



## **FY 2014 PERFORMANCE PLAN**

### **Department on Disability Services**

#### **MISSION**

The mission of the Department on Disability Services (DDS) is to provide innovative high quality services that enable people with disabilities to lead meaningful and productive lives as vital members of their families, schools, workplaces and communities in every neighborhood in the District of Columbia.

#### **SUMMARY OF SERVICES**

The Department on Disability Services (DDS) is composed of two Administrations that oversee and coordinate services for residents with disabilities through a network of private and not-for-profit providers. The Developmental Disabilities Administration (DDA) ensures that residents with intellectual disabilities receive the services and supports they need to lead self-determined and valued lives in the community. DDA achieves this through the delivery of outreach and service coordination services; the development and management of a provider network delivering community residential, day, vocational, employment and individual and family support services; and the operation of a comprehensive quality management program. The Rehabilitation Services Administration (RSA) delivers vocational rehabilitation services focusing on employment and training activities that allow persons with disabilities to experience a greater quality of life by obtaining and sustaining employment, economic self-sufficiency and independence. RSA provides employment marketing and placement services, vocational rehabilitation, inclusive business enterprises and supports for the D.C. Center for Independent Living. The Department on Disability Services also serves as the state agency for Social Security Disability Insurance Determinations under the direction of the Social Security Administration.

#### **PERFORMANCE PLAN DIVISIONS**

- Developmental Disabilities Administration
- Rehabilitation Services Administration
- Disability Determination Division
- Office of the Director<sup>1</sup>

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<sup>1</sup> For the purpose of the FY14 Performance Plan, the Office of the Director includes (1000) Agency Management and (100F) Agency Financial Operations



## AGENCY WORKLOAD MEASURES

<b>Workload Measures</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 YTD<sup>2</sup></b>
DDA Clients Served	2,103	2,126	2,156
DDA Applications for services	172	187	211
DDA Prior Authorizations processed	5,093	8,794	7,982
DDA Serious Reportable Incidents (SRIs) Requiring Investigation	1,532	1,096	1,079
DDA Provider Certification Reviews (PCR) Conducted	89	89	89
RSA Clients Served	8,900	7,422	6,926
RSA Referrals	3,060	2,416	2,918
RSA Transition Referrals	432	445	962
DDD Determinations	13,450	14,422	14,168

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<sup>2</sup>Data is current as of August 30, 2013



## *Developmental Disabilities Administration*

### **SUMMARY OF SERVICES**

The Developmental Disabilities Administration (DDA) supports people with intellectual and developmental disabilities to maximize their independence and exercise meaningful choice and control over their own lives through the use of person centered thinking tools which impact service planning and delivery. DDA contracts with qualified providers who deliver community-based residential, vocational/day, employment, individual and family support services for people with intellectual disabilities. DDS/DDA also has a robust quality assurance system which includes assurances and safeguards that address the safety, wellbeing and health of people receiving supports through the system.

### **OBJECTIVE 1: Ensure service and support is provided in a timely manner.**

#### **INITIATIVE 1.1: Ensure the timely processing of new eligibility applications.**

In FY2013, DDA has implemented the monitoring systems necessary to support DDA intake and eligibility operations and will continue, in FY2014, to track and trend performance on the timely processing of applications for eligibility. Applications must be processed within 90 days of receipt of a completed application packet. Timely processing is important to ensure the health, safety and well-being of applicants. Tracking and trending allows us to determine what delays (if any) are experienced and address reoccurring problems systemically. **The completion date is September 2014.**

### **OBJECTIVE 2: Utilize Person-Centered Planning and Delivery approaches to ensure each person's personal needs, expressed preferences, and decisions concerning his/her life in the community are planned and effectively implemented.**

#### **INITIATIVE 2.1: Complete the implementation of the DC Employment First policy and initiative.**

In FY2013, DDS implemented Employment First practices and capacity-building activities in both DDA and RSA. DDS has launched an intensive training and technical assistance project, established two Employment First Communities of Practice focused on customized employment, and convened a cross-disability public-private Employment First Leadership Team. Over 25 participants were trained as trainers, developing expertise in customized employment, effective job coaching, working successfully with employers, designing effective learning experiences and more. The Communities of Practice members identify barriers that impede the Employment First mandate, and that will be addressed in the comprehensive plan described in initiative 2.2. In FY2014, DDS will finalize an Employment First Policy with the cross-agency Employment First Leadership Team, so that it can be fully implemented in DDA and RSA, and can be reflected in Memoranda of Understanding with DDS's partners from other District agencies (e.g., DOES, OSSE, DCPS, CFSA, DYRS). **The completion date is March 2014.**

#### **INITIATIVE 2.2: Continue the development and implementation of a comprehensive plan to promote the least restricted, most integrated day, vocational and employment services.**



In FY2013, the State Office of Disability Administration (SODA) within DDS engaged in coordinating a variety of capacity-building activities to promote most integrated day, vocational and employment services. This included monthly webinars on customized employment for DDA and provider staff; collaboration with DDA for Person-Centered Thinking training and implementation with provider and DDA staff; the creation of a DC chapter of APSE, which is the only professional organization in the disability field totally devoted to employment first and development of capacity-building support so that provider agencies can complete tailored vocational assessments with people in day and employment programs. In FY2014, DDS will oversee a process to ensure that people in day and employment programs have vocational assessments; additional staff are trained in customized employment, and the design and implementation of program activities that promote community exploration and participation; enrollment of people with agencies implementing the new Individualized Day services under the Medicaid Waiver promote integration; and Individual Service Plans (ISPs) use Person-Centered Thinking skills to reflect activities that are integrated and promote community participation. This will result in down-sizing of large, congregate day programs and an increase in the number of people who are employed or receiving employment/job development support. The plan will also bring significant program enhancements to current day and vocational service programs to improve the quality of skills training and service options so that people pursue interests through work, volunteerism, adult education and integrated retirement options.

**The completion date is September 2014.**

**OBJECTIVE 3: Recruit and retain qualified providers to meet specialty clinical and support needs, remove poorly performing providers.**

**INITIATIVE 3.1: Develop and implement a strategy to recruit new providers to meet specific needs in the areas of clinical services.**

DDS/DDA has identified that provider performance can be compromised by the loss and turnover of key clinical staff. DDS will research and implement strategies to recruit and retain clinical staff in the District to support the work of the providers. The provider community has difficulty recruiting and retaining nurses with skills and competencies in the ID/DD field to work with the people supported by their agencies. Many people with ID/DD have complex medical needs and as they age they experience increasingly complex medical issues that require a well-trained cadre of experienced clinical staff.

**Completion date is December 2013.**

**OBJECTIVE 4: Improve the performance of DDA and the provider community to meet all health, safety and welfare requirements.**

**INITIATIVE 4.1: Continue the implementation of educational and preventative activities on abuse and neglect.**

In FY2013, DDS/DDA: 1) developed and distributed a new Incident Management and Enforcement Unit policy and associated procedures; 2) implemented a new incident reporting system; 3) convened regular Quality Review Committee meetings to review Serious Reportable Incident investigation reports; 4) recruited and hired one additional Supervisory Investigator. In FY14, DDS/DDA will conduct specialized training at the monthly meetings



with the Incident Management Coordinators from the provider community. During the meetings a specialized training component will be added, to include, but not be limited to, incident reporting and interviewing techniques. **The completion date is September 2014.**

**INITIATIVE 4.2: Implement the DDS/DDA Quality and Performance Management Strategy.**

In FY2014, DDS/DDA will continue the implementation of its performance and quality management strategy for the purposes of oversight and assessment of the District's Developmental Disabilities service system. **The completion date is September 2014.**

**OBJECTIVE 5: Protect individual rights and decision-making authority, as well as due process and grievance procedures.**

**INITIATIVE 5.1: Improve the effectiveness of Restrictive Controls Review Committee (RCRC) policy and procedures to improve timely approval of restrictive Behavior Support Plans.**

The agency will improve the operation and the effectiveness of the Restrictive Controls Review Committee by analyzing quality and business process barriers that lead to a high rate of disapprovals. DDA will continue to provide additional training for psychologists to improve the quality of plans, recruit additional behavior support professionals and increase oversight of providers to increase timely submission of plans. **The completion date is December 2013.**

**INITIATIVE 5.2: Improve the effectiveness of Provider Human Rights Committees to protect the rights of people supported by community agencies.**

The agency will provide increased training, technical assistance and oversight to provider agency Human Rights Committees (Provider HRC) to improve their capacity to protect rights, advance positive behavioral supports and decrease the use of restrictive measures. In this effort, the agency issued revised procedures, effective September 3, 2013, regarding Provider HRC reviews. The new procedures provide, in part, for the person or his or her substitute decision maker to be supported in attending Provider HRC reviews to better protect their rights and advocate for themselves regarding the proposed or continued use of a restrictive control. In addition, the Provider HRC must review the frequency and reasons for the use of the restrictive control to determine if a decrease is warranted and obtain consent for each restriction from the person or their substitute decision maker. The DDA Rights and Advocacy Specialists will develop a schedule to review a random sampling of Provider HRC meeting minutes to ensure that the revised procedures are being implemented and take further action as needed. **The completion date is September 2014.**

**OBJECTIVE 6: Increase the number of individuals who achieve positive quality of life outcomes in the areas of health, work, relationships and community inclusion.**

**INITIATIVE 6.1: Participate in National Core Indicators (NCI) Project in order to collect data on the satisfaction of individuals receiving DDA services and compare DDA results to national data.**

In FY2013, DDA worked with the National Core Indicators (NCI) Project staff to design a request for proposals to engage an experienced vendor in collecting interview and survey



data for NCI. In FY2014, DDA will work with the vendor to ensure that data is collected from people who receive DDA services regarding their opinions on outcomes and satisfaction with services. DDA will share the results and NCI reports with DDA stakeholders and the general community. **The completion date is September 2014.**

**OBJECTIVE 7: Limit increases in the average annual residential costs per consumer to 110% of Consumer Price Index.**

**INITIATIVE 7.1 Exercise greater scrutiny on housing requests and observe HUD fair market rent guidelines for all providers' housing rental costs unless essential for documented medical or accessibility necessity.** Contracts staff will work with Provider Resource Management specialists earlier in the process of reviewing proposed sites for suitability. Service Coordinators and the referral committee will also consider fair market rents before sites are referred for individuals. Sanctions will be employed when renewal leases exceed fair market rent guidelines without approval of both PRMU and the Contracting Officer. **The completion date is September 2014.**



## KEY PERFORMANCE INDICATORS – Developmental Disabilities Administration

Measure	FY 2012 Actual	FY 2013 Target	FY2013 YTD	FY2014 Projection	FY2015 Projection	FY2016 Projection
Percentage of intake applications received that have been responded to within required timelines	75%	75%	83.12%	80%	90%	90%
Percentage of annual Individual Support Plans (ISP) that are completed on-time	89%	90%	94.976%	95%	95%	95%
Percentage of reported issues that are resolved on-time	46.28%	75%	45.11%	80%	85%	90%
Percentage of waiver providers currently receiving a twelve (12) month full certification	80%	75%	96.88%	80%	85%	90%
Percentage of investigations completed within required timelines.	85%	95%	88.66%	95%	95%	95%
Percentage of DDA Service Coordinators, staff and supervisors who completed required competency-based training	98%	93%	92.57%	95%	95%	95%
Percent of people with a Level of Need (LON) assessment completed on schedule.	78%	90%	88.95%	95%	95%	95%
Number of people in supported <i>or competitive</i> employment. <sup>3</sup>	207	230	235	350	400	425
Percentage of people with restrictive interventions who have an approved Behavior Support Plan	NA	NA	NA	90%	95%	95%

<sup>3</sup> Modified for FY 14



## *Rehabilitation Services Administration*

### **SUMMARY OF SERVICES**

The Rehabilitation Services Administration (RSA) provides quality comprehensive vocational rehabilitation (VR) and independent living services to eligible people with disabilities. RSA services include job counseling, development, placement, and retention assistance that prepare people to obtain and maintain competitive employment. RSA markets the placement of individuals and assists employers in their efforts to include persons with disabilities in their workforce. RSA also assists people with disabilities in obtaining the necessary training to enter into high growth and high demand industries with the greatest opportunities for continued employment, independence and self-sufficiency. RSA provides transition services to students with disabilities as they move from the educational arena to the world of work.

**OBJECTIVE 1: Increase the number of DC residents with disabilities who achieve employment and the quality of employment outcomes.**

**INITIATIVE 1.1: Continue outreach efforts within the community by expanding services to other sites that serve people with disabilities with a particular focus on serving underserved populations identified in the 2013 Comprehensive State Needs Assessment.**

In FY 2013, RSA expanded outreach efforts, increasing the number of relationships with public and private non-profit community agencies to eleven public and eleven private agencies, with VR counselors available to conduct intake and see clients in twenty seven different offices. The 2013 needs assessment identified the Asian American community, the Latino community and Ethiopian community in the District as communities that do not access VR services at levels consistent with their population in the city. In FY14, RSA will coordinate with private and public agencies to ensure that it has a regular presence in at least four private or public agencies serving the Latino population, and at least two serving Asian and two serving Ethiopian populations. **Completion date is September 2014.**

**INITIATIVE 1.2: Increase the average entry level wages of individuals placed in employment through expanded outreach.**

In FY14, RSA will place more individuals with college education in professional level jobs with higher entry level wages. To identify those individuals, RSA will increase outreach to current college students by increasing our presence on site at local colleges and universities. RSA will assist in identifying employment opportunities and ensure that any needed workplace accommodations are provided. **The completion date is September, 2014.**

**INITIATIVE 1.3: Increase the effectiveness of current and new Supported Employment service providers and Community Rehabilitation Programs (CRPs).**

In FY2013, RSA added to the Office of Quality Assurance and Compliance two new employees whose primary focus was monitoring the quality and effectiveness of Supported Employment and Job Placement services provided by RSA's Community Rehabilitation Programs (CRPs). A robust monitoring tool was developed to better qualify each CRP's performance. RSA began working with staff from Libera, the owner of the agency's case management system, to develop and add a CRP module to the system by which the CRPs can





enter progress reports and submit invoices. RSA worked closely with IT staff to finalize the development of a web page on the DDS website on which CRP performance results will be posted in FY2014. In FY2014, RSA shall continue its provider service delivery analysis, reporting and automation efforts through monitoring service providers on a quarterly basis with on-site visits and reporting of findings to include analysis of monthly invoices and referral documentation measuring employment outcome results for more consumer informed choice decision making. For example, RSA shall increase its timeliness of rendering “Letters of Suspension from referrals for service” upon identification of a 50% decrease in provider employment outcome (job development, job coaching, job placement) within a three month continuous timeframe. RSA shall regularly develop and distribute comprehensive statistical analysis of provider employment outcomes to better inform Vocational Rehabilitation staff and ultimately persons with disabilities of the quality and quantity of results of the various provider service organizations. **The completion date is September 2014.**

**INITIATIVE 1.4: Increase outreach to employers through the RSA Business Relations Unit.**

The RSA Business Relations Unit (BRU) will continue active involvement in the local business community and develop relationships with employers. The Business Relations Unit will increase employer outreach by conducting quarterly disability awareness presentations to employers thereby enhancing their knowledge base. The BRU Unit shall coordinate Employment Industry Spotlights facilitating employers’ presentations directly to RSA vocational rehabilitation counselors and job seekers regarding industry expectations and requirements for successful employment including the coordination of mock/informational interviews between job seekers and employers. The BRU Unit shall market the Talent Preview Program which obtains internships for job seekers to provide on the job employment training opportunities for job seekers thereby increasing skills and experience and the probability of employment. RSA will maintain a presence with the DC Chamber of Commerce, and other industry specific business organizations such as the newest affiliation/membership with the DC Board of Trade. RSA will maintain a visible presence in the business community. **The completion date is September 2014.**

**OBJECTIVE 2: Improve RSA service delivery through more efficient operations and a more effective and skilled workforce.**

**INITIATIVE 2.1: RSA will use the automated case management system and regular supervisory case reviews to ensure that the agency complies with federal timeline requirements regarding determination of eligibility and development of IPEs and quality services are provided in compliance with District and federal regulations.**

In FY14, RSA will develop clear protocols for counselors and supervisors, identifying specific expectations regarding contact with clients, moving cases through the rehabilitation process, and the frequency and quality of case review by supervisors, all to improve the quality of services provided to clients. RSA will maintain compliance with federal standards related to timeliness of completing eligibility determinations and developing Individualized Plans for Employment (IPEs), in that 90% of eligibility determinations (without waivers, obtained with the consent of the client) will be completed within 60 days of application for VR services and 90% of IPEs will be developed within 90 days of eligibility determination.



VR supervisors will conduct random case reviews of all counselors' cases each month to ensure quality practice, consistent with federal and District regulations. **By March of 2014 this initiative will be completed.**

**INITIATIVE 2.2: Increase the number of Certified Rehabilitation Counselors (CRC) employed by RSA.**

According to Federal Comprehensive System of Personnel Development (CSPD) all VR counselors must be CRC eligible by October, 2015. To meet this requirement RSA will continue to hire only CRC qualified or CRC eligible candidates to fill all VR Specialist positions. RSA will also counsel and assist all current employees to obtain and/or maintain their CRC by the 2015 deadline through a comprehensive training plan. As a result, the number of CRC qualified VR Specialists will increase by five (5) **by September 2014.**

**INITIATIVE 2.3: RSA will implement recommendations from its Performance Improvement Team regarding improving the intake process.**

In FY14, RSA will make necessary changes to its intake procedures that will reduce barriers to clients entering services and ensure that clients being referred to the agency for services are scheduled to meet with a counselor who can assist with assessment, development of an appropriate plan and provision of services in a timely manner and within established timeframes. All referrals will be immediately entered into the agency's electronic case management system. Ninety (90) percent of all referrals will be contacted by the agency within five business days to schedule an intake appointment. **Initiative completion will occur by January 2014.**

**OBJECTIVE 3: Expand and Improve the Quality of Transition Services and Improve Coordination with the state education agency and all local education agencies.**

**INITIATIVE 3.1: Improve coordination with all schools working with DC youth, including public, public charter and non-public schools to ensure that RSA is fully integrated into the Transition planning for youth.**

In FY14, RSA will work with the Office of the State Superintendent for Education to provide outreach to all schools with students in grades 9 – 12. For public, public charter and non-public schools in the DC metro area, RSA will provide education to school personnel, students and parents in the beginning of the school year. For youth placed out of state, RSA will contact the school to provide information about RSA services to ensure that RSA is part of the transition team when the youth returns to the District. Referrals for services will be accepted when the youth are in their last two years of school, or earlier if requested. **This initiative will be completed by May 2014.**

**INITIATIVE 3.2: RSA will develop a Transition Tool Kit to provide information about transition services to youth, their families and school personnel.**

In FY14, RSA will develop outreach and education materials to provide information to youth, their families and school personnel about services available to transition age youth, and the VR process. Information about services and applications for services will be available at all DC public, public charter and non-public schools. RSA will present at



morning collaborative meetings held at DC Public Schools in the beginning of each school year. This initiative will be completed by December 2013.

**OBJECTIVE 4: Develop a Self-Employment/Entrepreneurship Program.**

**INITIATIVE 4.1: Develop and establish the Self- Employment/Entrepreneurship Program.**

RSA will work with the State Rehabilitation Council to develop policies and procedures consistent with the current DC Regulations to define the requirements for persons interested in self-employment and the support the agency will provide to those to establish a business plan and launch their small business. RSA will establish the self-employment program and assign specific staff to work with qualified people with disabilities who have a self-employment goal and are interested in establishing a small business in the District by **June 2014**.

**KEY PERFORMANCE INDICATORS - Rehabilitation Services Administration**

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Number of people placed by RSA that remained employed for 90 calendar days or more.	504	600	426	601	602	603
Number of transition youth who have applied for VR services	NA	NA	962	1200	1400	1500
Percent of people with a plan developed within 90 calendar days of eligibility determination.	80%	90%	93%	90%	90%	90%
Percent of people for whom eligibility is determined within 60 calendar days.	68%	90%	84%	90%	90%	90%



## ***Disability Determination Division<sup>i</sup>***

### **SUMMARY OF SERVICES**

The Disability Determination Division (DDD) processes Social Security Disability and Supplemental Security Income Claims. The Social Security Administration (SSA) obtains an application for disability benefits from a claimant and the application is sent to the DDD office electronically to begin the process of determining if the claimant is medically eligible to receive disability and/or Supplemental Security Income (SSI) benefits based on Social Security rules, laws and regulations. The DDD may schedule examinations for claimants and provide transportation assistance when necessary as part of the eligibility determination process. In addition to the claimant and medical/psychological treating sources, the DDD communicates with advocates, third parties, relatives, parents, attorneys, social workers and any other applicable sources that might be able to assist in the disability determination, while ensuring adherence to state and federal regulations. Once the medical portion of the disability determination is complete, the disability claim is returned to SSA for implementation of payment and/or other action as indicated or necessary.

**OBJECTIVE 1: DDD will meet and/or exceed SSA standard case processing time (currently 115 days).**

**INITIATIVE 1.1: Utilize all available resources for achieving timely determination decisions.**

Expedite the determination process for individuals with a high likelihood of disability based on their application. Provide training to staff as needed on best practices in review of applications with the most likely determinations. Streamline methods for obtaining supporting documentation through improvements in the medical evaluative records processes. The expedited process will be implemented by September 2014.

### **KEY PERFORMANCE INDICATORS – Disability Determination Division**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Average SSA Case Processing Time (in days)	115	115	80.7	115	115	115
Accuracy of Eligibility Determinations	91%	91.2%	93.7%	91.2%	91.2%	92%
Annual Case Clearances	14,222	13,750	14,168	13,750	14,000	14,250
Percent of people for whom eligibility is determined within 60 calendar days	68%	90%	90.92%	90%	90%	90%



## *Office of the Director*

### **SUMMARY OF SERVICES**

The Office of the Director develops, implements and manages programs including oversight of RSA, DDA, DDD, State Office of Disability Administration (SODA) and the Administrative Management Programs of Human Resources, Contracting, Information and Data Management and Performance Management.

### **OBJECTIVE 1: Implement technologies to improve agency operations and communication to the public.**

#### **INITIATIVE 1.1: Increase the availability and usefulness of mobile technologies to improve effectiveness of field staff.**

In FY14, DDS will continue to expand the use of iPads and other mobile technologies in external monitoring activities. As part of this process DDS is testing the effectiveness of different equipment to identify the equipment that provides the best platform for MCIS. DDS will acquire additional mobile equipment to make equipment more readily available and offer employees additional choices in the particular equipment to best meet the employee's technical capabilities and ease of use. At least two additional mobile applications will be developed **by March 2014**.

#### **INITIATIVE 1.2: Utilize social media tools such as Facebook and Twitter to inform constituents of the events, actions, and performance of DDS.**

DDS will expand the social media strategy to improve communications and to regularly post new information on the social media sites. Currently DDS has a very limited following with 300 Twitter followers and 180 Facebook followers. FY2014 plans include the launching of a DDS blog to improve communications with stakeholders and the people the agency supports and to offer online forums and discussions with constituents. DDS will increase the use of social media in communications by 10% **by September 2014**.

### **OBJECTIVE 2: Broaden the network of employment-related service agencies that can provide services through the Ticket to Work (Tickets) program by creating an Administrative Employment Network (EN).**

#### **INITIATIVE 2.1: DDS will work with the Social Security Administration (SSA) to accept SSA Tickets to Work from people who receive Social Security benefits.**

This initiative will enable DC Department on Employment Services (DOES), the Department of Mental Health (DMH) and other current community rehabilitation providers that are not ENs, other job training and placement agencies, and employers themselves to provide services through the Ticket that might otherwise not be available to people. This will provide additional federal funding that can be used flexibly for job support, job retention services, and benefits planning, eliminating the administrative burden on employment services agencies by coordinating reporting requirements at DDS, and enabling people and organizations to benefit from this underutilized resource. In FY2014 DDS will launch a community outreach initiative to recruit Ticket Holders (participants) and to identify



additional agencies to provide job retention support. DDS anticipates having 100 Ticket Holders and an additional five agencies join the network by **September 2014**

**OBJECTIVE 3: Exit existing agency litigation and meet oversight requirements.**

**INITIATIVE 3.1: Exit *Evans v. Gray*.**

The Director's office will focus planning, personnel and strategic efforts to assure that the requirements for the 2010 Revision of 2001 Plan for Compliance and Conclusion of the *Evans v. Gray* are met so that the District can responsibly exit this case. This will be done through continued development and implementation of *Evans* work plans as well as meeting performance goals required by the 2010 Plan. Final certification of compliance planned for March 2014. **The target date for case conclusion is September 2014.**

**OBJECTIVE 4: Improve the overall perception and delivery of services by DDS through the establishment of systems for customer feedback, analysis and improved communications with agency consumers and stakeholders.**

**INITIATIVE 4.1: Utilize systems of customer input to improve staff performance and positive consumer outcomes and/or experiences and improve employee customer service performances.**

DDS will train 100% of employees in advanced customer service protocols and conduct assessments of customer service delivery on at least a quarterly basis. The customer service data collected through surveys and other response mechanisms will be used to create customer service work standards for front line staff and supervisors. The customer service data will be incorporated into the employee performance review activities. **Completion by September 2014.**



**KEY PERFORMANCE INDICATORS – Office of the Director**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY2013 YTD</b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Improve the overall perception of customer service provided by the agency as measured by phone testing. Percent of employees tested per quarter meeting full compliance.	72%	90%	90%	95%	98%	98%
Improve overall customer service as measured by percentage of positive responses to survey questions.	50%	75%	NA	80%	85%	90%
Number of agencies enrolled to participate in the Ticket to Work program as measured by new agencies added.	0	5	3	10	15	20

The FY2015 Performance Plan does reflect the Disability Determination Division separately from the Rehabilitation Services Administration although the DDD does appear under RSA in the FY14 budget. The DDD will appear separate from the RSA in the FY15 budget.