



Idaho Division of  
Vocational Rehabilitation

FY2021 - 2025

## Content and Format

The Plan is divided into four sections. The first three sections describe the programs administered under the Idaho Division of Vocational Rehabilitation (IDVR). Each of the programs described, Vocational Rehabilitation, Extended Employment Services, and the Council for the Deaf and Hard of Hearing, outline specific goals, objectives, performance measures, benchmarks and/or baselines for achieving their stated goals. The final section addresses external factors impacting IDVR.

Due to requirements outlined in the Workforce Innovation and Opportunity Act (WIOA) and from Rehabilitation Services Administration (RSA), IDVR programmatically operates under a Program Year instead of a Federal Fiscal Year. The Program Year aligns with Idaho's State Fiscal Year time period (July 1-June 30). All three programs under the Division adhere to state fiscal year reporting for this Plan. This Plan covers fiscal years 2021 through 2025.

This is the third year of IDVR's Strategic Plan as a result of the significant changes resulting from the Workforce Innovation and Opportunity Act (WIOA) and the Division's latest Comprehensive Statewide Needs Assessment (CSNA), both of which impacted the goals and objectives for the Vocational Rehabilitation program. The changes resulting from WIOA also lead the Division to modify both the mission and vision statements to better reflect the focus on the dual customer; individuals with disabilities and employers. The Workforce Innovation and Opportunity Act dramatically shifted the performance measures for the VR program to be more in alignment with the other core WIOA programs. Rehabilitation Services Administration has allowed VR programs time to collect the data necessary to establish baselines which will be used to establish levels of performance before negotiating expected targets for these new performance measures. State Year 2021 (PY2020) will be the first year for negotiations for one of the primary indicators; Measure Skill Gains. Negotiations for all other performance indicators will take place for State Year 2023 (PY2022). The majority of the Primary Performance Indicators (PPI) (except Measure Skill Gains) are lagging indicators and not available (N/A) for reporting this strategic plan. This strategic plan reflects updated PPI data for SY2018.

# **Vocational Rehabilitation**

## **Vision**

An Idaho where all individuals with disabilities have the opportunity to participate in the workforce and employers value their contributions.

## **Mission**

To prepare individuals with disabilities for employment and career opportunities while meeting the needs of employers.

# Vocational Rehabilitation

**Goal 1 – Provide quality, relevant, individualized vocational rehabilitation services to individuals with disabilities to maximize their career potential.**

**Objective 1:** Expand, monitor, and improve pre-employment transition services (Pre-ETS) to students with disabilities and similar services to youth.

**Performance Measure 1.1:** Number of students receiving Pre-employment Transition Services (Pre-ETS)

**Benchmark:** Greater than or equal to 885 for SY21 <sup>1</sup>

**Note:** Previous strategic plan 'benchmark' of 1147 was an error, the correct number (1180) was accurately reflected in the benchmark footnote.

**Performance Measure 1.2:** Number of youth applications for program participants under the age of 25.

**Benchmark:** Greater than or equal to 738 for SY21 <sup>2</sup>

**Objective 2:** Provide a comprehensive array of services to individuals with disabilities, including individuals with Most Significant Disabilities (MSD).

**Performance Measure 2.1:** For all successful Supported Employment closures: the percentage of customers employed in the 2nd quarter after exit.

**Benchmark:** Greater than or equal to 60% for SY21 <sup>3</sup>

†: Post exit indicator is lagging and is incomplete or not available this State Year. Data will be updated in the following Strategic Plan.

## **Performance Measure 2.2**

For all successful Supported Employment closures: the percentage of customers employed in the 4th quarter after exit.

**Benchmark:** Greater than or equal to 50% for SY21 <sup>4</sup>

†: Post exit indicator is lagging and is incomplete or not available this State Year. Data will be updated in the following Strategic Plan.

††: Formerly lagging and/or incomplete data is now available and updated in this plan.

**Performance Measure 2.3:** Number of Regions where Customized Employment is available.

**Benchmark:** All 8 Regions <sup>5</sup>(by SY23)

**Objective 3:** Hire and retain qualified staff to deliver quality vocational rehabilitation services.

**Performance Measure 3.1:** Percentage of counselors who meet Comprehensive System of Personnel Development (CSPD) compliance.

**Benchmark:** Greater than 85% for SY21 <sup>6</sup>

## Goal 2 – Improve VR program efficiency through continuous quality improvement activities.

**Objective 1:** Meet or exceed targets for the first five Primary Performance Indicators established by the US Department of Education, Rehabilitation Services Administration (RSA).

**Performance Measure 1.1:** Meet or exceed negotiated targets on the following five measures.

**Benchmark:** Greater than or equal to 65% <sup>7</sup>, greater than or equal to 55% <sup>8</sup>, greater than or equal to \$4680 per quarter <sup>9</sup>, greater than or equal to 22% <sup>10</sup>, greater than or equal to 20% <sup>11</sup> (all benchmarks by SY23):

†: Post exit indicator is lagging and is incomplete or not available this State Year. Data will be updated in the following Strategic Plan.

††: Formerly lagging and/or incomplete data is now available and updated in this plan.

**Objective 1.2:** Evaluate the satisfaction of customer's vocational rehabilitation experience and service delivery.

**Performance Measure 1.3:** Customer satisfaction rate.

**Benchmark:** Greater than or equal to 90% for SY21 <sup>12</sup>

**Objective 2:** Collaborate with Community Rehabilitation Program partners to improve the quality of services.

**Performance Measure 2.1:** Of those cases using CRP employment services (non-assessment), the percentage which contributed to successful case closure.

**Benchmark:** Greater than or equal to previous year in SY21<sup>13</sup>

## Goal 3 – Meet the needs of Idaho businesses

**Objective 1:** IDVR to be recognized by the business community as the disability experts in the workforce system by providing employers with skilled workers who maintain employment with that employer.

**Performance Measure 3.1:** Retention Rate with the Same Employer the 4<sup>th</sup> quarter after exit.

**Benchmark:** Greater than or equal to 50% for SY23 <sup>14</sup>

†: Post exit indicator is lagging and is incomplete or not available this State Year. Data will be updated in the following Strategic Plan.

††: Formerly lagging and/or incomplete data is now available and updated in this plan.

# Extended Employment Services

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## Mission

Idahoans with significant disabilities are some of the state's most vulnerable citizens. The Extended Employment Services (EES) Program provides individuals with the most significant disabilities employment opportunities either in a community supported or workshop setting.

## Vision

Provide meaningful employment opportunities to enable citizens of Idaho with the most severe disabilities to seek, train-for, and realize real work success.

### Goal #1 – Provide employment opportunities for individuals who require long-term support services through the Extended Employment Services program.

1. **Objective:** *To provide relevant and necessary* long-term supports to assist individuals with the most significant disabilities to maintain employment.

**Performance Measure 1.1:** Number of individuals served.

**Benchmark:** Greater than or equal to previous year in SY21 <sup>15</sup>

**Performance Measure 1.2:** Number of individuals on the EES waitlist.

**Benchmark:** Less than or equal to previous year in SY21 <sup>16</sup>

# Council for the Deaf and Hard of Hearing (CDHH)

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## Role of CDHH

CDHH is an independent agency. This is a flow-through council for budgetary and administrative support purposes only with no direct programmatic implication for IDVR. The following is the Council for the Deaf and Hard of Hearing's Strategic Plan.

## Mission

Dedicated to making Idaho a place where persons, of all ages, who are deaf or hard of hearing have an equal opportunity to participate fully as active, productive and independent citizens.

## Vision

To ensure that individuals who are deaf, hard of hearing, or hearing impaired have a centralized location to obtain resources and information about services available.

### **Goal #1 – Work to increase access to employment, educational and social-interaction opportunities for persons who are deaf or hard of hearing.**

1. **Objective:** Continue to provide information and resources.

**Performance Measure 1.1:** Track when information and resources are given to consumers.

**Benchmark:** 2 or more new brochures created in SY21 <sup>17</sup>

### **Goal #2 – Increase the awareness of the needs of persons who are deaf and hard of hearing through educational and informational programs.**

1. **Objective:** Continue to increase the awareness.

**Performance Measure 2.1:** Deliver presentations and trainings to various groups through education and social media.

**Benchmark:** 89 or more presentation delivered in SY21 <sup>18</sup>

### **Goal #3 – Encourage consultation and cooperation among departments, agencies, and institutions serving the deaf and hard of hearing.**

1. **Objective:** Continue encouraging consultation and cooperation.

**Performance Measure 3.1:** Track when departments, agencies, and institutions are cooperating (such as Department of Corrections and Health and Welfare).

**Benchmark:** Present at 14 or more local, state and federal agencies in SY21 <sup>19</sup>

**Goal #4 – Provide a network through which all state and federal programs dealing with the deaf and hard of hearing individuals can be channeled.**

1. **Objective:** The Council's office will provide the network.

**Performance Measure 4.1:** Track when information is provided.

**Benchmark:** Track all calls in SY21 <sup>20</sup>

**Goal #5 – Determine the extent and availability of services to the deaf and hard of hearing, determine the need for further services and make recommendations to government officials to ensure that the needs of deaf and hard of hearing citizens are best served.**

1. **Objective:** The Council will determine the availability of services available.

**Performance Measure 5.1:** The Council will administer assessments and facilitate meetings to determine the needs.

**Benchmark:** Met in SY21 <sup>21</sup>

**Goal #6 – To coordinate, advocate for, and recommend the development of public policies and programs that provide full and equal opportunity and accessibility for the deaf and hard of hearing persons in Idaho.**

1. **Objective:** The Council will make available copies of policies concerning deaf and hard of hearing issues.

**Performance Measure 6.1:** Materials that are distributed about public policies.

**Benchmark:** Met in SY21 <sup>22</sup>

**Goal #7 – To monitor consumer protection issues that involve the deaf and hard of hearing in the State of Idaho.**

1. **Objective:** The Council will be the "go to" agency for resolving complaints from deaf and hard of hearing consumers concerning the Americans with Disabilities Act.

**Performance Measure 7.1:** Track how many complaints are received regarding the ADA.

**Benchmark:** Track all complaints in SY21 <sup>23</sup>

**Goal #8 – Submit periodic reports to the Governor, the legislature, and departments of state government on how current federal and state programs, rules, regulations, and legislation affect services to persons with hearing loss.**

1. **Objective:** The Council will submit reports.



**Performance Measure 8.1:** Reports will be accurate and detailed.  
**Benchmark:** Completed for SY21 <sup>24</sup>

## External Factors Impacting IDVR

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The field of Vocational Rehabilitation is dynamic due to the nature and demographics of the customers served and the variety of disabilities addressed. Challenges facing the Division include:

### Adequate Supply of Qualified Personnel

IDVR is dedicated to providing the most qualified personnel to address the needs of the customers served by the organization. Challenges in recruitment have been prevalent over the past several years. Recruiting efforts have been stifled by low wages as compared to other Idaho state agencies as well as neighboring states. The Division continues to evaluate and implement new strategies in an effort to improve the recruitment and retention rates of qualified personnel. IDVR continues to develop relationships with universities specifically offering a Master's Degree in Rehabilitation Counseling. Furthermore, IDVR has identified universities offering coursework for other degree programs that will meet eligibility for the Certified Rehabilitation Counselor (CRC).

### State and Federal Economic and Political Climate

While Idaho has seen improvement in its economic growth over the past several years there are a variety of influences which can affect progress. Individuals with disabilities have historically experienced much higher unemployment rates, even in strong economic times. Furthermore, Idaho has one of the highest percentages per capita of workers in the country making minimum wage. IDVR recognizes this and strives to develop relationships within both the private and public sectors in an effort to increase employment opportunities and livable wages for its customers.

IDVR is also affected by decisions made at the federal level. The Workforce Innovation and Opportunity Act (WIOA), which replaces the Workforce Investment Act, bring substantial changes to the VR program. WIOA's changes aim to improve the nation's workforce development system through an alignment of various workforce programs and improve engagement with employers to address skilled workforce needs.

WIOA requires IDVR to implement substantial programmatic changes. These changes will impact policy development, staff training, fiscal requirements, and compliance reporting requirements. The most impactful changes continue to be the fiscal and programmatic requirements to increase and expand services to students and youth with disabilities. WIOA mandates state VR agencies reserve 15% of their budgets for the provision of Pre-employment transition services (Pre-ETS) which are essentially services the Division was not previously providing prior to WIOA. This change will result in an agency which is shifting not only the population it serves but is serving that population in

different and innovative ways. The Division's performance measures have also shifted significantly under WIOA. As a result, the current benchmarks for the federal performance measures identified in this strategic plan present a high degree of error that will diminish as IDVR completes its transition to business as usual under WIOA, and new baselines are realized. The Division has diligently been working to address the new requirements and continues to move forward with the implementation of Pre-employment transition services and a strategic evaluation of the impact of these requirements. As previously mentioned, Vocational Rehabilitation programs are transitioning to "baseline" measures to capture the required data before negotiating expected levels of performance with RSA, which is expected to take place for SY 2021 for one performance indicator; Measurable Skill Gains. Additionally, almost all of the new performance measures are lagging indicators, several lag by more than one full year.

## **IDVR Cyber Security Plan**

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Idaho Division of Vocational Rehabilitation (IDVR) is supported by Information Technology Services (ITS) who has adopted of the National Institute of Standards and Technology (NIST) Cybersecurity Framework and has implemented the first five Center for Internet Security (CIS) Controls, Critical Security Controls as of June 30, 2019.

The following solutions are currently in place or will be put in play to accomplish the first six Cyber Security Controls.

IDVR collaborates with the Idaho Office of Administration on:

- Exterior firewall management
- Internet and Malware filtering
- Ivanti is used internally to handle all:
  - Patch management
  - Device discovery
  - OS deployments/imaging management
  - License monitoring and Inventory controls
- Palo Alto Traps is used internally to manage all Antivirus monitoring
- DUO for two factor authentication for all elevated server functions and VPN Authentications.
- Mandatory Cyber Security Awareness training is handled by the Division of Human Resources (DHR) Knowbe4 training packages. All users must take this training annually and when initially employed with agency.
- A mobile device management (MDM) solution will be used to monitor and control cellular phone and security management of mobile devices in the near future. ITS's go forward solution for an MDM solution is being identified this year.

## **IDVR Red Tape Reduction Act Summary**

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IDVR administrative rules are promulgated through the authority of the State Board of Education. The Board's strategic plan will include the required information to address the Division's efforts to identify costly, ineffective, or outdated regulations.

## Footnotes:

<sup>1</sup> Benchmarks are set based on an internal measure of performance and informed by the Division's SRC. Services for students are a major focus under WIOA.

<sup>2</sup> Benchmarks are set based on an internal measure of performance and informed by the Division's SRC. Services for youth are a major focus.

<sup>3</sup> Benchmarks are set based on an internal measure of performance and informed by the Division's State Rehabilitation Council (SRC) and are similar to the federal common performance measures.

<sup>4</sup> Benchmarks are set based on an internal measure of performance and informed by the Division's State Rehabilitation Council (SRC) and are similar to the federal common performance measures.

<sup>5</sup> Benchmarks are set based on an internal measure of performance and informed by the SRC, implementing the CE pilot services across the state is the goal.

<sup>6</sup> Benchmarks are set based on an internal program measure and represents a commitment to the development of quality vocational rehabilitation counselors, meeting this standard ensures that individuals with disabilities in Idaho receive services through certified professionals and promotes more efficient, comprehensive, and quality services. The baseline is an arbitrary percentage established by IDVR and is a stretch goal the agency aspires to achieve.

<sup>7</sup> Benchmarks are set based on federally negotiated targets. The Vocational Rehabilitation program is in a period of "transition" to continue to collect baseline data to establish performance levels which will be used to inform negotiated targets in future years (2023). *(RSA-TAC-18-01, January 19, 2018)*

<sup>8</sup> Benchmarks are set based on federally negotiated targets. The Vocational Rehabilitation program is in a period of "transition" to continue to collect baseline data to establish performance levels which will be used to inform negotiated targets in future years (2023). *(RSA-TAC-18-01, January 19, 2018)*

<sup>9</sup> Benchmarks are set based on federally negotiated targets. The Vocational Rehabilitation program is in a period of "transition" to continue to collect baseline data to establish performance levels which will be used to inform negotiated targets in future years (2023). *(RSA-TAC-18-01, January 19, 2018)*

<sup>10</sup> Benchmarks are set based on federally negotiated targets. The Vocational Rehabilitation program is in a period of "transition" to continue to collect baseline data to establish performance levels which will be used to inform negotiated targets in future years (2023). *(RSA-TAC-18-01, January 19, 2018)*

<sup>11</sup> Benchmarks are set based on federally negotiated targets. The Vocational Rehabilitation program will negotiate targets for this indicator in SY2021, negotiations are currently TBD. *(RSA-TAC-18-01, January 19, 2018)*

<sup>12</sup> Benchmarks are set based on an internal measure of performance and was established by the Division's SRC to gauge customer satisfaction with program services and identify areas for improvement. The benchmark of 90% is arbitrary; however, it is typically utilized as a threshold for quality performance.

<sup>13</sup> Benchmarks are set based on an internal measure of performance and informed by the Division's SRC. The emphasis is on quality services provided by Community Rehabilitation Programs.

<sup>14</sup> Benchmarks are established based on federally negotiated targets. The Vocational Rehabilitation program is in a period of "transition" to continue to collect baseline data to establish performance levels which will be used to inform negotiated targets in future year beginning with SY 2023. *(RSA-TAC-18-01, January 19, 2018)* This performance measure is useful in determining whether VR is serving employers effectively by improving the skills of customers and decreasing employee turnover.

<sup>15</sup> Benchmarks are set based on an internal program measure and were new as of the 2017-2021 Strategic Plan. This measure represents a better indicator of performance for the EES program.

<sup>16</sup> Benchmarks are set based on an internal program measure and were new as of the 2017-2021 Strategic Plan. This measure represents a better indicator of performance for the EES program.

<sup>17</sup> Benchmarks are set based on an internal program measure to expand information to Idaho's deaf and hard of hearing population, to include brochures and information via electronic and social media. The Council is the only clearinghouse of information in Idaho about deaf and hard of hearing issues. This benchmark was established to adhere to Idaho statute 67, chapter 73.

<sup>18</sup> Benchmarks are set based on internal program measure to provide information about the needs of persons who are deaf or hard of hearing. The benchmark was created because the Council is the only state agency to provide this type of information. CDHH has hired a part time Communications and Outreach Coordination to increase awareness and make presentations throughout the state. This benchmark was established to adhere to Idaho statute 67, chapter 73.

<sup>19</sup> Benchmarks are set based on internal program measure to provide information about deaf and hard of hearing issues. CDHH partnered with JFAC to procure funding for a full-time interpreter and partnered with the Sexual Abuse/Domestic Violence Coalition. This benchmark was established to adhere to Idaho statute 67, chapter 73.

<sup>20</sup> The Council has historically been the organization where individuals and groups come for information concerning deaf and hard of hearing issues. The benchmark was created to continue tracking the information. This benchmark was established to adhere to Idaho statute 67, chapter 73.

<sup>21</sup> Benchmarks are set based on internal program measure to determine the need for public services for deaf and hard of hearing community and was established because there was a Task Force that met to determine the need of mental health services that need to be provided to deaf and hard of hearing individuals. This benchmark was established to adhere to Idaho statute 67, chapter 73.

<sup>22</sup> Benchmarks are set to provide information where interpreters can get information about current issues and has established a printed list of Sign Language Interpreters and also on the Council's website. This benchmark was established per the request of the Idaho Registry of Interpreters of the Deaf to support the legislation. This benchmark was established to adhere to Idaho statute 67, chapter 73.

<sup>23</sup> Benchmarks are set based to provide information, in collaboration with the Northwest ADA Center, about the Americans with Disability Act (ADA). The benchmark was established to continue that partnership and to adhere to Idaho statute 67, chapter 73.

<sup>24</sup> Benchmarks are set based on internal program measure to provide information about deaf and hard of hearing issues, this benchmark was established to adhere to Idaho statute 67, chapter 73.