



PERFORMANCE REPORT

PERFORMANCE RESULTS

FISCAL YEAR 2014

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## INTRODUCTION

I am pleased to present the performance report for the Iowa Department for the Blind for fiscal year 2014. This report is provided in compliance with sections 7E.3, 8E.210, and 216B.7 of the *Code of Iowa*. It contains information about results achieved because of the services that our partners and we provided to blind, deaf-blind, and visually impaired Iowans during the past fiscal year in the areas of vocational rehabilitation, independent living, library services, and resource management.

The Iowa Department for the Blind had a very productive year by meeting or exceeding nine of the 17 targets discussed in this report. We did not meet some of our internal performance measures due to high expectations, but we exceeded 100% of the federal standards for the vocational rehabilitation program. While we are pleased with the progress that has been achieved, we must continuously reevaluate all aspects of our performance to ensure that outstanding service is being provided to all blind Iowans.

During the spring of 2014, we implemented a formal intake process to ensure that eligibility determinations were made for all new referrals within 60 calendar days. As a result, eligibility determinations for vocational rehabilitation clients increased by 20% when compared with FY 2013 and plans developed for clients served by the independent living program increased by 166%.

In response to requests made by blind Iowans, our technology staff conducted a series of workshops throughout the state which focused on the use of IOS devices. While individuals of all ages participated, interest was particularly high among the elderly blind, and eventually it was necessary to limit the trainings to 12 participants to ensure that training needs could be addressed effectively.

In response to needs expressed by clients attending the orientation center, center staff developed a jobs program to afford clients the opportunity to engage in job shadowing, arrange informational interviews, and participate in work experiences. A formal access technology training curriculum has been implemented to enhance the technology skills of clients who are pursuing vocational training as well as employment and the Code Master Braille training curriculum has been incorporated to provide clients with a competitive edge while learning Braille.

As we move forward, IDB will continue to respond to needs expressed by blind Iowans and we will strive to develop innovative programs to equip the population that we serve with the necessary tools to achieve employment and increase personal independence.

Richard Sorey, director  
Iowa Department for the Blind

## DEPARTMENT OVERVIEW

The Iowa Department for the Blind is the state agency charged with providing vocational rehabilitation, independent living, library, and other essential services to Iowans who are blind so that they can live independently and work competitively. The policies and procedures of the Department are based on state and federal law, including chapters 216B, 216C, and 216D of the *Code of Iowa*, the Rehabilitation Act of 1973, as amended, and the Randolph-Sheppard Act.

## MISSION AND VISION

The Department for the Blind is the means for persons who are blind to obtain for themselves universal accessibility and full participation as citizens in whatever roles they may choose, including roles that improve Iowa's economic growth.

The Department's philosophy of blindness is based upon the belief that "It is okay to be blind." In fact, this concept is also our vision. The real problems of blindness do not lie in the physical loss of eyesight but in the misconceptions about blindness widely held by the general public and by many blind persons themselves. Because of these misconceptions, people who are blind are subject to discrimination that prevents them from achieving full integration into the economic and social life of their communities. Blind persons are individuals, and their ability to live independently and work competitively is contingent largely upon the effectiveness of the rehabilitation training they receive and the opportunities available to them. If dealt with properly, the effect of blindness on an individual's life can be reduced to the level of a mere characteristic with nuisance value.

## GUIDING PRINCIPLES

The Department's values and principles, which stem from its positive philosophy of blindness, are the driving force of the agency. We affirm that:

- The Department must operate on the demonstrated truth that blindness need not be a barrier to leading a full life as a first-class citizen in society;
- Blind persons have the same rights and responsibilities as all other citizens to self-determination, including the right to enjoy full integration into all aspects of society;
- Blind persons must overcome the misconceptions and the discrimination that result from their status as a minority group;
- Agencies and programs serving blind persons must help blind individuals and organizations succeed in fulfilling their aspiration;
- Persons who are blind, both as individuals and as organized groups, must take the lead in determining the kinds of services they may need to empower themselves fully;
- All Department staff must be qualified individuals trained in the delivery of services based on the agency's philosophy;

- The Department must provide the widest possible range of pre-vocational, vocational rehabilitation, and independent living training, as well as library and other ancillary services, so that all consumers have as much opportunity as possible to make informed plans and choices concerning life goals; and
- The Department in its staffing policy must be cognizant of the importance of hiring qualified persons who may be blind.

## CORE FUNCTIONS

The Department's three major service areas are vocational rehabilitation (VR), independent living (IL), and the library for the blind and physically handicapped.

### 1. VOCATIONAL REHABILITATION

The VR program assists lowans who are blind in preparing for, obtaining, and retaining employment. Applicants are made eligible based upon their visual disability, their need for VR services, and their intent to work. The VR counselor and the eligible individual jointly identify an employment goal and the services needed to achieve it.

**KEY SERVICES AND PRODUCTS:** Services may include:

- Training to help individuals achieve the vocational goals they have selected such as vocational training or post-secondary education.
- Job placement services. VR counselors help job seekers develop job-search plans, write résumés, practice interviewing, and locate job and placement resources.
- Rehabilitation technology services. Through such services as job site assessment, procurement of assistive technology, and training in the use of adaptive equipment, blind employees can perform their jobs competitively and efficiently.
- Post-employment follow-up. After individuals have achieved their employment goals, VR counselors can continue to serve as a resource to both employees and employers.

VR staff members also participate in outreach activities, such as:

- Participation in job fairs, technology expos, and speakers' bureaus.
- Provision of information on the Americans with Disabilities Act (ADA); job site assessments and accommodations information, and referral to appropriate vendors.
- Partnership with other employment programs to facilitate the recruitment of qualified blind employees.
- Advice on assistive technology to public agencies and employers so that technology available to the general public is also accessible to blind persons.

**DELIVERY MECHANISMS FOR PROVIDING SERVICES:** The VR counselors travel statewide to provide guidance and counseling to blind lowans to ensure they get the training and services they need to reach their employment goals.

The adult orientation center is a residential training program for clients of the VR program. Located in Des Moines, the center provides in-depth blindness skills training to students so that they can return to their home communities to live independently and work competitively. Students receive training in four areas: 1) development of self-confidence; 2) blindness skills, including cane travel, home and personal management, industrial arts, Braille, and computer; 3) job readiness; and 4) public education.

The Department's business enterprises program (BEP) provides opportunities for legally blind clients of the VR program to manage their own vending and snack bar businesses located throughout Iowa in public and private buildings and at rest areas along interstate highways.

Finally, VR staff work with a variety of suppliers of goods and services. The Department purchases direct services for our clients from educational and training institutions, community rehabilitation programs (CRPs), medical service providers, and others. The Department also works with assistive technology developers and vendors who produce equipment many of the Department's clients require to achieve their goals.

## 2. INDEPENDENT LIVING (IL)

The IL program provides services to older blind or multiply-disabled blind Iowans to help them live more independently in their homes and to function within their communities.

**KEY SERVICES AND PRODUCTS:** To prevent the premature institutionalization of older blind Iowans, the IL program coordinates community services and provides information, referral services, and training in adaptive equipment and the skills of blindness.

**DELIVERY MECHANISMS FOR PROVIDING SERVICES:** To ensure that older and multiply-disabled Iowans with significant vision loss have the skills and confidence they need to remain independent, IL staff members travel throughout the state to provide community-based and individualized home training in blindness skills needed to complete activities of daily living such as travel with the long white cane; communication techniques; and home management skills like cooking and cleaning. Staff members encourage peer interaction through involvement with peer support groups and group training in blindness skills. Additionally, IL staff members provide in-service training to other service providers to meet the unique needs of blind Iowans.

## 3. LIBRARY FOR THE BLIND AND PHYSICALLY HANDICAPPED

The library provides reading materials free of charge to Iowans who cannot use standard print because of blindness, physical disability, or reading disability.

**KEY SERVICES AND PRODUCTS:** The library circulates books and magazines in digital media, in Braille, and in large print to eligible borrowers throughout Iowa. The library maintains a collection of over 88,000 book titles and makes available to its borrowers over 150 different magazines. Because the library is a cooperating member of the National Library Service for the Blind and Physically Handicapped (NLS) of the Library of Congress, its borrowers have access to all NLS services.

**DELIVERY MECHANISMS FOR PROVIDING SERVICES:** The library:

- Transcribes print materials into Braille and audio formats. Employment-related, educational, and leisure materials not already available in alternative media are transcribed for the collection and upon request.

- Maintains a career resource center which houses career related books and employment guides in a variety of formats. The center also has a computer equipped with adaptive technology that allows clients to research and apply for jobs on-line.
- Provides independent access to the library's collection through the web-based on-line public access catalog (OPAC). The OPAC allows borrowers to search the collection and select and reserve books.
- Circulates descriptive videos enhanced with audio descriptions. These videos range in subject from popular movies to documentaries and are for audiences of all ages.
- Maintains digital playback machines and digital devices for borrowers to listen to recorded media.

## CUSTOMERS AND STAKEHOLDERS

The Department's primary customers are blind and severely visually impaired Iowans who have very specialized needs that cannot be met elsewhere. Referrals of persons who need the Department's services come in many forms and from many sources, including from individuals themselves, relatives and friends, the library, doctors, and other health and community service providers, schools, institutions, and other agencies.

In developing the Department's programs and policies, we actively seek input from advisory councils, consumer organizations of the blind, individual blind persons, and blind staff who also make up part of the customer base. The three members of the policy-making Commission for the Blind are blind. Knowledgeable and politically active, the Department's customers are highly interested in the agency's policies, procedures, and practices. They support the Department's culture and participate in strategic planning.

The library also serves individuals and institutions such as the physically disabled and reading disabled, blind residents of nursing homes, campus offices for disabled students, restaurants, and others who need materials in alternative media. Through the VR program, the Department serves such customers as area education agencies and employers, and through the IL program, the Department provides in-service training to group homes, senior centers, and other community organizations.

## ORGANIZATIONAL STRUCTURE

The Department is part of the executive branch of state government. It operates under the Iowa Commission for the Blind consisting of members appointed by the governor. The commission is 100% consumer controlled. Pursuant to chapter 216B of the *Code of Iowa*, the commission has authority to set policy and review all major components of the Department's programs. The commission hires the department director. The director reports directly to the commission and the governor.

## REPORTING RELATIONSHIPS

The Rehabilitation Services Administration, NLS, and state legislature--as representatives of the taxpayer--require reports on the Department's results. The Department requires reports from CRPs, training institutions, physicians, and others from whom the Department purchases services for clients.

The Department's most important partnership, however, is with blind individuals and organizations who provide constant input toward the highest quality of services.

## INTERAGENCY COLLABORATION

The 1998 Workforce Investment Act (WIA) requires the Department to partner with other training and employment programs, such as community colleges and Workforce Development. The Department meets this requirement through the implementation of memorandums of understanding with the 16 regional work force investment boards. The Rehabilitation Act also requires organizational alliances between vocational agencies and educational institutions. The Department has signed memorandums of agreement with all 16 community colleges and the three state universities.

The Department has maintained working relationships with other state agencies providing employment services to Iowans with disabilities through its participation in the Governance Group. This group includes personnel from the Developmental Disability Council, the Office of Persons with Disabilities, Iowa Vocational Rehabilitation Services, Department of Human Services, Workforce Development, Department of Education and the Department for the Blind. The Department also has important relationships with the Department of Corrections, the Lions of Iowa, Friends of the Library, and others who supply volunteers to maintain and expand quality services.

## LOCATION

The Department is located in a six-story building at 524 4<sup>th</sup> Street in Des Moines. The Des Moines office is accessible to people with disabilities.

## NUMBER OF STAFF

On June 30, 2014, the Department had 82 permanent, full-time employees, 13 of whom were domiciled at various other locations. Employees work in the areas of administration, service provision, and support. Contract workers are covered by the American Federation of State, County, and Municipal Employees (AFSCME) collective bargaining agreement. The Department also relies heavily on volunteers to satisfy staffing needs.

## BUDGET

Operations of the Department are financed primarily through general fund appropriations from the Iowa General Assembly and formula grants from the U.S. Department of Education. The budget relies heavily on federal matching funds.

## AGENCY PERFORMANCE PLAN RESULTS

### CORE FUNCTION: VOCATIONAL REHABILITATION & INDEPENDENT LIVING SERVICES

**Description:** The Department provides vocational rehabilitation services to assist lowans who are blind in preparing for, obtaining, and retaining employment. The independent living program provides services to older blind or multiply-disabled blind lowans to help them live more independently in their homes and to function within their communities.

**Why we are doing this:** To increase the productivity and independence of blind lowans.

**What we're doing to achieve results:** VR and IL staff provided assessments, training, guidance and counseling, referrals, employer assistance, job placement, rehabilitation technology services, post-employment follow-up, and coordination of community services.

#### Key Results

Performance Measure	Target	Result
Ratio of average VR wage to average state wage as a percentage.	90%	85%
Competitive employment outcomes as a percentage of all employment outcomes.	80%	86%
Percentage of individuals who meet their defined functional goals (daily living, mobility, communication, leisure, and community involvement).	80%	89%

**What Happened:** The Department sets an aggressive target for the ratio of average VR wage to state wage measure, as we believe in assisting blind lowans in obtaining employment that is on par with their sighted peers. The wage ratio fell short of the 2014 target with clients closed in employment achieving wages somewhat less than average wages for all workers in Iowa. The wage ratio far exceeded the federal performance standard for this measure, which is 68%.

Due to its belief in the capabilities of blind lowans, the Department exceeded the target set for the percentage of VR cases closing in competitive employment. For some clients, attaining an outcome of "homemaker" after receiving skills training is appropriate. However, the Department strives to achieve employment outcomes where the VR client is working for competitive wages. This objective is reflected in the results.

lowans who experience significant vision loss need training in order to learn new ways of performing daily tasks so that they can maintain or regain their independence. Skillful IL teaching ensured that more than 89% of IL clients met the functional goals they set for themselves. This ensures that these blind and visually impaired lowans are able to live more independently in their homes and community.

**Data source:** The Department's case management system.

**Resources:** Total spending for the vocational rehabilitation program was \$4,865,890 and for the independent living program was \$721,101.

### Services / Products / Activities of Vocational Rehabilitation and Independent Living Services Core Function

**Product:** VR Services

**Description:** The Department seeks to achieve a quantity and quality of employment outcomes for blind Iowans consistent with the standards set by the federal Rehabilitation Services Administration. The Department achieves this through vocational rehabilitation services for blind and visually impaired adults and transition age youth.

#### Results

Performance Measure	Target	Result
Percentage of closures with an employment outcome after receiving services.	80%	71%
Percentage of transition students indicating they have a more positive attitude about their blindness and their abilities after training.	85%	88%

**What Happened:** The percentage of clients achieving their competitive employment goals in 2014 ("status 26") was 71% percent. The target for the percentage was not met for the state performance plan. The percentage of all employment outcomes did exceed the federal performance standard for this measure which is 69%. The percentage of VR case closures that result in an employment outcome depends on job availability and client skills and experience. The Department continues to work on job development methods and continually seeks new techniques to improve employment outcomes, particularly for those clients who have experienced difficulty obtaining employment due to a weak work history, lack of skills, or secondary disabilities. The Department's aim is that through skillful counseling and motivation, fewer clients will lose interest in working.

The percentage of transition students indicating they have a more positive attitude about their blindness and their abilities after training was 88%, exceeding the target for 2014. The Department's transition program provides targeted services to blind and visually impaired youth ages 14 until high school graduation. Services include opportunities for peer interaction, mentoring and confidence building activities, independent living skills training, and employment experiences.

**Activity:** Adult Orientation and Adjustment Training

**Description:** The orientation center is a residential blindness training program available to vocational rehabilitation clients of the Iowa Department for the Blind. It provides in-depth, individualized blindness training to those with significant vision loss aged 17 and older so they can return to their home communities confidently equipped to work competitively and live independently.

#### Results

Performance Measure	Target	Result
Results on skills and attitude assessments for students who have completed orientation center training.	85%	77%

**What Happened:** There were only 13 surveys completed during 2014. With smaller sample sizes, when someone has a different response, this carries more change than it would with a larger sampling. Thirty students were in the orientation center during fiscal year 2014. Sixteen of these students began their center training in fiscal year 2014. Although some students had to leave the program early due to health or family issues, others have returned to work, are looking for employment, or pursuing higher education. One, for example, is a manager of a restaurant, while another is a fast food employee at Arby's. Another is an assistive technology consultant and trainer. A fourth will be beginning work as a custodian. Some are investigating the possibility of self-employment, including mobile catering, and others are returning to college for degrees in such areas as engineering and computer science. Instead of consuming tax dollars, these individuals are or will soon be paying taxes and contributing their talents to the benefit of Iowa.

**Service:** Business Enterprises Program

**Description:** The business enterprises program (BEP) provides opportunities for legally blind vocational rehabilitation clients of the Iowa Department for the Blind to manage their own businesses -- operating vending machines, road side vending sites, or snack bar/catering services. These businesses are in federal, state, county, municipal, and private locations throughout Iowa.

#### Results

Performance Measure	Target	Result
Average net income to vendors	\$42,000	\$40,603

**What Happened:** The number of blind managers, 17, has remained constant during this reporting period. In the past year, one manager has resigned, and was replaced by a manager who re-entered the program. The average income per manager was down in 2014 (vs. 2013) due to a variety of factors—decreased roadside vending sales, increased competition, and increased business costs. Managers continue to use creative methods to deal with current economic realities, including switching to items with a greater margin of profit, and keeping prices in line with nearby competition. Increased marketing and responding to customer demands for different products continues. Healthy vending and additional food service options also remain in the forefront in our industry. We are getting closer to initiating cashless vending at some of our locations and so far the results have been mixed. The credit card-debit card aspect of the food service business is changing rapidly, and it is expected that our involvement in this arena will increase. Over the past year our program has continued to expand, where possible, into state and municipal locations; this includes a new location leased by the state of Iowa, as well as two Polk County senior centers. Other managers explore and obtain locations in the private sector, such as factories and call centers; this increases their bottom line, visibility, and shows self-motivation and initiative. Three of our managers are beginning to explore partnering with a company which specializes in referrals to third party vending locations. We have had no new trainees in the past year, so the need to recruit candidates into the program and

find increased opportunities for locations is paramount. When the opportunities come forth, the recruits will follow. The decreased income in the program as a whole has motivated managers to streamline their businesses, and to find efficiencies in maintaining profit, as other businesses do. Our managers realize that it is essential to work hard to maintain their businesses and to make them profitable. One manager is still awaiting placement due to a variety of personal circumstances. Locations continue to be combined as needed due to economy of scale, which affects all businesses. The opening of the two new rest areas near Ankeny will help increase program income, and provide an additional opportunity for a manager's profit. Managers and staff continuously seek business opportunities and candidates for our program as we move forward.

**Product:** Education and Outreach

**Description:** The Department engages in a variety of outreach activities to promote the Department's services, generate referrals to the Department, and to educate service providers and the general public, including newly blind persons, regarding the capabilities of persons who are blind.

### Results

Performance Measure	Target	Result
Number of referrals	1,400	1,194
Number of in-service training sessions conducted for community service providers.	15	23

**What Happened:** The Department continues to focus on increasing referrals. The Department uses a variety of strategies to inform the public about the Department's services and to educate the public about the capabilities of blind Iowans. In addition to traditional outreach efforts, the Department conducted in-service training to in-home health providers, staff at community rehabilitation programs, and staff at long-term care facilities. As a result of the training delivered, service providers were better able to identify individuals they serve who have visual impairments, help them address basic needs related to vision loss, and help connect them with the resources available through the Department. In this regard, the provision of in-service training served to both increase referrals to the Department and increase the capacity of other providers to better serve individuals with vision loss.

## CORE FUNCTION: LIBRARY SERVICES

**Description:** The Iowa library for the blind and physically handicapped acquires, manages, and circulates information to eligible borrowers. Collections may include books, journals, data bases, videos, state and federal documents, and access to web sites.

**Why we are doing this:** To provide access to information to blind and visually impaired Iowans in specialized alternative media so they can obtain or retain employment, pursue educational goals, and meet all other personal needs consistent with each individual's strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice.

**What we're doing to achieve results:** The library produces and circulates books and magazines on digital media, in Braille, and in large print to eligible borrowers throughout Iowa.

#### Key Result

Performance Measure	Target	Result
Number of Iowans Using Services	7,500	9,158

**What Happened:** The number of Iowans using services in 2014 was 9,158. Iowans who cannot read standard print gathered and used information from books, magazines, newsletters, educational, job-related, and personal materials to pursue education from kindergarten through advanced post-graduate degrees, acquire and maintain a wide variety of jobs, manage personal affairs (including medical and financial), participate in community activities and in the democratic process, and read for leisure and personal enrichment. They also received information on other services available to them through a variety of sources. The number of Iowans using library services fluctuates each year and is dependent on public demand.

**Data sources:** The Department's automated circulation system.

**Resources:** Total spending for the library was \$2,083,151.

#### Services / Products / Activities of Library Services Core Function

**Service:** Circulation of library materials.

**Description:** The library maintains a collection of over 88,000 book titles and makes available to its borrowers over 150 different magazines. Because the library is a cooperating member of the National Library Service for the Blind and Physically Handicapped (NLS), its borrowers have access to all NLS services.

#### Results

Performance Measure	Target	Result
Numbers of books circulated	250,000	319,749

**What Happened:** The library exceeded its circulation target by 69,749.

Iowa's patrons continued borrowing more magazines and more digital books than the previous year. The increase in the use of BARD (the National Library Service's download site) and its mobile application contributed to the most significant increase in Iowa patrons borrowing materials in all formats. Download and duplication on demand services contributed to increases in circulation. Locally produced materials

(magazines, books, and “personal patron digital cartridges”) continue to show increases in circulation. The BARD facility accounted for approximately 41,126 above the 278,623 reported on ResultsIowa.org.

**Service:** Production of materials in alternative media.

**Description:** Employment-related, educational, and leisure materials not already available in alternative media are transcribed for the collection and for patrons upon request.

#### Results

Performance Measure	Target	Result
Number of items produced in alternative media.	1,500	1,388

**What Happened:** Necessary documents were transcribed and produced in alternative formats and used by students from pre-school through postgraduate to continue their education; employed Iowans were able to read work-related materials (e.g., handbooks, product brochures, memos, etc.) and thus remain competitively employed; reading-disabled Iowans were able to manage personal, medical, and financial affairs independently.

The number of items produced in alternative media for 2014 was 1,388. This number can and does fluctuate from year to year as it is dependent upon patrons' needs.

**Service:** Instructional Materials Center (IMC)

**Description:** The IMC locates textbooks and other educational materials for Iowa's K-12 and college students who cannot use standard print, and it locates job-related materials for employed Iowans who cannot use print.

#### Results

Performance Measure	Target	Result
Number of educational and vocational requests filled by instructional materials center.	1,500	1,150
Percentage of instructional materials center requests filled timely.	97%	94%

**What was achieved:** The number of requests for educational and vocational materials filled was 1,150. As a result, students and workers received the textbooks and work-related materials they needed in a format they can use, which allowed them to continue their education and maintain employment. The number of items produced by the IMC is dependent upon patrons' needs and requests.

## CORE FUNCTION: RESOURCE MANAGEMENT

**Description:** Provides all vital infrastructure needs necessary to administer and support agency operations.

**Why we are doing this:** To ensure effective administration of the Department for the Blind.

**What we're doing to achieve results:** In addition to exercising stewardship over resources and other administrative functions the Department is working on the replacement of two operating systems for the library's circulation processes and vocational rehabilitation case management.

### Key Results

Performance Measure	Target	Result
Number of reportable comments in the annual audit.	0	0

**What Happened:** The auditor released the state's single audit report on March 31, 2014 for fiscal year 2013. The Department was not cited for issues in the state's single audit report, although the auditor recommended improvements in equipment inventory procedures.

**Data Source:** Annual audit report issued by Iowa's Auditor of State.

**Resources:** \$1,147,945.

### Services / Products / Activities of Resource Management Core Function

**Service:** Department administrative services

#### Results

Performance Measure	Target	Result
Number of compliance issues raised by federal agency during monitoring visit.	0	0
Percent of compliance with Accountable Government Act.	100%	100%

**What Happened:** The National Library Service conducted an on-site monitoring review during August 11-12, 2014. As of November 21, 2014 no report has been issued pursuant to this site visit.

## AGENCY CONTACTS

This report is available at [www.IDBonline.org](http://www.IDBonline.org). Copies of the report can also be obtained by contacting Bruce K. Snethen at 515-281-1293.

## Performance Plan for 2015

**Name of Agency:** Department for the Blind

**Agency Mission:** The Iowa Department for the Blind is the means for persons who are blind to obtain for themselves universal accessibility and full participation in society in whatever roles they may choose, including roles that improve Iowa's economic growth.

Core Function	Performance Measure(s) (Outcome)	Performance Target	Link to Strategic Plan Goal(s)
CF: Vocational Rehabilitation Services & Independent Living			
<b>Desired Outcome(s):</b>			
Increase productivity and independence of blind Iowans	Ratio of average VR wage to average state wage as a percentage.	90%	Department goal number one as stated in the strategic plan.
	Competitive employment outcomes as a percentage of all employment outcomes.	80%	Department goal number one as stated in the strategic plan.
	Percentage of individuals who meet their defined functional goals (daily living, mobility, communication, leisure, and community involvement).	80%	Department goal number four as stated in the strategic plan.

Services, Products, Activities	Performance Measures	Performance Target(s)	Strategies/Recommended Actions
1. Org# VOICR A. VR Services	Percentage of closures with an employment outcome after receiving services.	80%	Service delivery units consisting of a counselor, teacher, employment specialist, assistive technology specialist, and orientation center mentors, meeting regularly to maximize services for each client.
	Percentage of transition age youth who obtain work experience prior to graduation from high school	70%	Provide targeted services to youth ages 14 to 20. Services include opportunities for peer interaction, mentoring and confidence

Services, Products, Activities	Performance Measures	Performance Target(s)	Strategies/Recommended Actions
			building activities, independent living skills training, and an employment experience program.
B. Adult Orientation and Adjustment Center	Results on skills and attitude assessments for students who have completed orientation center training.	85%	Using the structured-discovery approach to instruction, provide comprehensive residential training to blind adults in the skills of blindness and the development of a positive attitude toward blindness.
C. Business Enterprise Program	Average net income to vendors	\$43,000/yr	Provide effective vending management assistance and continually seek new, profitable locations for vending facilities.
2. Org# VOICR/INDL A. Education and Outreach	Number of referrals	1,400	Use a variety of outreach activities to educate lowans, including those who are newly blind or visually impaired, about the Department's services and about the capabilities of blind lowans.
	Number of in-service training sessions conducted for community service providers.	15	Increase the capacity of community-based service providers to meet the needs of older individuals who are blind.

Core Function	Performance Measure(s)	Performance Target	Link to Strategic Plan Goal(s)
<b>CF – Library services</b>			
Acquires, manages and circulates information to eligible borrowers. Collections may include books, journals, databases, videos, state and federal documents, and access to web sites.			
<b>Desired Outcomes:</b>			
That lowans who cannot use standard	Number of lowans using services.		Department goal number three as stated in

print have access to printed materials of all kinds in alternative media.		7,500	the strategic plan.
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Services, Products, Activities	Performance Measures	Performance Target(s)	Strategies/Recommended Actions
1. Org# LIBR Circulation of library materials.	Number of items (books, magazines, and playback units) circulated.	250,000	<p>Provide information and reader advisor services to patrons in person and by telephone; circulate books using automated system. Use qualified staff to perform functions.</p> <p>Receive new equipment from National Library Service (NLS); ship machines and accessories to patrons upon request; receive and clean damaged and returned machines; repair damaged machines. Use staff, volunteers, and prison inmates to achieve goals.</p> <p>Catalog new titles from NLS, locally produced books, and books purchased from other sources. Use automated system and professional librarian with cataloguing skills to perform work.</p> <p>Conduct public service announcement campaign; conduct public outreach activities including open houses, speaking engagements, conference exhibits, etc. Make initial contacts with all new patrons to retain or start services.</p> <p>Purchase and distribute sacred texts upon request.</p>

Services, Products, Activities	Performance Measures	Performance Target(s)	Strategies/Recommended Actions
			<p>Label and ship books and video using automated system to generate mailing cards; receive returned books and magazines; inspect, rewind, repair, and re-shelve returned items; receive, label, inventory and shelf new books; excess and discard obsolete and unneeded volumes; inventory, shift, and maintain entire physical collection. Maintain proper inventory in automated system.</p>
<p>2. Org # LIBP Access to downloadable books online through BARD (Braille and Audio Recording Download)</p>	<p>Number of items downloaded from BARD.</p>	<p>40,000</p>	<p>As a National Library Service Network Library, provide information and assistance in to our library patrons in accessing BARD (Braille and Audio Recording Download) site and accounts. Include informational and account management for library patrons. Library adds locally produced Braille and audio items to BARD. Conduct awareness campaign to inform patrons of BARD access.</p>
<p>3. Org # LIBP Production of materials in alternative media.</p>	<p>Number of items produced in alternative media.</p>	<p>1,400</p>	<p>Use staff, volunteers, and prisons program, record, duplicate, label, package, and ship recorded material to patrons and other requesting agencies.</p> <p>Use services of staff, volunteers, and prison program to transcribe printed material into Braille. Emboss, burst, thermoform, bind, label, and ship completed documents to patrons and other requesting agencies.</p>

Services, Products, Activities	Performance Measures	Performance Target(s)	Strategies/Recommended Actions
4. Org # INMC Instructional Materials Center and Braille Production services.	Number of educational requests filled by Instructional Materials Center.	1,100	Work closely with Iowa schools and area education agency personnel to fulfill requests for students' textbooks in alternative media.
	Number of vocational requests filled by Braille Production services.	50	Fulfill requests from college students and employed persons for vocational and professional materials in alternative formats.
	Percentage of Instructional Materials Center requests filled in a timely manner	97%	Using services of staff, volunteers, prison programs, and contractors, provide requested textbooks and classroom materials in specialized formats at the same time as sighted peers receive their materials.

Core Function	Performance Measure(s)	Performance Target	Link to Strategic Plan Goal(s)
<b>CF – Resource Management (Enterprise or Agency)</b>			
Provides all vital infrastructure needs necessary to administer and support agency operations. Key activities may include financial and personnel services such as payroll, accounting and budget; purchasing of goods and services; media management; information technology enhancement, management and support; staff development; leadership; planning; policy development; maintenance of physical infrastructure and governance system development to achieve results for lowans.			

Core Function	Performance Measure(s)	Performance Target	Link to Strategic Plan Goal(s)
<i>Desired Outcome(s):</i>			
Effective administration of the Department for the Blind.	1. Number of reportable comments in the annual audit. 2. Number of compliance issues raised by federal agency during monitoring visit.	1. No reportable comments in the annual audit pertaining to the Department. 2. No compliance issues raised by federal agencies.	Supports all four goals in the Department's strategic plan for the period ending June 30, 2019.

Services, Products, Activities	Performance Measures	Performance Target(s)	Strategies/Recommended Actions
1. Org# RESM Department administrative services.	1. Percent of compliance with Accountable Government Act.	1. 100 % compliance with Accountable Government Act	1. Achieve compliance with chapter 8E and executive orders.

