for the next five years— Access, Communication, Education, Health Care and Intervention Services, Judicial System, Employment, Emergency Preparation, Information and Referral, Civic and Community Involvement, and Technology.

The ODHH Strategic Plan was developed and further revised after receiving input from professionals serving deaf and hard of hearing citizens during feedback discussion sessions held throughout calendar year 2003. See Appendix 1 for the Plan.
KEY GOALS AND OBJECTIVES
The ODHH Strategic Plan incorporates key goals and objectives, which involve implementation of the 12 responsibilities, as outlined above. Of the 12 responsibilities, ODHH was able to address nine of these during its first year of the operation. These responsibilities are identified with the activities outlined in this report.

2003 HIGHLIGHTS
This section highlights the various ways that ODHH has been instrumental in connecting the community with the state government entities using ODHH as a bridge through information sharing, provision of communication accommodations and arrangements of meeting with key people to achieve desired results/end means. These activities fall under responsibilities #1, #2, #4, #8 and #11.

1. Community Coalition Building Efforts

<table>
<thead>
<tr>
<th>State Agencies</th>
<th>Community Entities</th>
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</thead>
<tbody>
<tr>
<td>Office of the Deaf and Hard of Hearing</td>
<td>Maryland Coalition for Deaf and Hard of Hearing and other community organizations</td>
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</table>

Issue: There was no centralized coordination of various issues faced by members of the organizations in the community; thus, it was difficult for ODHH as a new and small coordinating office to address these issues in an effective manner. The Maryland Coalition for the Deaf and Hard of Hearing (MDCDHH) was organized to provide support services, networking, advocacy, and education, as well as to provide ODHH and state officials with a unified voice in representing consumer needs across the State. The membership for the coalition is open to nonprofit organizations serving people who are deaf or hard of hearing in the State of Maryland. Each organization sends one representative to the meeting and has the power of one vote from each. The coalition currently consists of 45 organizations, representing a vast network of partners from state and local governments, non-profit agencies and organizations as well as advocacy groups. The coalition has five elected officers led by the president, and the board consists of the officers and chairs of four standing committees. The Coalition does not have the resources or IRS standing as a nonprofit organization to apply for grants to fund communication accommodations needs for coalition meetings.

Result: ODHH has funded communication accommodations for the coalition and other community organization meetings where ODHH staff has taken part in information sharing and developing relationships to better ascertain the needs and concerns of deaf and hard of hearing Marylanders.

2. Mental Health Coalition Building

<table>
<thead>
<tr>
<th>State Agencies</th>
<th>Community Entities</th>
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</thead>
<tbody>
<tr>
<td>Office of the Deaf and Hard of Hearing</td>
<td>Deaf/Mental Health Coalition</td>
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</table>

Issues: The Deaf/Mental Health Coalition consists of 25 representatives involving professionals, organizations and community members across the State, with concerns about mental health, developmental disabilities and substance abuse services for the deaf and hard of hearing
community as well as the status of a vacant director position for the deaf program in Springfield Hospital Center.

**Result:** This coalition has formed through the coordination of ODHH. Efforts will be made to work with the Mental Hygiene Administration along with other administrations under the Department of Health and Mental Hygiene (Developmental Disabilities Administration, Alcohol and Drug Abuse Administration, and AIDS Administration).

### 3. Access to Quality Education

<table>
<thead>
<tr>
<th>State Agencies</th>
<th>Community Entities</th>
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</thead>
<tbody>
<tr>
<td>State Department of Education (MSDE)</td>
<td>Maryland Association of the Deaf</td>
</tr>
<tr>
<td></td>
<td>Maryland State Steering Committee</td>
</tr>
<tr>
<td></td>
<td>Deaf and Hard of Hearing Students</td>
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</tbody>
</table>

**Issues:** There is a need for a permanent, long-term solution to ensure that all deaf children in Maryland have access to a quality education. For years, school systems have hired people as interpreters without any knowledge and evaluation of their skills. The concern is that the current Maryland Quality Assurance Screening (MQAS) program administered by the Maryland State Department of Education (MSDE) is a voluntary program, therefore, not all educational interpreters take the evaluation nor the school systems use the program to assess interpreters’ skills and qualifications prior to hiring them. The MQAS is a proficiency screening instrument designed to assess the knowledge and skills of educational interpreters who use American Sign Language or an English-based sign system to facilitate communication between deaf or hard of hearing persons in educational settings. The current system would still not prevent unqualified people from being hired to interpret for deaf children. There is no requirement that all interpreters take or pass the evaluation as a condition of their employment. In addition, MSDE cut the contractual position due to budget cuts after the coordinator left; thus, the MQAS program became inactive.

**Result:** ODHH coordinated a meeting between the Maryland Association of the Deaf (MDAD), a statewide non-profit advocacy organization, and the Maryland State Steering Committee for Deaf and Hard of Hearing Students (MSSCDHHS), comprised of professionals working with deaf and hard of hearing students in their counties which is a statewide non-profit organization serving the interest of deaf and hard of hearing students in the mainstreamed education programs, to discuss similar issues and concerns. Both community organizations are now educated and informed of the MQAS program status and concerns and have agreed to work together. Future meetings are planned between the MSDE staff, MDAD, MSSCDHHS and ODHH to address the issues above.

### 4. Driver Education School Accessibility

<table>
<thead>
<tr>
<th>State Agencies</th>
<th>Community Entities</th>
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</thead>
<tbody>
<tr>
<td>Department of Transportation (MDOT)</td>
<td>Maryland School for the Deaf</td>
</tr>
</tbody>
</table>

**Issues:** Maryland School for the Deaf (MSD) discontinued its driver education program after its driver’s education teacher retired in 1999. Since then, students at MSD took driver’s education classes at the Frederick Community College (FCC) but classes at FCC were not offered every semester. MSD students sometimes tried to enroll private-operated driver’s education classes
but often struggled with communication issues because sign language interpreters were not provided. The Graduate Licensing System, however, requires that individuals seeking an initial driver’s license must complete the standardized driver education course prior to receiving a provisional license. Many of the licensed and certified driver education schools are not prepared and are sometimes reluctant to accept deaf and hard of hearing individuals due to the costs associated with interpreter services, which are expensive for many schools, largely due to the discrepancy between the price of a qualified interpreter (roughly $1100-$4500) and the tuition of the class (less than $300). Accordingly, many deaf and hard of hearing graduates have been unable to obtain their driver’s license and, as a result, drive illegally without a license.

**Result:** Plans are under way for meetings to address this issue.

**COOPERATIVE MEETINGS**

ODHH staffs met with both Maryland State Department of Education (MSDE) and Department of Rehabilitative Services (DORS) personnel separately to discuss the ODHH Strategic Plan and agreed to work collaboratively to achieve the objectives and strategies associated with the education and employment goals in the strategic plan.

Also, ODHH staff met with the Director and Deputy Director of the Governor’s Office for Individuals with Disabilities and shared many common issues on behalf of our constituents. We agreed that both offices, GOID and ODHH, would work collaboratively on many access issues through legislative efforts, meetings with all state agencies, educational training, data collection, and so forth.

These following meetings fall under mandates #8 and #10.
CONSTITUENT SERVICES
ODHH served 321 constituents in 2003. The areas of these requests ranged from Employment to Advocacy to State/Local Compliance to being the Information and Referral (I & R) as the most frequent requests by the constituents. This service falls under mandates #3, #6 and #7.

<table>
<thead>
<tr>
<th>Services/Resources Need</th>
<th>Number of Constituents</th>
<th>Email</th>
<th>TTY/Phone</th>
<th>In Person</th>
<th>Letter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access</td>
<td>8</td>
<td>7</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Advocacy</td>
<td>25</td>
<td>23</td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>16</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>15</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment</td>
<td>27</td>
<td>25</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Health Care</td>
<td>12</td>
<td>8</td>
<td>3</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Housing</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information and Referral</td>
<td>129</td>
<td>110</td>
<td>18</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Legal</td>
<td>6</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>State Law Compliance</td>
<td>14</td>
<td>7</td>
<td>6</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>22</td>
<td>20</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>281</strong></td>
<td><strong>239</strong></td>
<td><strong>34</strong></td>
<td><strong>3</strong></td>
<td><strong>5</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Response Time</th>
<th>0-24 hours</th>
<th>24-48 hours</th>
<th>5&lt; days</th>
<th>10&lt; days</th>
<th>10&gt;days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inquiries</td>
<td>6</td>
<td>14</td>
<td>11</td>
<td>9</td>
<td></td>
</tr>
</tbody>
</table>

In addition to the number of contacts above, this Office manages the process and screening of the smoke detector applications. The Office received 40 contacts about the smoke detector program, as follows:

| Inquiries                        | 6          |
| Request/Application              | 14         |
| Application Rec’d                 | 11         |
| Information                       | 9          |

The grand total of number of contacts is 321 for the calendar year of 2003.
OUTREACH ACTIVITIES
In addition to serving the constituents, the staff has conducted various outreach activities including the presentations, trainings and exhibits. These activities fall under mandates #4, #7 and #8. The staff developed new ODHH brochure and created new display booth for outreach purposes.

Presentations
ODHH staff gave 17 presentations on an overview of ODHH and its role in State government, as well as the five-year strategic plan. Approximately 763 participants have attended in these presentations.

Training Seminars
As per its mandate #4, ODHH is responsible to increase public awareness of the needs and issues affecting deaf and hard of hearing individuals, the staff has conducted 3 trainings. The trainings were provided to MDOT staff, students at Catonsville High School, and Deaf Immersion Ministry. Approximately total of 145 participants attended the trainings.

The director gave a legislative workshop on “Legislative Advocacy and ODHH.” She discussed key areas of focus and advocacy strategies to implement the ODHH strategic plan goals and how these tie in with MDAD’s symposium priorities brought up by the members of deaf and hard of hearing community. About 50 participants attended.

Exhibits
ODHH has set up its exhibit booth at various events listed below:
• MDAD Convention – over 200 participants
• Senior Expo in Baltimore County – 25+ visited
• Deaf Exposition in Baltimore City – 23+ visited out of 450 participants
• Universal Newborn Hearing Screening Conference – 25+ visited
• Maryland Educational Interpreters Conference – 30+ visited

Total – 303+ visited

In addition to presentations, trainings and exhibits, the staff has attended total of 42 various community events, meetings and conferences to serve as an exposure and education about the existence of ODHH as well as updates.

The Office should be staffed and open during regular business hours by one person.

OPERATING BUDGET
The annual report is between both fiscal year of 2003 and 2004. The ODHH total budget was $209,313 from general funds in its first year of existence during fiscal year 2003 and $223,293 during fiscal year 2004.

To calculate the total operating budget from both fiscal year budgets of 2003 and 2004 for the calendar year of 2003, half of FY03 budget of $209,313 and half of FY04 budget of $223,293 for the total of $216,303 which was used during the calendar year.

ODHH largest expenditure is the personnel, staff salaries and benefits that make up 73 percent of the overall budget.
MARYLAND ADVISORY COUNCIL FOR THE DEAF AND HARD OF HEARING

In the mandate, the Maryland Advisory Council for the Deaf and Hard of Hearing was authorized in October 2001 (Chapter 537, Acts of 2001). The Council advises the Office of the Deaf and Hard of Hearing on carrying out its duties, and reviews statewide activities for the deaf and hard of hearing individuals, including reviewing reports and publications. The Council also fosters coordination and support of programs for the deaf and hard of hearing individuals, and studies ways to ensure that individuals with hearing problems use the facilities and services available to them. The Council shall hold at least quarterly, regularly scheduled meetings and open meetings to provide direct communication between deaf and hard of hearing individuals and private and public organizations and the general public, about programs and services for and needs of deaf and hard of hearing individuals. Also, the Council shall assist any local governing body of a county to establish a local advisory council for deaf and hard of hearing individuals in the county for purposes of implementing the provisions of the Americans with Disabilities Act of 1990 and other relevant State and federal laws.

Of the council’s 16 members, eight are public members from the community and eight serve as ex-officio. Out of eight public members, five shall be deaf and hard of hearing individuals. The public members are appointed to three-year terms by the Governor with Senate advice and consent (Code State Government Article, sections. 9-2404 through 9-2406).

The members are staggered in three different 3-year terms and a member may not serve consecutively more than two 3-year terms. At the end of a term, a member continues to serve until a successor is appointed and qualifies. Any member who fails to attend at least 50 percent of the regularly scheduled meetings during any 12-month period shall be considered to have resigned.

The members are:

State Government – Ex-Officio
Alexis Allenback – Designee, Department of Labor, Licensing, and Regulation
John Gaver – Designee, Department of Transportation
Pamela Jenkins-Dobson – Designee, Human Relations Commission
Will Johnson – Designee, Department of Human Resources
Deborah Metzger – Designee, State Department of Education
James Tucker, Vice Chair - Superintendent of Maryland School for the Deaf
Linda Webb – Designee, Department of Housing and Community Development
Gwen Winston – Designee, Department of Health and Mental Hygiene

Community - Public
Mary Pat Bromwell
Benjamin J. Dubin
Lindsay Dunn, Chair
Ethelette Ennis
Victor Galloway
Shana Gibbs
Howard Leonard
Kristi Merriweather

The council meets four times a year, rotating in different regions of the State.
ODHH
Five-Year Strategic Plan
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Goal #1: Evaluate and identify gaps in state programs and services for deaf and hard of hearing individuals.

Background
Under the authorizing statute of Chapter 537 of the Acts of the 2001 General Assembly, The Governor's ODHH is charged with working to increase access to educational, health and social opportunities and promoting compliance with State, local and federal laws and assisting in the development of policies to improve the lives of individuals who are deaf or hard of hearing.

The first of the Governor's Five Pillars (Fiscal Responsibility), which in 2003 involved "a series of enhancements to improve constituent services and save money," aligns with the objectives below. Effective and accessible programs and services ultimately contribute to State savings by decreasing need for long term rehabilitation, dependence on state services, and reducing potential for litigation on grounds of non-compliance.

Deaf and hard of hearing individuals have reported difficulties in accessing services provided by state agencies, with complaints specifying mental health services and other services provided through the Department of Health and Mental Hygiene, to mention an example. Some complaints concern agencies with established eligibility criteria but lacking staff with the technical expertise to make an appropriate determination. The quality of and access to these services are also reported as inconsistent throughout the state.

Increased awareness training would assist agencies in developing appropriate policies and practices that will provide deaf and hard of hearing individuals' equitable access to State-funded services and to ensure effective delivery of critical services.

Objective 1.1: Collaborate with state agencies providing social services to deaf and hard of hearing individuals to identify actions needed to improved accessibility and ensure effectiveness and compliance of existing services and programs for deaf and hard of hearing individuals.

Strategies
- Provide state agencies with information on the needs and issues of deaf and hard of hearing individuals.
- Review state agencies' policies and practices to determine if effective communication access and appropriate services to deaf and hard of hearing in their programs and services are in place, or in need of attention.
- Provide state agencies with technical assistance in the development of policies, regulations and programs designed to expand access to services by deaf and hard of hearing individuals.
- Educate state agencies about diverse communication needs through awareness sensitivity training.
- Recommend policy changes to State agencies as appropriate.
- Collect baseline data on public and private agencies within the state currently serving clients who are deaf, hard of hearing, and with additional disabilities.
- Develop tools for state agency personnel to use in performing needs assessments and identifying service gaps, to include an inspection checklist for public buildings.
Measurables

- 1.1.1 – Number of requests for information received
- 1.1.2 – Instances of technical assistance provided
- 1.1.3 – Number of awareness and sensitivity training sessions conducted
- 1.1.4 – Number of participants at these awareness and sensitivity training sessions
- 1.1.5 – Number of contacts with public and private entities
- 1.1.6 – Number of policies and guidelines developed or consulted on
- 1.1.7 – Number of respondents to ODHH satisfaction surveys
Goal #2: Promote awareness among public and private entities of the communication needs of deaf and hard of hearing individuals.

Background
Under the authorizing statute of Chapter 537 of the Acts of the 2001 General Assembly, the Governor's ODHH is charged with increasing public awareness of the needs and issues affecting deaf and hard of hearing individuals and with advocating and coordinating the adoption of public policies, regulations and programs.

Currently there is a severe shortage of qualified sign language interpreters and real-time captionists, long recognized as a significant means of achieving communication accessibility. The scarcity of these professionals creates a severe barrier to successful service delivery, from affecting the quality of education a hard of hearing student receives in public school to the diluted to negated benefit to an individual receiving state services such as career counseling to a lack of awareness in emergencies for TV viewers. An increase in the availability of these communication access providers also would translate into greater access to existing services and participation in various facets of society such as the state justice system, healthcare, and the workforce.

Objective 2.1: Increase awareness of variations in communication needs and appropriate strategies for addressing each variation.

Strategies
- Establish a communication access workgroup involving representatives from all stakeholder groups.
- Develop a standard training curriculum and an all-purpose communication accessibility manual.
- Develop an information series, guides, and best-practices recommendations
- Develop an outreach plan targeting state agencies and public places.
- Provide State agencies and public places with education and technical assistance in enhancing communication access in programs used by deaf and hard of hearing individuals.

Measurables
- 2.1.1 – Number of community outreach projects initiated
- 2.1.2 – Instances of technical assistance provided
- 2.1.3 – Development of training materials, manual, and an information series
Goal #3: Advocate for increased provision of quality educational services for deaf and hard of hearing children.

Background
The second of the Governor’s Five Pillars (Education) is in line with President Bush’s ambitious No Child Left Behind legislation and gives K-12 education as a priority.

The staff of The Governor’s ODHH is highly knowledgeable about issues facing deaf and hard of hearing individuals. The superintendent of the Maryland School of the Deaf, a state agency that serves deaf and hard of hearing students from birth through age 21, is by law a designated ODHH Board member. Therefore, the ODHH is well-positioned to consult on educational matters concerning K-12 students who are deaf and hard of hearing.

Improved educational and transition services better enable deaf and hard of hearing students to become productive citizens as adults, participate in the workforce and contribute to the economy rather than become dependents of the State and also requiring federal resources, and enjoy a higher quality of life.

Objective 3.1: Advocate for qualified support personnel and quality support services.

Strategies
- Consult state agencies and school systems on compliance of federal and state laws & regulations and to review current initiatives for ensuring quality educational interpreting services and itinerant teachers for the deaf and hard of hearing.
- Collaborate with Maryland State Department of Education (MSDE), local and state operated school systems and other key stakeholder groups in assessing the quality of current educational programs and services provided in the state of Maryland.
- Advocate for the establishment of educational programs and services for deaf and hard of hearing students who are also classified with additional disabilities such as emotionality and autism as examples.

Measurables
- 3.1.1 – Number of Special Education Statewide Advisory Committee meetings participated in
- 3.1.2 – Number of new statewide guidelines on quality assurance or the hiring process for educational interpreters developed or consulted on

Objective 3.2: Advocate for improved school-to-work transition services.

Strategies
- Collaborate with MSDE and other state agencies in assessing the state of current transition planning programs and services in Maryland.
- Promote awareness of the Governor’s Transition and Youth Initiative and of funding opportunities under the Department of Health and Mental Hygiene’s Developmental Disabilities Administration.
• Promote cooperative transition between school systems and state agencies through regularly scheduled meetings.
• Advocate for improved collaboration efforts between state agencies and school systems on the development of the individual student’s transition plan.
• Advocate for the incorporation of independent living skills learning in the school curriculum.
• Promote the emphasis for higher education opportunities which will lead to increased vocational offerings for deaf and hard of hearing students.
• Promote the establishment of mentorship programs with businesses owned by deaf and hard of hearing individuals and agencies serving deaf and hard of hearing consumers for the purpose of career exploration.

Measurables
• 3.2.1 – Instances of information dissemination
• 3.2.2 – Number of businesses participating in these mentorship programs

Objective 3.3: Increase social and leadership development opportunities for deaf and hard of hearing youth.

Strategies
• Collaborate with agencies in identifying funding opportunities to establish summer programs for deaf and hard of hearing youth.
• Consult organizations providing programs and activities to youth on communication access for hard of hearing participants.
• Develop a statewide directory of recreational and educational programs accessible to deaf and hard of hearing youth.

Measurables
• 3.3.1 – Number of programs receiving funding
• 3.3.2 – Copies of directory of accessible recreational and educational programs distributed

Objective 3.4: Advocate for American Sign Language (ASL) as a viable course of study in high schools and institutions of higher education.

Strategies
• Advocate for an amendment to the current legislation to cover minimum qualifications for ASL instructors.
• Advocate for recognition from high schools and institutions of higher education of ASL courses as credits counting toward college degree requirements.
• Collaborate with MSDE along with the Chesapeake Bay American Sign Language Teacher Association in promoting training and professional development opportunities for ASL instructors with support from the Maryland State Steering Committee for Deaf and Hard of Hearing Students.

Measurables
• 3.4.1 – Number of new bill proposals pertaining to ASL study
• 3.4.2 – Number of new schools offering ASL courses carrying college credit
• 3.4.3 – Number of workshops conducted
Goal #4: Consult state agencies and private entities on communication access to health care and early intervention services.

Background

The third of the Governor’s Five Pillars (Health and the Environment) endeavors “to improve healthcare access for Marylanders, especially those with limited access to health insurance.” Health care has long been a critical focus for senior citizens, approximately a third of whom has adult onset hearing loss, and the disabled, which encompasses deaf and hard of hearing individuals with additional conditions.

Also always a significant area within health care has been community and parent education. Access to information plays a role that cannot be understated in increasing an individual’s quality of life. For deaf and hard of hearing individuals in Maryland, there needs to be increased communication access to health care service providers and better understanding of Medicare, among other concerns, which could mean less or shorter hospital stays, a decrease in unnecessary tests, fewer repetitive visits, and a lower incidence of misdiagnoses. For parents of deaf and hard of hearing newborns and children, there is a need for increased awareness on various options and their rights under state and federal law.

Objective 4.1: Advocate for the expansion of existing state legislation on hearing aids.

Strategies

- Collaborate with MSDE in promoting hearing aid loan programs in the state.
- Study the feasibility of legislation stating that only licensed audiologists and otolaryngologists may prescribe hearing aids.
- Explore ways for insurance companies to cover the cost of hearing aids and cochlear implants along with subsequent speech therapy.
- Develop a dialogue with legislators to amend current legislation on insurance coverage of hearing aids to include individuals 18 years of age and above.

Measurables

- 4.1.1 – Number of bills proposing amendments to existing State legislation on hearing aids

Objective 4.2: Promote quality early identification and intervention services and increased parent participation in intervention programs.

Strategies

- Participate in the Universal Newborn Screening for Deafness Advisory Committee meetings.
- Collaborate with state agencies and experts in providing technical consultation to early intervention programs to ensure comprehensive and appropriate information delivery and compliance with federal and state laws and regulations.
- Develop partnerships with early intervention programs, and conduct site visits and meet with administrators, service providers, and parents.
- Participate in pertinent statewide committee meetings.
Measurables
- 4.2.1 – Number of Universal Newborn Hearing Screening Advisory Committee meetings participated in
- 4.2.2 – Number of site visits

Objective 4.3: Promote communication access for managed care and private services.

Strategies
- Provide training for all health care personnel on how to communicate with deaf and hard of hearing individuals and appropriate auxiliary aids.
- Study previously failed legislation proposing recognition of interpreting costs as a medically related expense and determine whether to revive these bill proposals.
- Consult managed care organizations and the Maryland Medical Chirurgical Society (Med-Chi) represents the Maryland physicians on the provision of interpreting services.
- Establish a task force to investigate ways to provide interpreting services, including hiring staff interpreters and employing video conferencing technology.

Measurables
- 4.3.1 – Number of hospitals identified as needing training
- 4.3.2 – Number of training sessions conducted
- 4.3.3 – Report from task force study produced
- 4.3.4 – Study report on failed legislation produced
- 4.3.5 – Number of new policies and guidelines for hospitals developed or consulted on
Goal #5: Promote awareness among state agencies of the communication needs of deaf and hard of hearing individuals in the judicial system.

Background
The fourth of the Governor's Five Pillars, Public Safety and Safer Neighborhoods, identifies access to justice as a priority. In ensuring this access for the deaf and hard of hearing population of Maryland, communication access has a critical role.

Equal participation depends on effective communication, but the state judiciary personnel agencies may not be familiar with strategies and existing technologies suiting individuals with various communication needs—from profound deafness and dependence on sign language to residual speech ability and dependence on assistive listening devices—and do not know where to go for information. This is likewise a barrier to successful service delivery from state agencies and private service providers in the State of Maryland.

Increased awareness and sensitivity to the various communication needs would lead to an equitable justice system for deaf and hard of hearing individuals extending to increased participation from jurors and attorneys with hearing loss, and could prevent future litigation.

Objective 5.1: Coordinate and provide training on access strategies for state justice personnel.

Strategies
- Compile baseline data on interpreters certified to practice in legal settings and training opportunities for interpreting legal proceedings.
- Develop a comprehensive communication access training curriculum.
- Collaborate with courts in promoting training on communication access in legal settings to attorneys, to be counted toward Continuing Legal Education requirements.
- Advocate for improved communication access for inmates at all levels of the state criminal justice system.
- Provide training to state justice personnel on communication access, assistive technologies, hearing loss, deaf culture, and deafblindness.

Measurables
- 5.1.1 – Instances of new policies and guidelines developed or consulted on
- 5.1.2 – Number of training sessions provided

Objective 5.2: Increase access to the judiciary system for deaf and hard of hearing individuals.

Strategies
- Promote awareness statues pertinent to interpreter access among state court personnel and the state attorney office.
- Collaborate with counties in ensuring a current directory of interpreters certified for legal settings.
- Advocate for the inclusion of language compelling provision of interpreters for deaf parents of an adult involved in state legal proceedings, if requested for.
• Develop a directory of social and rehabilitative services accessible to deaf and hard of hearing individuals for judges and attorneys.
• Increase awareness among court advocates regarding sign language, deaf culture, and communication challenges facing deaf and hard of hearing individuals.
• Conduct communication awareness and sensitivity training sessions for judges on appropriate accommodations.
• Conduct a feasibility study on a centralized funding pool for communication access services in all aspects of the criminal justice system.
• Advocate for the establishment of a funding source to cover communication access needs for deaf and hard of hearing individuals enrolled in court-ordered programs.

Measurables
• 5.2.1 – Number of new policies and guidelines developed or consulted on
• 5.2.2 – Number of training sessions provided
• 5.2.3 – Copies of directory on accessible social and rehabilitative services distributed
• 5.2.4 – Establishment of a permanent funding source
Goal #6: Advocate for increased employment opportunities for deaf and hard of hearing individuals.

Background

The fifth of the Governor’s Five Pillars (Commerce) puts forth economic development as a critical focus. This also includes investing in programs “focused on assisting small and minority businesses.” Under the authorizing statute of Chapter 537 of the Acts of the 2001 General Assembly, the Governor’s ODHH is charged with working to eliminate underemployment and unemployment.

These two directives from the State jointly state the need for increased workforce participation from deaf and hard of hearing Marylanders. Research has shown that 70 percent of Marylanders with disabilities are unemployed. Those who are employed are under-employed, often making half the wages of their non-disabled peers. With little or no earned income, people with disabilities consume state services and are unable to become tax-paying citizens. Increased employment opportunities for able deaf and hard of hearing individuals can be in part achieved through appropriate public policy reform in regards to disability hiring and improved employment services.

Objective 6.1: Consult state agencies on promoting and proposing incentives leading to employment opportunities for deaf and hard of hearing individuals.

Strategies

- Promote the State’s Quest Internship program leading to full employment for individuals with disabilities, including deaf and hard of hearing individuals in the state government.
- Promote the establishment of a state program similar to the Federal Schedule A program to employ individuals with disabilities, including deaf and hard of hearing individuals in the state government.
- Collaborate with appropriate state agencies in compiling and disseminate information on available tax incentives to businesses, to include spending on accommodations.
- Provide technical consultation to state agencies and disability- and minority-owned business leadership networks on issues related to deaf and hard of hearing individuals.
- Promote better placement opportunities and welfare-to-work incentives as to encourage deaf and hard of hearing individuals to opt for employment.

Measurables

- 6.1.1 – Instances of technical assistance provided

Objective 6.2: Consult state agencies and private entities on increasing employment assistance for deaf and hard of hearing individuals.

Strategies

- Advocate for walk-in access at One-Stop Centers, including the installation and usage of TTYs, video relay system and assistive listening devices, readily available interpreters for workshops and meetings with counselors and trained staff with awareness sensitivity on the needs of deaf and hard of hearing individuals including basic sign language skills for greetings and assistance.
• Develop a training curriculum on the various needs of deaf and hard of hearing business owners in conjunction with programs promoting minority and disability business opportunities.
• Develop and implement an outreach plan.

Measurables
• 6.2.1 – Number of training sessions provided
• 6.2.2 – Instances of new policies and guidelines developed or consulted on
• 6.2.3 – Number of outreach activities conducted

Objective 6.3: Encourage businesses owned by deaf and hard of hearing individuals to register as vendors with the State of Maryland.

Strategies
• Ensure state rules and regulations incorporate provisions for disability participation in the state’s minority business program.
• Promote awareness of the state’s minority business program for contractual services.
• Promote businesses owned by deaf and hard of hearing individuals to participate in training opportunities provided by the State of Maryland.

Measurables
• 6.3.1 – Number of deaf and hard of hearing individuals/companies participating in the state’s minority business program as state vendors
• 6.3.2 – Number of businesses owned by deaf and hard of hearing individuals participating in these trainings
Goal #7: Consult public and private entities on improving emergency communication to deaf and hard of hearing individuals.

Background

Under the authorizing statute of Chapter 537 of the Acts of the 2001 General Assembly, the Governor’s ODHH is charged with working with State and local agencies to ensure information access for deaf and hard of hearing individuals to safety and emergency services and the statewide distribution of visual smoke detectors.

In advocating for the general welfare of individuals in Maryland who are deaf or hard of hearing, ODHH has found communication from first responders to emergencies and information access to emergency alerts to be at inadequate levels where deaf and hard of hearing individuals are concerned. The proposed objectives are designed to heighten the sense of safety and awareness of emergency situations; increase awareness of emergency plans, procedures and guidelines; and increase the availability of safety tools and equipment to the deaf and hard of hearing individuals, such as mobile communications devices and alternative technologies allowing for the receipt of alerts and transmittal of urgent information.

During times of emergency, deaf and hard of hearing individuals are often left without essential knowledge and therefore become dependents on public officials and, in severe circumstances, carry the risk of becoming liabilities. Simple adaptations and special considerations in the design of emergency response can radically transform these individuals into independent, even contributing citizens.

Objective 7.1: Promote access to smoke detectors specially designed for deaf, hard of hearing, and deaf-blind individuals.

Strategies

- Educate distributors and consumers on how to ensure equipment appropriateness and compliance with the fire code.
- Promote and develop outreach plan to educate deaf and hard of hearing people about the availability of the smoke detector distribution program.
- Advocate for permanent program funding.
- Include vibracalls and silent paging systems for deaf-blind individuals in the smoke detector distribution program.
- Meet with the Governor’s Smoke Detector Program Committee to review the systematic process as well as to increase funds and publicity for the smoke detector distribution program.

Measurables

- 7.1.1 – Number of applications for visual smoke detectors received
- 7.1.2 – Number of applications for visual smoke detectors verified
- 7.1.3 – Establishment of a permanent program funding
- 7.1.4 – Number of workshops conducted
- 7.1.5 – Number of new smoke detectors added to the distribution program
Objective 7.2: Increase consumer awareness of access strategies and emergency responder awareness of communication strategies.

Strategies
- Promote the development of access from wireless communications devices to 9-1-1 and other emergency services.
- Provide ongoing training to all 9-1-1 personnel as to ensure timely and appropriate emergency response from telecommunications relay service users.
- Promote awareness of emerging telecommunications technologies among deaf and hard of hearing individuals and emergency responders.
- Educate deaf and hard of hearing individuals on alternative methods for contacting emergency services.
- Collaborate with appropriate state agencies in ensuring roadside access to emergency assistance.
- Participate on the Emergency Preparedness & Response for Individuals with Disabilities and Other Unique Needs Statewide Advisory Committee and advise on issues related to deaf and hard of hearing individuals.

Measurables
- 7.2.1 – Number of meetings participated in
- 7.2.2 – Number of training sessions provided
- 7.2.3 – Number of roadside emergency assistance devices installed

Objective 7.3: Advocate for improved access to emergency broadcasts.

Strategies
- Establish an advisory committee to assess current situations and recommend improvements.
- Establish a dialogue between broadcasters, captioning service providers, and advocacy organizations on minimum performance standards and provision of real-time captioning of all news reports on all local channels.
- Collaborate with TV stations in improving the placement of scrolling announcements so that they are not obscured by closed captioning.
- Promote community awareness on avenues for complaint and feedback on captioning provision.
- Identify and perform cost analyses for alternative means of receiving emergency alerts.
- Investigate technologies enabling text announcements in car radios and funding possibilities for statewide distribution.
- Increase highway signage for upcoming road conditions and incidents.
- Work toward 5-1-1 access for deaf and hard of hearing individuals.

Measurables
- 7.3.1 – Report from advisory committee meetings produced
- 7.3.2 – Number of meetings participated in
- 7.3.3 – Responses to satisfaction survey collected
- 7.3.4 – Instances of new highway signage
Objective 7.4: Partner with agencies responsible for emergency management.

Strategies
- Develop a directory of interpreters qualified and equipped to work in emergency settings.
- Advocate for the classification of the Relay Operator as essential emergency personnel.
- Collaborate with emergency services providers in ensuring communication access in emergency procedures.
- Compile information on and inform deaf and hard of hearing individuals of existing emergency alerting services.
- Collaborate with emergency services providers in educating deaf and hard of hearing individuals on emergency procedures, guidelines, preventive measures, and equipment.
- Foster interaction between emergency services providers and the deaf and hard of hearing community.
- Advocate for first responders who are fluent in ASL.

Measurables
- 7.4.1 – Copies of directory of qualified interpreters distributed
- 7.4.2 – Instances of new policies and guidelines developed or consulted on
- 7.4.3 – Number of workshops conducted
- 7.4.4 – Number of workshop participants
- 7.4.5 – Number of outreach activities conducted
Goal #8: Promote awareness of the Governor’s ODHH as the state resource for information and referral on issues affecting deaf and hard of hearing individuals.

Background
Under the authorizing statute of Chapter 537 of the Acts of the 2001 General Assembly, the Governor’s ODHH is charged with serving as an information clearinghouse on the needs and issues affecting deaf and hard of hearing individuals.

Established in October 2001, the ODHH is a relatively new agency and therefore needs to promote awareness and increase its visibility, to both consumers and among state agencies. This has a direct impact on the future performance of the ODHH in increasing awareness of the needs of deaf and hard of hearing Marylanders and the fulfillment of its mission statement, “[To] provide expertise related to deaf and hard of hearing issues to Maryland citizens and to facilitate their ability to access resources and services.”

Objective 8.1: Increase awareness of the information and referral service of the Governor’s ODHH.

Strategies
• Develop video-based and print-based information materials on ODHH.
• Conduct community outreach efforts to inform deaf and hard of hearing individuals about ODHH.
• Participate in various statewide committees, advisory groups, task force groups, and workgroups regarding deaf and hard of hearing issues.
• Develop a statewide referral directory of services listing organizations and agencies that provide services for deaf and hard of hearing individuals.
• Design and launch a website functioning as a one-stop resource providing information on State programs and services available to deaf and hard of hearing individuals.

Measurables
• 8.1.1 – Number of requests for assistance received
• 8.1.2 – Instances of assistance provided
• 8.1.3 – Instances of community outreach activities conducted
• 8.1.4 – Number of contacts developed at these outreach activities
• 8.1.5 – Number of ODHH website hits

Objective 8.2: Ensure timely responses to requests for information.

Strategies
• Design a database to track inquiries and responses.
• Monitor the effectiveness and efficiency of staff responses.
Measurables

- 8.2.1 – Number of email and phone inquiries received
- 8.2.2 – Percentage of email and phone inquiries responded to within one business day
- 8.2.3 – Number of written inquiries received
- 8.2.4 – Percentage of written inquiries responded to within 10 business days
- 8.2.5 – Number of written inquiries received through the Governor’s Office
- 8.2.6 – Percentage of letters received through the Governor’s Office responded to within a three-week period
Goal #9: Increase civic and community involvement among deaf and hard of hearing individuals.

Background
Under the authorizing statute of Chapter 537 of the Acts of the 2001 General Assembly, the Governor's ODHH is charged with advocating for and coordinating the adoption of public policies, regulations, and programs designed to improve the quality of life for deaf and hard of hearing Marylanders.

There are an estimated 550,000 deaf and hard of hearing Marylanders, a figure not reflected on the composition of numerous advisory and policymaking entities such as boards, task forces, and committees that serve their population.

Dependence onto state resources increases the likelihood of ongoing re-education. If consumers were adequately informed and able to effectively represent themselves and their communities, they could be able to take proactive action in information sharing, educating amongst themselves and also the service providers they come into contact with, and themselves become collaborators in achieving needs resolution.

Opportunities need to be created for representation. This would bring positive change to service delivery, through providing for comprehensive policymaking and the incorporation of existing resources for deaf and hard of hearing consumers. Communication avenues to deaf and hard of hearing consumers would be maximized, attaining two-way efficiency and enabling information sharing among consumers and input for service providers.

Objective 9.1: Increase representation from the deaf and hard of hearing community on advisory and policy-making entities at all levels.

Strategies
• Compile baseline data on the number of deaf and hard of hearing representation on state advisory and policy-making boards, committees, task forces, and related entities.
• Collaborate with state, county, and local agencies in creating opportunities for the inclusion of individuals who are deaf, hard of hearing, and deaf and hard of hearing with additional disabilities in advisory and policy-making roles.
• Develop a resource list of potential qualified deaf and hard of hearing individuals.
• Develop a resource list of individuals willing to mentor interested deaf and hard of hearing individuals to serve on advisory bodies, particularly for rural areas.
• Conduct community outreach activities to inform deaf and hard of hearing individuals of opportunities to serve on available advisory and policy-making boards as appropriate.
• Provide training to deaf and hard of hearing individuals on how to effectively serve in an advisory role.

Measurables
• 9.1.1 – Number of advisory and policy-making entities with deaf or hard of hearing representatives
• 9.1.2 – Number of deaf and hard of hearing representatives serving on advisory and policy-making entities
• 9.1.3 – Instances of community outreach activities conducted
• 9.1.4 – Number of training sessions provided
• 9.1.5 – Number of participants in these training sessions
**Objective 9.2:** Increase advocacy skills and awareness of accessibility laws among consumers.

**Strategies**
- Provide training on community advocacy and self-advocacy.
- Provide workshops on accessibility laws.

**Measurables**
- 9.2.1 – Number of workshops conducted
- 9.2.2 – Number of workshop participants

**Objective 9.3:** Strengthen communication between the Governor’s ODHH and stakeholder communities.

**Strategies**
- Coordinate regular ODHH town hall forums.
- Develop public relations mechanisms for ODHH communication with stakeholder communities and individual constituents.
- Create a town hall schedule ensuring a minimum of two town hall meetings a year and a site rotational plan across the state of Maryland.
- Develop and maintain an email listserv and a database of addresses for the dissemination of notices and publications.
- Attend consumer group meetings on a regular basis for the purpose of obtaining feedback on the progress of the ODHH and other State agencies.
- Collaborate with appropriate State agencies in disseminating news and notices to the deaf and hard of hearing community.
- Cultivate relationships with State legislators.
- Provide communication access services to deaf and hard of hearing individuals.

**Measurables**
- 9.3.1 – Number of invitations to meetings received
- 9.3.2 – Number of community activities/meetings participated in
- 9.3.3 – Number of ODHH town hall meetings hosted
- 9.3.4 – Number of participants at ODHH town hall meetings
- 9.3.5 – Number of hours of communication access services provided
- 9.3.6 – Number of individuals receiving these communication access services
Goal #10: Promote public awareness of and access to assistive technology.

Background
The passage of the landmark Americans with Disabilities Act of 1990 mandated telecommunications access for disabled citizens throughout the country, which was achieved with the state relay service. Although deaf consumers are familiar with the availability of this service, late-deafened adults and the general public are still for the most part unaware, a consequence of which is businesses hanging up on calls placed through the relay service with the mistaken assumption that it is telemarketing, thereby denying deaf customers access and adversely impacting their own bottom line.

Yet another area of concern is consumer understanding, as innovations and trends have transformed the telecommunications industry in recent years and brought new options along with uncertainty and need for consumer education and training.

Objective 10.1: Advocate for increased access to telecommunications devices and other assistive technologies.

Strategies
- Communicate with appropriate state agencies and key elected officials about the critical need for additional funding in order to broaden eligibility for the TTY distribution program to deaf and hard of hearing individuals of all income brackets.
- Advocate for the TTY distribution program utilization of contracted agents to increase vendor access in rural areas.
- Promote for the inclusion of recent technological advancements in the TTY distribution program, such as captioned telephones (CapTel), voice carryover telephones, wireless communications devices, telebrailles, and video cameras for video relay service access.
- Establish a dialogue with phone companies to comply with ADA requirements to install TTY pay phones in public places and to conduct regular inspections to ensure workability.
- Promote the TTY distribution program by providing hands-on equipment demonstrations at community events throughout the state.
- Provide technical assistance to state agencies on the purchase of Assistive Listening Devices and other appropriate assistive technologies.
- Promote the establishment of a statewide equipment loaner program of purchased, used, and donated devices.

Measurables
- 10.1.1 – Establishment of new policies, regulations and guidelines raising income threshold or eliminating minimum income requirements for eligibility
- 10.1.2 – Number of new state vendors participating in the TTY distribution program
- 10.1.3 – Number of new devices added to the TTY distribution program
- 10.1.4 – Number of demonstrations at community events conducted
- 10.1.5 – Instances of technical assistance provided
• 10.1.6 – Establishment of statewide equipment loaner program of purchased, used and donated devices
• 10.1.7 – Number of TTY equipment distributed
• 10.1.8 – Number of training sessions provided

**Objective 10.2:** Promote awareness of the state relay service.

**Strategies**
- Participate in the outreach plan targeting both deaf and hard of hearing consumers and the general public and private businesses coordinated by Telecommunications Access of Maryland.
- Study the effectiveness of the current script of the relay call announcement.

**Measurables**
- 10.2.1 – Number of outreach activities participated in