

# **Iowa Vocational Rehabilitation Services**

## **Performance Report**

Performance Results for State Fiscal Year 2014

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## Introduction

This report will present the accomplishments of Iowa Vocational Rehabilitation Services (IVRS), a division of the Iowa Department of Education, for the state fiscal year ending June 30, 2014. Accomplishments include those related to core functions identified in the IVRS SFY 2014 performance plan as well as progress toward goals in the 2011 - 2014 IVRS Strategic Plans. Information in this report is provided in accordance with the Accountable Government Act to improve decision-making and increase accountability to Iowa stakeholders and citizens.

Key services of the agency are essentially separated into **two major program areas**: **1.** Services that assist Iowans with disabilities to become employed in the competitive labor market or to live independently in their homes through provision of various supports. **2.** Services involving the evaluation of Iowa citizens' disabilities to determine eligibility for economic support via Social Security disability benefits.

IVRS has managed a waiting list of potentially eligible job candidates seeking vocational rehabilitation services since May, 2002 and for several years thereafter has had to balance the need for VR services against lack of funding to meet all needs identified. IVRS was not able to match all available federal funding for VR services, which impacted IVRS' ability to serve all persons applying for services. This has resulted in IVRS having to manage a waiting list with approximately 1700 individuals on the list through the past year. Individuals with significant disabilities are waiting approximately six months prior to being able to receive vocational rehabilitation services. Individuals with the most significant disabilities are moving directly into services after being determined eligible for services. The progress made in moving individuals directly into service has been facilitated through increased funding, as well as key management decisions in workforce planning and policy revisions along with the ability to replace direct service employees whose positions had been vacated.

The Disability Determination Services bureau has met and exceeded the requirements set out by the Social Security Administration for accuracy and timeliness associated with determinations on disability claims. The DDS Bureau also received special recognition through the Social Security Administration's Regional Commissioner for excellence in quality, production and teaming to assist the region in processing claims.

This report will provide a brief update on progress toward the IVRS strategic plan goals as well as information on performance of the three identified core functions of the agency:

- Vocational Rehabilitation Services and Independent Living
- Economic Supports
- Agency Resource Management.

Information for the two major program areas named above will be presented using the "**Key Results Template**". These continue to be the most crucial indicators of this agency's success in providing services to its customers.

## Agency Overview

Iowa Vocational Rehabilitation Services (IVRS) exists to serve individuals with disabilities under Title II and Title XVI of the federal Social Security Act and Title IV of the Workforce Investment Act. IVRS serves people with disabilities by: 1) providing vocationally related assistance to achieve economic independence; or 2) providing disability determinations that result in appropriate financial benefits per Social Security Administration guidelines. Other services and financial assistance are provided to enable persons with disabilities to maintain independent

functioning as long as possible within their communities and to prevent institutionalization. IVRS is an integral part of the statewide disability community.

The current statements of mission and vision are included below. The Strategic Objectives are identified in the “Results” section of this report.

## MISSION

We provide expert, individualized services to lowans with disabilities to achieve their independence through successful employment and economic support.

## CORE FUNCTIONS

Assist eligible lowans with disabilities in obtaining, maintaining and advancing in employment through rehabilitation services individually designed to disability and employment needs. Provide specialized services to the business community to meet their workforce and workplace needs.

Determine eligibility of lowans who apply for disability benefits administered by the federal Social Security Administration

## VISION

**Vocational Rehabilitation Services Vision:** Making a positive difference with every person, one person at a time

**Disability Determination Services Bureau Vision:** Best Decision, Every Claimant, Every Time

### Background:

IVRS is the largest division of the Department of Education and functions with considerable autonomy. The division employs over 370 people in 44 locations throughout the state. Employees work within three Bureaus and a Planning and Development Team. For vocational rehabilitation services, IVRS received \$23.3 million in federal funds and another \$5.6 million in non-federal funds; for disability determination services, IVRS received federal funds totaling approximately \$23.7 million from the Social Security Administration (no state funds).

The majority of staff persons are professionally trained rehabilitation counselors and disability examiners. Almost 98% of the counselors have master’s degrees in counseling or a closely related field. IVRS is mandated by its federal funding agency, the Rehabilitation Services Administration, to have qualified rehabilitation counselors – i.e., possession of an appropriate graduate degree. All disability examiners have at least a bachelor’s degree or its equivalent. In addition, DDSB has on its payroll 35 professional consultants who are licensed as physicians,

clinical psychologists, or speech pathologists. Most IVRS employees are covered under collective bargaining agreements negotiated with Iowa United Professionals or the American Federation of State, County and Municipal Employees.

All employees of the Planning and Development Team, Administrative Services and Disability Determination Services bureaus work in the Des Moines area. With the exception of a few administrative personnel and the West Central area office, most of the Rehabilitation Services Bureau employees are geographically disbursed outside of Des Moines to cover all 99 counties and every high school in the state. As stewards of the public trust, IVRS maintains an efficient workforce by assigning staff to multiple locations so that every community college, regent's institution, county, high school and most mental health institutes have access to an IVRS staff person.

IVRS continues to collaborate with our partner agencies to improve work effectiveness. This occurs through communication and avoiding duplication of services through co-locating or itinerant offices in the Iowa Workforce Development Centers, community colleges, regent's institutions and through coverage at our mental health institutions. This past year saw the development of collaborative partnerships with the Iowa Department of Aging, the Iowa Department for the Blind and the Iowa School for the Deaf. These partnerships resulted in sharing of financial resources to maximize employment services focused on our common customers. Approximately \$600,000 additional federal monies came to Iowa consumers because of these partnerships.

The Rehabilitation Services Bureau (RSB) has the primary responsibility for the statewide program of quality vocational rehabilitation services to all eligible disabled Iowans through direct and purchased services from a network of providers. The focus of the RSB is training to prepare for, obtain, and maintain employment and as such works very closely with the Department of Education and Iowa Workforce Development. The Disability Determination Services Bureau (DDSB) is responsible for determining the eligibility of Iowa residents, who apply for Social Security Disability Insurance (Title II), and Supplemental Security Income (Title XVI) or the Department of Human Services Medicaid programs. DDSB makes the initial determination of eligibility and any subsequent determination of continuing eligibility and handles first-level appeals of unfavorable decisions. The Administrative Services Bureau (ASB) provides fiscal, personnel, information services and administrative support to the other Bureaus.

The Planning and Development Team (PDT) is responsible for planning, program evaluation, and outreach -- including connecting with the National Employment Network (NET) and disseminating that information to the RSB concerning national development of business contacts to foster job candidate employment. There has been a deliberate attempt to increase visibility with business and industry and to integrate these services into developing a placement culture for the Rehabilitation Services Bureau Staff. This has included the opportunity to partner with the NET providing opportunities to better link job candidates with national and state employment opportunities as well as to market the value of Iowa businesses to a national audience. (See Business Outreach below for more detailed description) Specific efforts have marketed the Home Base Iowa program and improved visibility efforts for collaborative services for our veterans who have disabilities.

IVRS customers are individuals with disabilities who need vocational or other assistance to help meet their goals for employment through the RSB or personal independence or who need financial benefits due to their disabilities through the DDSB. Vocational rehabilitation and disability determination programs are eligibility rather than entitlement programs. Applicants must meet federally determined criteria. Customers of both RSB and DDSB may apply on multiple occasions during their lifetime. Customers of the vocational rehabilitation program be they Iowans with disabilities or the business community expect and receive professional and accurate career planning information and involvement to achieve workforce planning, placement or personal independence. DDSB claimants require accurate and timely decisions on their claims.

Competitive success is determined at the federal level by performance standards and indicators. In DDSB that translates to timeliness and accuracy of case processing; on the vocational rehabilitation side, success relates to employment outcomes and equal access to services. In RSB, IVRS met or exceeded the Federal quantity and quality performance measures in all areas.

## Strategic Challenges

IVRS was not able to match \$2.0 million of available federal funds for 2014. The lack of funds along with limits on staff capacity resulted in over 1,700 applicants for vocational rehabilitation services remaining on waiting lists at the end of the year as well as limiting the expansion of occupational skill training programs, which restricts our ability to meet the needs of our business customers. The average caseload for the state last year was 135, which is 15-20 more per caseload. When only counselors are calculated, the average increases to 166. This far exceeds the optimal caseload size of 115 - 120. This is pertinent because every case requires a counselor action since the Federal legislation mandates that only a counselor may perform core functions.

IVRS is federally (78.7%) and state (21.3%) funded, so, the multiplying effect of losing one state dollar due to lack of non-federal matching funds adversely impacts the delivery of rehabilitation services. Caseload size for counselors is increasing, and management continues to evaluate each position that is vacated to ensure that the core functions needed result in the proper classification hired. RSB purchases supported employment services through community providers for the most significantly disabled due to the long term job coaching needs, which creates a challenge as more and more providers have decided to withdraw this service as an option due to reduced funding. Individuals are placed on the waiting list because of the budget impact, and the lack of staff capacity to serve the number of individuals requesting services. This has been a continual focus of Employment First efforts with goals relating to improved employment outcomes in competitive, integrated community settings and an alignment of resources between state departments supporting financial funding that encourages community, integrated employment. These conversations have led to innovative discussions with the Department of Human Services regarding leveraging Medicaid Waiver monies and providing additional capacity for the Waiver. Employment First efforts, (IVRS was the lead agency in an Office of Disability Employment Policy, Department of Labor grant) led to shared funding and service delivery with the Iowa Coalition for Integrated Employment (Department of Education, Iowa Developmental Disabilities Council) and the Disability Employment Initiative (Department of Labor).

Training for job candidates continues to be a priority area as education provides necessary academic and vocational skills to help our job candidates compete in the labor market. 96% of our graduating students remain in the state of Iowa and 70% of our successful employment outcomes have some type of post-secondary education. There is also a close partnership with our secondary schools as we work with our youth in transition. Approximately 42% of our referrals are from our secondary schools. These efforts are closely aligned with the employment strategies outlined in the Skilled Iowa Initiative.

IVRS continues to enhance technology (web-based software) to provide staff with a more efficient system to manage their work. This is an expanding area requiring cost effective solutions to meet the needs of field staff and our job candidates in a mobile society. Issues related to connectivity, security, and access will continue to be reviewed. Also with the changes in Federal legislation the technology case management system will have to be modified to accommodate the changing standards and performance measures. Therefore, position reclassification requests were modified to prioritize the hiring of an IT person and the IT department will be working on modifying the system. There are programs available "off the shelf" so to speak, but they are cost prohibitive (\$4.6 million).

IVRS has also attempted to collaborate with our community rehabilitation programs and county waiver programs in an effort to provide supported employment services in network with other comparable benefits and services. This is relatively a small portion of our customers, representing approximately 2%, but is anticipated to increase.

In the past two fiscal years, staff time dedicated to Independent Living case services decreased. With the departure of the Independent Living Specialist in October 2012, the IL caseload was assigned to an employee who has other full-time duties including the IL contracts. As a result IL

Case Services Waiting List has grown to three years in length. Funds for Independent Living case services continue not meeting the demand. Extensive contract monitoring procedures have been necessary in the past several years to ensure that contracting requirements are satisfied; IVRS continues to work with our federal compliance partners with the Rehabilitation Services Administration to ensure compliance, particularly after audits revealed significant issues with two of the Centers for Independent Living. These have been monitored and improvements have been observed so there is hope that in 2015 IL services for these two areas will be fully funded and operating consistent with all contract requirements.

While there are no direct competitors for Disability Determination Services, there is competition for funding with other Social Security Administration entities and other states.

## **Business Outreach**

**The IVRS Business Network:** During 2014 IVRS continued to infuse business outreach activities into local and state plans resulting in strengthened business relationships statewide.

These relationships enhance the counselors' understanding of business expectations and are directly connected to the planning process with consumers. It has been found by increasing employer involvement throughout the rehabilitation process, job candidates will have better information to make informed choice decisions on their career plans. An additional result is a broader range of employment opportunities available.

Iowa Vocational Rehabilitation is committed to serving business and industry as a valued customer and in 2014 demonstrated this commitment through the following activities:

- The IVRS strategic plan highlights the importance of understanding the changing workforce needs of Iowa business and industry and dedicates resources for developing IVRS' capacity to respond to those needs.
- Rehabilitation Services management participate on each Regional Workforce Investment Board in the State of Iowa. The Administrator is an active participant on the State Workforce Board.
- Development of internships and on-the-job training opportunities has resulted in successful placements in various industries across the state.
- Iowa continues to partner with Walgreens on their Retail Employees with Disabilities Initiative (REDI). IVRS has partnered with Community Rehabilitation Programs in 6 sites to deliver this 120 hour in-store training program to help job-ready candidates become competent in retail and customer service skills essential for competitive employment.
- IVRS and Manpower are collaborating in an effort to provide a workforce solution to Iowa business and industry interested in tapping into the underutilized talent pool of persons with disabilities. In 2014 IVRS has successfully placed 22 individuals in temp or temp-to-hire positions.



- IVRS continues to coordinate the activities of Iowa's Employer Disability Resource Network (EDRN), [www.EDRNetwork.org](http://www.EDRNetwork.org). With the support of the EDRN partners private and public rehabilitation professionals are collaboratively mobilizing resources, supports and services that add value to Iowa businesses hiring persons with disabilities.
- IVRS continues to be an active participant in the National Employment Network (The NET) of 80 public VR agencies across the country. The NET membership allows for participation in online trainings, sharing of multi-state job leads and keeping up-to-date on federal employment opportunities. In 2014 Iowa assisted the NET in developing a national online system which includes both a national pool of Vocational Rehabilitation (VR) candidates looking for employment and a job posting system for businesses looking to hire individuals with disabilities.
- Active involvement through the National Governor's Association presenting information at three business panels regarding business strategies in Iowa.
- The support of Project Search, an immersive school to work transition program providing direct exposure to the world of work, targeted primarily at youth in transition.
- Continued efforts are being made to increase capacity for service delivery through our community rehabilitation partners. \$1.79 million was spent with our community partners in 2014. The number of individual services authorized for job candidates through a CRP was 4,079. The job candidates could be duplicated if needing multiple CRP services.

## **Results**

### **Strategic Plan:**

The IVRS strategic plan was revised in October 2011 and projected four major objectives to attain in the subsequent three (3) years; the objectives are listed below.

1. Develop and deliver customer service that addresses customer needs and requirements.
2. Develop a workforce that identifies and responds to changing workforce and work place needs.
3. Build external collaborative relationships which contribute to improved services for lowans with disabilities.
4. Establish/maintain financial Accountability/Sustainability resulting in increased service outcomes for individuals with disabilities.

### **Progress toward Strategic Plan objectives:**

Several staff continues to be involved in implementing actions intended to accomplish the stated objectives. Bureau Chiefs have continued regular meetings with the Administrator regarding the strategic plan and are accountable for supporting staff and activities within each one's bureau that contribute to accomplishment of the objectives.

The DDSB has made progress on the FY11-14 IVRS Strategic Plan goals by realigning existing human resources, harnessing existing technology and focusing on employee retention through development programs.

On site meetings were held with all staff in 2014 discussing the strategic plan and how it is integrated into daily activities. Feedback was solicited from staff in multiple areas regarding how we can become better, faster and smarter with limited resources. This feedback is being reviewed and will help identify targeted areas for change in an updated strategic plan covering 2015-2018.

### **Performance Plan Results**

See enclosed templates for **Key Results** and **Agency Performance Plan Results**.

## **Resource Reallocations**

Resource reallocations in IVRS relate primarily to human resources as management continues to review and adopt the most effective staffing in relation to rehabilitation service delivery. Instead of automatically filling vacant Rehabilitation Counselor jobs in the Rehabilitation Services Bureau, staffing patterns have been adopted which provide alternatives to more traditional staffing without diminishing the professional level of service required for IVRS clients.

The Rehabilitation Services Bureau has returned to having more area offices. This move was done after operating with limited management capacity only to find a significant increase in work performance and work behavioral issues resulting in investigations and discipline. As a result, the bureau returned to a structure of 13 area offices with a supervisor in each office. Upper management in the RSB has assumed responsibilities of other classifications as resource staff resigns or moves into other positions. This has created changes and additional job responsibilities for several management staff, but the priority was and remains how to enhance field service delivery at the job candidate direct service level. This will continue to be the structure in place for the foreseeable future.

Prior to October, 2010, DDSB was able to add some positions funded entirely by Social Security Administration to address the increasing disability claims workload that has become prevalent throughout the country. Since October, 2010, however, there has been a federal hiring freeze initiated by the Social Security Administration which means that most DDSB vacant positions have been left unfilled. The DDSB has seen attrition of 5.7% since October 2010. The DDSB was able to hire one clerical support due to dire need in that area. DDSB was allotted one fiscal and support supervisor hire, which a current staff member filled. This is a new position created because of increased budget oversight requirements by SSA. Hiring was approved for the DDSB in 2014 after a four year hiring freeze. However, the new hires did not come on board until state fiscal year 2015.

# KEY RESULTS 1 of 2

## CORE FUNCTION

**Name:** Vocational Rehabilitation Services and Independent Living

**Description:** Iowa Vocational Rehabilitation Services (IVRS) provides a wide variety of services for persons with disabilities that lead to the attainment of their employment, independence and economic goals. Business and industry is also a customer of IVRS to whom various services are provided to help them meet their workplace and workforce needs. The desired outcome is competitive employment in the integrated labor market that meets the needs and interests of our eligible client. Services include: assessment, diagnosis and treatment of physical and mental impairments, training, personal assistance services, placement, rehabilitation technology services, maintenance, transportation, small business enterprise assistance, and post-employment services.

**Why we are doing this:** Federal law was enacted after recognizing that individuals with disabilities faced severe discrimination in the workforce and required specialized assistance to achieve equal opportunity under the law. IVRS provides services to help persons with disabilities find and maintain employment or to help them live independently (not in a group home or other care facility). This greatly enhances their quality of life and adds to the Iowa economy through reduced dependence on public support and through the payment of taxes. Our work is consistent with the Governor's stated priorities of 200,000 new jobs in Iowa, 15% Reduction in the Cost of Government, 25% Increase in Family Incomes, Best Schools in the Nation.

**What we're doing to achieve results:** The Rehabilitation Act and regulations require that IVRS hires master's degreed staff as counselors; those who may not have such degree must complete it within five (5) years. IVRS staff includes master's degreed rehabilitation counselors who are strategically located throughout the state. Through workforce planning IVRS created job classifications at a lower pay grade to remove required work from the counseling position that was not part of their core function, but necessary for Federal accountability. This resulted in a reduction in staffing costs such that fewer counselors were hired and replaced by associates and assistants when positions were vacated. This allowed IVRS to utilize the resources more efficiently and still perform all the federally required functions.

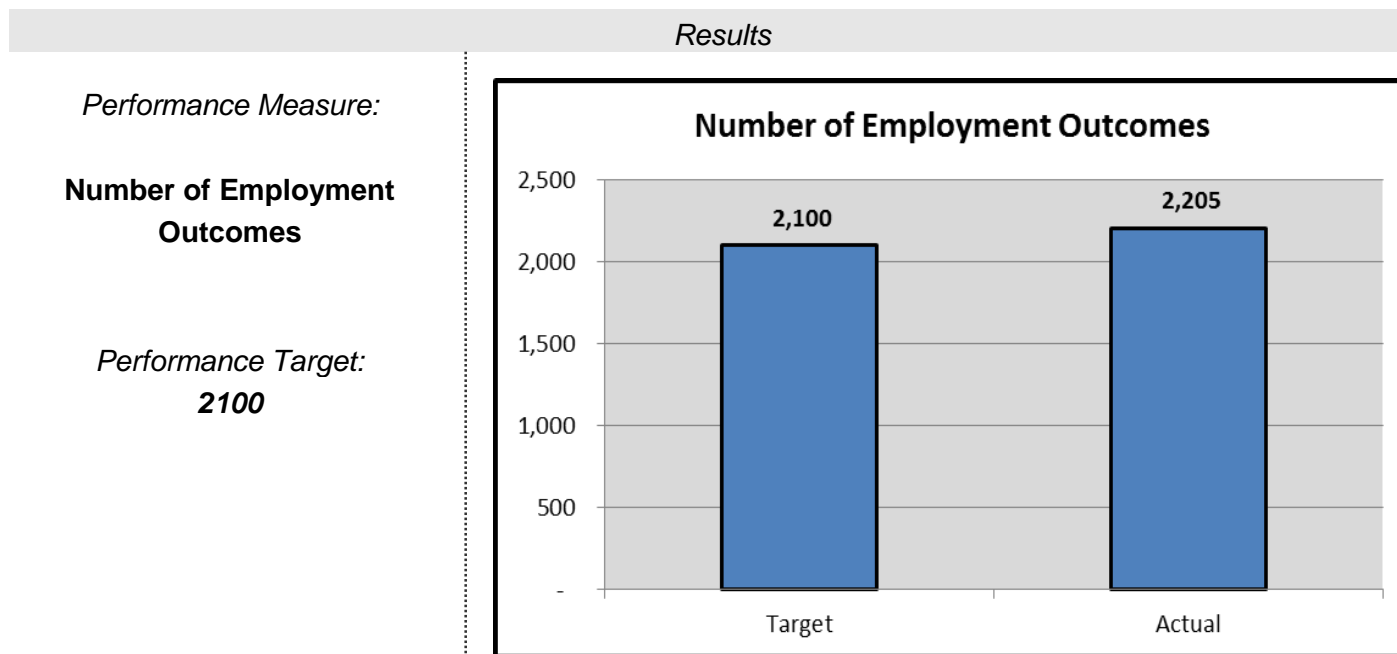
IVRS partners with nearly 100 organizations to provide comprehensive rehabilitation services. The Iowa Rehabilitation Services System (IRSS) is being closely managed and reviewed for its operating efficiency. This plays an important role in data collection, state and federal reporting and case management.

IVRS has a federal mandate to serve the most significantly disabled individuals first when resources are limited. The focus upon vocational placement and the action planning done in each area office contributed to the number of individuals placed into competitive employment. Through the expertise of the counseling staff, collaboration with clients and other services and resources, IVRS has been increasing the number of job candidates

placed in competitive employment. Every employed job candidate becomes a tax payer and a consumer thereby increasing Iowa's economy and tax base while also saving the State's support dollars. IVRS has demonstrated for every state dollar appropriated to IVRS, \$3.26 is returned to the state economy.

**Data Sources:** Case Service Records.

**Resources Used:** IVRS is funded with a combination of 78.7% federal funds and matched with 21.3% non-federal funds required to generate the federal funding. State appropriation for FY 14 was \$5.1 million. Total of 225.33 FTEs involved (out of authorized 242.0).



Strategic Plan - Increase successful closures by 10%

**What was achieved:** IVRS placed **2205** clients into competitive employment, which was a 1% increase. This exceeded our federal standard, but fell short of our strategic plan goal.

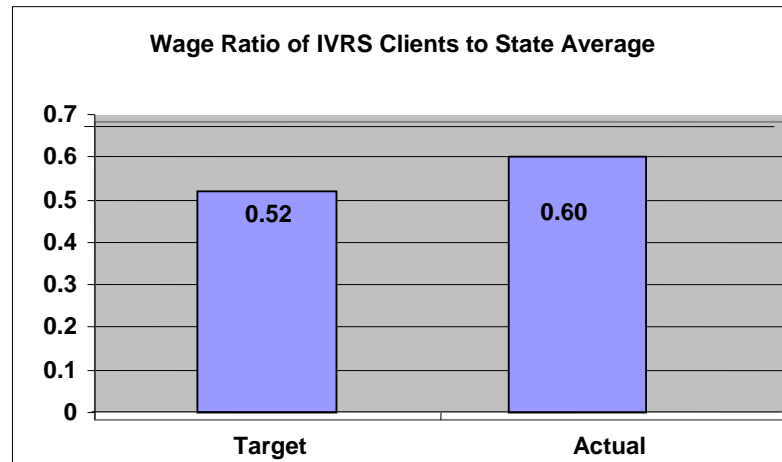
*Results*

*Performance Measure:*

**Wage ratio of IVRS clients to state average**

*Performance Target:*

**0.52**



**What was achieved:** IVRS exceeded the target by placing clients in positions paying an hourly rate of 60% of the average state hourly wage rate.

During FY 14 the average hourly earnings for a person with a disability placed into competitive employment by IVRS was \$11.88.

## **KEY RESULTS 2 of 2**

## CORE FUNCTION

**Name:** Disability Determination Services - Economic Supports

**Description:** The IVRS provides disability determination services to claimants for Social Security Disability Insurance and Supplemental Security Income in Iowa through a relationship with the Social Security Administration (SSA) – per federal regulations.

**Why we are doing this:** To enhance economic independence for disabled Iowans through cash benefits and healthier Iowans through access to Medicare and Medicaid.

**What we're doing to achieve results:** The IVRS has successfully implemented a paperless process to determine claimant eligibility for social security benefits and the new system is operating effectively. In addition, preparations are underway to implement a national Disability Case Processing System. IVRS (DDSB) has implemented the use of the electronic case analysis tool which provides intelligent pathing to assist the disability examiner with decision making. Continuing business process reviews and targeted quality reviews occur to ensure efficient and accurate service. The DDS performs continuous business process reviews to enhance service and evaluate stewardship. Technology advancements are ongoing with recent automation of intake and closure processes. The DDS teams with state health providers on electronic health records submission. Targeted quality reviews occur to ensure efficient and accurate service.

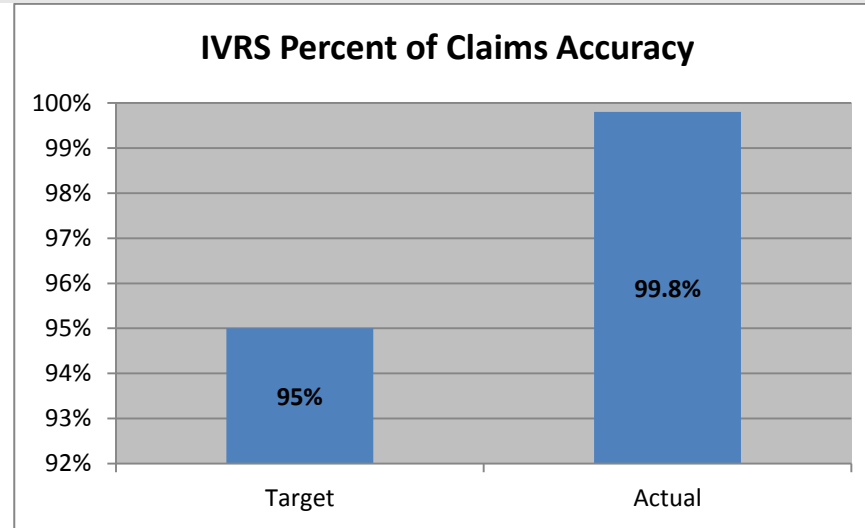
**Data Sources:** Social Security Administration Office of Quality Assurance and Performance Assessment

**Resources Used:** This program receives 100% federal funding of approximately \$23.8 million from the Social Security Administration. Total of 130.73 FTEs involved (out of authorized 150.35).

*Results*

*Performance Measure:*  
**Percent of claims accurately  
determined per SSA  
standards**

*Performance Target:*  
**95%**



**What was achieved:** IVRS exceeded the goal of 95% with 99.8% accuracy rate.



## **AGENCY CONTACTS**

- David Mitchell, IVRS Administrator
- Matt Coulter, Chief, Administrative Services Bureau & Financial Officer
- Jeff Haight, Data Specialist

# AGENCY PERFORMANCE PLAN

FY 2014

(Numbers in red indicate actual result)

<b>Name of Agency:</b> Department of Education, Iowa Vocational Rehabilitation Services			
<b>Agency Mission:</b> To work for and with individuals with disabilities to achieve their employment, independence and economic goals.			
Core Function	Performance Measure (Outcome)	Performance Target(s)	Link to Strategic Plan Goal(s)
CF: Vocational Rehabilitation Services and Independent Living	Wage ratio of IVRS clients to state average	0.52 <b>.60</b>	Goal 1 To maximize every client's opportunity to reach their economic, independence and employment goals.
<b>Desired Outcome(s):</b>			
Full-time, or if appropriate, part-time competitive employment in the integrated labor market.			Goal 2 Increase advocacy and support for rights of individuals with disabilities.
Services, Products, Activities	Performance Measures	Performance Target(s)	Strategies/Recommended Actions
<b>1. Employment (Vocational Rehabilitation)</b> Org# 0001-283-1000 0001-283-2000 0034-283-0704 0366-283-0708 0395-283-0703 0398-283-0093	A. Percent employed (federal reporting)	A. 55.8% <b>59.66</b>	1. High quality client services and outcomes 2. Comprehensive system of job placement 3. Effective collaboration 4. Manage waiting lists for services
	B. Access to services ratio of minority to non-minority clients (federal reporting)	B. 0.80 <b>.843</b>	
	C. Number of employment outcomes (federal reporting)	C. 2100 <b>2205</b>	
	D. Number of Self Employment clients who achieve start-up or expansion of a business	D. 45 <b>38</b>	
<b>2. Independent Living (Vocational Rehabilitation)</b> Org# 0001-283-0714	A. Percentage of persons meeting their goals	A. 55% <b>100%</b>	1. High quality client services and outcomes 2. Effective collaboration 3. Enhanced external communication  *Staff time dedicated to Independent Living services decreased in the last two fiscal years. Also, average expenditure per client case is significantly higher compared to 5 years ago. These factors, along with limited program funds, have affected the number of successful closures.
	B. Number of persons able to continue to live independently in their homes	B. 100 <b>24*</b>	

<b>Name of Agency: Department of Education, Iowa Vocational Rehabilitation Services</b>			
<b>Agency Mission: To work for and with individuals with disabilities to achieve their employment, independence and economic goals.</b>			
<b>Core Function</b>	<b>Performance Measure (Outcome)</b>	<b>Performance Target(s)</b>	<b>Link to Strategic Plan Goal(s)</b>
<b>CF: Economic Supports</b>	<b>Percent of claims accurately determined per SSA standards (initial net accuracy)</b>	<b>95%      99.8 %</b>	<b>Goal 1 To maximize every client's opportunity to reach their economic, independence and employment goals.</b>
<b>Desired Outcome(s):</b>			
<b>Economic independence for disabled Iowans through cash benefits, and healthier Iowans through access to Medicare and Medicaid.</b>			
<b>Services, Products, Activities</b>	<b>Performance Measures</b>	<b>Performance Target(s)</b>	<b>Strategies/Recommended Actions</b>
<b>3. Disability Determination: Initial review of claims and continuing disability reviews (CDR) (Economic Supports Org# 0231-283-0716 0394-283-0702 0394-283-0712 0394-283-0722 0394-283-0723</b>	<b>A. Initial claim processing time B. Percent of budgeted CDRs completed</b>	<b>A. 85 days    71.2 B. 100%      101.4%</b>	<b>1. Develop quality management plan 2. Enhance training where needs are identified</b>

<b>Name of Agency:</b> Department of Education, Iowa Vocational Rehabilitation Services			
<b>Agency Mission:</b> To work for and with individuals with disabilities to achieve their employment, independence and economic goals.			
<b>Core Function</b>	<b>Performance Measure (Outcome)</b>	<b>Performance Target(s)</b>	<b>Link to Strategic Plan Goal(s)</b>
<b>CF: Agency Resource Management</b>	<ol style="list-style-type: none"> <li>1. Percent of internal customer satisfaction with key support services</li> <li>2. Percent of time IT network services are available to staff</li> </ol>	<ol style="list-style-type: none"> <li>1. 85% <b>88%</b></li> <li>2. 95% <b>99%</b></li> </ol>	<b>Goal 3 Increase capacity to serve all VR clients.</b> <b>Goal 4 Increase interest and satisfaction in VR careers.</b>
<b>Desired Outcome(s):</b>			
<b>Resources are sufficient to provide services per IVRS mission and federal guidelines for Vocational Rehabilitation and Disability Determination.</b>			
<b>Services, Products, Activities</b>	<b>Performance Measures</b>	<b>Performance Target(s)</b>	<b>Strategies/Recommended Actions</b>
<b>4.Infrastructure (Resource Management)</b> <b>Org#</b> <b>0001-283-3000</b> <b>0001-283-4000</b>	<ol style="list-style-type: none"> <li>A. Percent of required non-federal match dollars generated</li> <li>B. Ratio of employees to supervisors</li> <li>C. Inspection results – Parker Building</li> </ol>	<ol style="list-style-type: none"> <li>A. 100% <b>92.0%</b></li> <li>B. 12:1 <b>14.3:1</b></li> <li>C. DAS responsibility now as “owner” of the Parker Building</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain and improve sustainability model and use IRSS to forecast resource needs</li> <li>2. Not fill supervisory positions automatically when vacancies arise.</li> <li>3. Maintain contact with DAS regarding maintenance operations in Parker Building.</li> </ol>