2015-16 STRATEGIC PLAN

Mission

Collaborating with our partners, our mission is to design and deliver high quality human services and health care that improve the safety, independence and well-being of the people of Colorado.

Vision

The people of Colorado are safe, healthy and are prepared to achieve their greatest aspirations.

Values

The Colorado Department of Human Services will:

- Make decisions with, and act in the best interests of, the people we serve because Colorado's success depends on their well-being.
- Share information, seek input, and explain our actions because we value accountability and transparency.
- Manage our resources efficiently because we value responsible stewardship.
- Promote a positive work environment, and support and develop employees, because their performance is essential to Colorado's success.
- Meaningfully engage our partners and the people we serve because we must work together to achieve the best outcomes.
- Commit to continuous learning because Coloradans deserve effective solutions today and forward-looking innovation for tomorrow.

Background

The Colorado Department of Human Services (CDHS) annually prepares a strategic plan to outline the goals and activities to be undertaken in the coming state fiscal year. The plan's format was adopted to meet the requirements of the state's "State Measurement for Accountable, Responsive, and Transparent (SMART) Government Act." Its contents are a reflection of the vision of CDHS and a synthesis of the input received from staff, stakeholders and community partners, collected through a series of town hall and staff meetings, webinars and online surveys conducted throughout the summer. The Plan was made available to CDHS's employees, including the certified employee organization, Colorado WINS. Since 2011, CDHS has conducted a diverse statewide outreach effort.

In 2012, CDHS reached out to all corners of the state and convened a series of 13 town hall meetings in Colorado Springs, Walsenburg, Granby, Cortez, Montrose, Gunnison, Salida, Leadville, Fort Collins, Greeley, Sterling, La Junta, Burlington and Denver.

In 2013, CDHS convened town hall meetings in Silverthorne, Lamar, Burlington, Golden, Grand Junction and Pueblo. In total, 317 partners and stakeholders attended town hall meetings, and 143 employees participated in the webinars or attended meetings. In addition, 245 partners, stakeholders and employees provided written input to the strategic plan through an online survey.

In 2014, CDHS continued its commitment to community and staff engagement by convening town hall meetings in the cities of Aurora, Cortez, Del Norte, Durango, Eagle, Fort Morgan, Montrose, Pagosa Springs, and Pueblo. Town hall meetings were also held on the Southern Ute and Ute Mountain Ute Indian Tribe reservations in Ignacio and Towaoc, Colorado. This was the first time Department leadership traveled to the reservations to include the Tribes in the development of CDHS's strategic plan. State employees were invited to complete an online survey about the strategic plan or attend forums in Denver and Grand Junction. In total, nearly 1,000 individuals have participated in webinars or attended meetings in addition to partners, stakeholders and employees who provided written input through an online survey and questionnaires.

Through these town hall meetings and employee webinars, CDHS's strategic plan continues to grow and evolve, incorporating the diversity of thought and insight provided by its work force and the stakeholders who both deliver and receive services.

This year, CDHS framed its activities and the feedback received into three **Wildly Important Priorities (WIPs)**. These Wildly Important Priorities are based on *The 4 Disciplines of Execution: Achieving Your Wildly Important Goals* by Sean Covey and Jim Huling. The three Wildly Important Priorities make it clear that CDHS will strive for every Coloradan to have the opportunity to:

A.   Thrive in the community of their choice;

B.   Achieve economic security through meaningful work; and

C.   Prepare for educational success throughout their lives.

These Wildly Important Priorities lay the foundation for everything CDHS does as "people who help people." This foundation supports the pursuit of the five strategic goals in 2015-16.

A. **Thrive in the community**
   1. To expand community living options for all people served by CDHS.
   2. To ensure child safety through improved prevention, access and permanency.

B. **Achieve economic security through meaningful work**
   3. To achieve economic security for more Coloradans through employment and education.

C. **Prepare for educational success throughout their lives.**
   4. To improve kindergarten readiness through quality early care and learning options for all Coloradans.
   5. To return youth committed to the Division of Youth Corrections (DYC) to the community better prepared to succeed through education received while in the custody of CDHS.

In addition to these five goals, CDHS has developed a comprehensive Two-Generation approach. Two-generation approaches work with children and their parents simultaneously to harness the family's full potential and put the entire family on a path to permanent economic security. When programs and policies are designed with the whole family's educational and

economic future in mind, and they are assisted to access the social networks needed to be successful in life, opportunity becomes a family tradition. Fragmented approaches to serving families, that address the needs of children and their parents separately, leave either the child or parent behind, reducing the likelihood of each family's chance at success. A two-generation approach brings all family members along together, assesses all family members together and provides all family members with opportunities, together, to be successful.

The specific approaches being implemented by CDHS are designed to improve outcomes for low-income families, in particular, and are shaped by the following tenets: 1) families achieve self-sufficiency through work, 2) wealth is achieved through financial literacy, and 3) children succeed through early learning. These tenets are in alignment with and support the above Wildly Important Priorities and associated strategic goals. Moreover, specific practice and policy innovations aimed at advancing this approach are highlighted throughout the document. CDHS is committed to furthering this approach by identifying and focusing a coordinated effort to align programs and to build new innovations in a strategic way that engages the whole family system.

STRATEGIC INITIATIVES

The Colorado Department of Human Services is striving to become the most effective 21st century human services system in the country by embracing the concepts of efficiency, effectiveness and elegance, and focusing on the Wildly Important Priorities of education, employment and thriving in the community. CDHS developed five goals and corresponding 2015 Plans to help achieve these objectives.

WILDLY IMPORTANT PRIORITY #1:
Individuals will have the opportunity to thrive in the community of their choice.

Goal No. 1: To expand community living options for all people served by CDHS.

Colorado continues its rich tradition of innovation in services to elderly individuals and those with disabilities, mental illness or substance use disorders. Colorado remains committed to decreasing the number of people housed in public institutions through the development of community resource networks and high-quality community-based services.

CDHS is pursuing comprehensive strategies to support individuals as they transition out of its institutions and into communities of their choice, if they so choose. CDHS utilizes a person-centered approach for any person leaving a state facility and strives to meet the individual desires of each person. Since 2012, CDHS has assisted over 100 individuals to permanently transition from the three Regional Centers into more home-like settings.

In 2013, CDHS worked with the General Assembly to pass a new law that established mandatory reporting for at-risk elders, ages 70 years and above. This legislation took effect July 1, 2014 and redefined the way seniors will be cared for and how they will be protected. It requires certain professionals, such as physicians, surgeons, medical examiners and coroners, bank employees and social work practitioners among others, to report any suspicion of abuse, neglect or exploitation of at-risk elders to law enforcement.

In 2012, the Governor announced "Strengthening Colorado's Mental Health System: A Plan to Safeguard All Coloradans." CDHS remains committed to the belief that patients served in the state's Mental Health Institutes should be served in the least restrictive setting available to meet their needs.

CDHS continues to support the Community Mental Health Centers (CMHCs) to assist individuals during their transition from the Mental Health Institutes once they have completed their course

of treatment. CDHS staff at the Institutes partner with CMHCs to reduce barriers to patient reintegration into their community. CDHS has been taking deliberate steps to implement best practices in the Institutes by reducing or eliminating the use of seclusion and restraint. Similarly, the Mental Health Institute at Pueblo has successfully reduced the waiting list for competency evaluations. This means people with mental illness who have a court case pending are able to get a competency evaluation in a timely manner, do not languish in county jails, and are able to receive timely court hearings.

In 2014, CDHS partnered with the Governor's Office and the Departments of Health Care Policy and Financing (HCPF) and Local Affairs to finalize the state's first ever "Community Living Plan" (i.e., the Olmstead Plan), which outlines the steps the three departments will take to help people appropriately move out of institutions (e.g., Regional Centers, Mental Health Institutes and nursing homes) into the community of their choice. This plan complies with the Olmstead Supreme Court decision.

CDHS made sure that *The Community Living Plan* included children in child welfare and youth corrections placements and specifically emphasized that children in the care of CDHS need to be placed in the least restrictive setting to meet their needs. This includes reducing the use of congregate care (e.g. group settings) for children and youth, which is a Department priority. In fact, CDHS has committed to safely reduce the number of children placed in congregate care through the child welfare system from 1,036 to 978 by July 1, 2015.

In addition, CDHS finalized contracts with partners who deliver mental health and substance use disorder services through a single, statewide crisis system that includes a 24/7 crisis hotline and walk-in crisis stabilization services for urgent behavioral health care needs. CDHS implemented performance-based contracts with its community substance use disorder providers on July 1, 2014.

2015 Plan:
CDHS remains committed to the principle that every individual deserves the right to live with the fewest possible restrictions and in the community setting of their choice. In its three Regional Centers, CDHS will continue to implement the person-centered service model used for individuals with intellectual and developmental disabilities.

In its Veterans Community Living Centers (VCLCs), CDHS will continue "Eden Alternative" initiatives in the tradition of having the VCLCs operate and feel more like home. The Eden Alternative means each VCLC strives to "enhance well-being by eliminating the three plagues of loneliness, helplessness and boredom." Each VCLC has been Eden certified, meaning each VCLC

has adopted and been evaluated as meeting certain home-like conditions in a nursing home setting.

In addition, the VCLCs are working very hard to share and adopt treatment modalities resulting in positive outcomes for veterans. For example, each VCLC has worked steadily to reduce falls of residents, reduce the use of psychotropic medications and reduce the incidence of bed sores among residents.

CDHS plans to work with the Colorado Commission on Aging to develop a strategic plan for Colorado's older adult population. This plan will begin to address the demographic shift in Colorado as the population over age 65 increases significantly. It will strengthen human services and other government systems to allow our seniors to 'age in place' to the extent possible and in the community they desire. It will also explore gaps in the system such as transportation and housing and complement the work occurring in local communities, the Department of Health Care Policy and Financing, and with community providers regarding the behavioral health needs of the aging population.

CDHS's Adult Financial Assistance programs (including Old Age Pension (OAP) and Aid to the Needy Disabled (AND)) will continue to move toward a greater focus on overall client well-being. These programs will assist clients to design individual service plans that connect vulnerable adults with available resources in their own communities and support them as they meet their needs. These programs, that serve seniors and people with disabilities, will continue to align with other public assistance programs to increase access, remove barriers to assistance for eligible participants, and increase administrative efficiencies for county departments of human services that administer eligibility.

CDHS will continue to leverage the expertise of community partners so that mental health and substance use disorder services are available for all people in all areas of the state. This will increase CDHS's capacity to provide the right services, at the right time, in the most appropriate setting.

Goal No. 2: To ensure child safety through improved prevention, access and permanency.

In 2012, Governor Hickenlooper introduced the State's first child welfare plan, "Keeping Kids Safe and Families Healthy," in support of the commitment that children living anywhere in Colorado should be entitled to the same level of protection from abuse and neglect.

In 2013, the Governor directed an expansion of this plan, bringing new initiatives and funding for 1) prevention and early intervention services; 2) a statewide child abuse and neglect hotline and public awareness campaign; 3) implementation of innovative approaches to keep kids in their own homes or with kin whenever possible; 4) mobile technology for caseworkers in the field; and 5) increased transparency and public engagement with the state's child welfare system.

CDHS has made considerable progress implementing the Governor's 2012 and 2013 child welfare plans. The development of the Colorado Child Abuse and Neglect Hotline System is well under way and the statewide, toll-free hotline will be available to all Coloradans as promised on January 1, 2015. A soft roll-out of a corresponding public awareness and prevention campaign will also begin in January 2015, with a public launch in April in recognition of Child Abuse Prevention Month.

Another component of these plans is the Colorado Community Response Center (CCRC), which provides a comprehensive array of voluntary family-driven services designed to support family stability. Thus far, 367 families have been served by the CCRC and CDHS is on target to serve another 250 families by July 2015. Other progress includes the re-design of the Child Welfare Training Academy, the improvement of the screening process for child welfare cases, the provision of mobile technologies to case workers in the field and simplified child welfare rules for county workers.

The Governor's child welfare plans also include SafeCare Colorado, a Nurse Family Partnership (NFP) augmentation, and basic Core Services for families. SafeCare provides parents with in-home direct skills training in parenting, home safety, health, problem-solving and communication skills. The augmentation of the NFP is to increase collaboration between child welfare caseworkers and NFP nurses through increased training, including mandatory reporter training. The Nurse Family Partnership connects first time mothers to pre-natal care, parenting classes and other benefits that are shown to contribute to healthy births and healthy children. Core Services funding can be used for prevention and intervention services for open child welfare cases, or for those cases that could be prevented with some additional support to the child and/or their family.

Launched in April 2014, the CDHS Community Performance Center (CPC) shares real-time data about the children, youth and families involved in Colorado's child welfare system. These data allow CDHS to increase transparency and accountability in the child welfare system, use the data to analyze performance, and inform policy improvements at the state and county levels. While the CPC provides a compilation of tables and graphs, each report tells a story

about real children and their families, and how collectively we are achieving the goals of safety, permanency, and well-being. CDHS encourages readers to explore the data and work with state and local staff and other community partners to improve services and the lives of children. The direct link for the CPC is www.cdhsdatamatters.org.

Lastly, CDHS developed the state's first-ever online Mandatory Reporter Training for those professionals who are required by law to report suspected child abuse and neglect. Individuals who want to understand their responsibilities and how to identify and report child abuse and neglect have easy access to this information and training online on the CDHS website. The direct link for this training is www.coloradocwts.com.

Last year, CDHS received $2.0 million through S.B. 14-215 for S.B. 94 (Also known as the Tony Grampsas Youth Services (TGYS) program) dedicated for the screening and treatment of marijuana abuse among youth in detention or detention diversion. The Division of Youth Corrections (DYC) is currently reviewing plans from judicial districts to ensure they align with the intention of S.B. 14-215 funds and is modifying the Trails system to track these expenditures. The TGYS Board distributed these funds to community-based agencies implementing positive youth development programming impacting the outcomes related to youth marijuana use and attitudes. Twenty-one agencies were provided funding through this allocation and Colorado State University (the TGYS evaluator) has been engaged to evaluate outcomes. Additionally, TGYS is working in close collaboration with the many state agencies involved in preventing youth marijuana use. This includes opportunities for TGYS-funded and -unfunded agencies alike to benefit from technical assistance and training around positive youth development and the prevention of youth marijuana use.

The TGYS funding is one of many projects designed to identify youth with substance use disorder issues. DYC is also in the procurement process for purchasing the GAIN Assessment Building System (ABS). The GAIN ABS is a web-based assessment tool to quickly and accurately identify clients who have behavioral health and substance abuse disorders and track their progress. In conjunction with the Office of Behavioral Health (OBH), DYC released an RFP for the Adolescent Community Reinforcement Approach (A-CRA) curriculum. The A-CRA curriculum is an evidenced-based behavioral treatment for substance use disorders for youth and their families. The A-CRA aims to increase utilization of social, familial, and educational/vocational resources for adolescents to achieve and sustain recovery. DYC will partner with OBH to train up to 40 professionals in the community to provide this service.

2015 Plan:

CDHS, in partnership with counties, will continue to implement these initiatives and continue to use data and evidence-based practices to improve outcomes for Colorado's children. The statewide hotline will strengthen community access to county workers to report concerns about child abuse or neglect. The hotline will provide new data, help understand what is being done well, identify areas for improvement, and provide information to enhance training opportunities.

In pursuit of strategies to keep kids safely at home, CDHS is strengthening its prevention programs through Title IV-E Waivers (strategies that keep kids safely at home or with kin), as well as better prepare caseworkers through its re-tooled Training Academy curriculum. CDHS will continue to implement best practices in the child welfare and youth corrections systems, such as reducing the use of congregate care settings for children and youth in child welfare and pursuing preventive education strategies regarding youth and marijuana use.

Additional prevention strategies are in motion. For example CDHS is working with the Colorado Department of Education-Office of Dropout Prevention and Engagement to develop strategies and implement best practices to improve the educational outcomes of youth in foster care. The Domestic Violence Program and the Divisions of Child Welfare and Youth Corrections are exploring opportunities to collaborate and develop strategies to greatly improve services to children, youth, and families who are served across the three divisions. Revisions to the Child Protection Statutes are in progress, which will improve consistency between practice and law.

WILDLY IMPORTANT PRIORITY #2:
Coloradans will have the opportunity to achieve economic security through meaningful work.

Goal No. 3: To achieve economic security for more Coloradans through employment and education.

CDHS remains focused on making public benefits more effective, and increasing access to public benefits. There is increased emphasis on employment and how to transform the Colorado Works program to be first and foremost about supporting individuals to prepare for, attain, and retain employment to support their families.

The Supplemental Nutrition Assistance Program (SNAP - Colorado's food assistance program; formerly Food Stamps) persists in improving the timeliness and accuracy of eligibility

determinations. The state has demonstrated relatively steady progress in the timely processing of new applications since the beginning of calendar year 2014.

Over the past few years, CDHS has made numerous improvements to the Colorado Benefits Management System (CBMS). In 2014, CDHS will improve staff training, making the operation of CBMS more efficient for Colorado citizens.

In support of CDHS's assertion that all Colorado children deserve the support of both parents, it has invested in the Colorado Parent Employment Project (CO-PEP). CO-PEP is a federal grant that focuses on providing non-custodial parents with similar employment and parenting supports as those that are available to custodial parents. The Division of Child Support Services (CSS) has implemented CO-PEP in five counties and assisted a total of 219 individuals to gain employment through June 2014. Of the 219 parents who have been enrolled in CO-PEP, 183 have found full-time employment and are making regular child support payments.

Colorado Works (i.e., Temporary Assistance to Needy Families or TANF) has intensively and proactively engaged county partners in adapting the state's TANF program to result in employment as a key outcome for participants. This ongoing effort has gained momentum through a variety of mechanisms: 1) offering an optional employment-based memorandum of understanding (MOU) to interested counties that establishes employment standards in lieu of process measures; 2) the development of an employment program assessment tool for county use; 3) the creation of an employment work group comprised of state and county staff; 4) the revision of the participant employment plan; and 5) the provision of national level technical assistance through *Mathematica Policy Research*, a national social policy research organization.

Through Re-Hire Colorado, 48 noncustodial parents are now earning wages, paying child support and striving to lift their children out of poverty. Re-Hire is a transitional employment program for people over age 50 and non-custodial parents. During the first seven months of programming (January 6, 2014 - July 31, 2014), the Re-Hire Program helped 186 Coloradans find permanent employment and placed 343 people in transitional employment. The average hourly rate for permanently employed Re-Hire participants is $10.44, which is $2.44 higher than the minimum wage (as of August 2014).   One hundred forty (140) businesses actively participate in training and hiring Re-Hire participants. Five local agency contractors provide Re-Hire Program services in Larimer, Denver Metro, El Paso, Teller, Pueblo, and Mesa counties.

Another avenue for CDHS clients to seek employment is through the Division of Vocational Rehabilitation (DVR). CDHS is working to reduce the waiting list for people who wish to receive vocational rehabilitation services. The DVR provides supports to individuals with disabilities in their pursuit for employment. In 2013, Colorado was required to implement a waiting list for

clients because it lacked sufficient funds and the financial management tools to effectively serve clients. In order to ensure that all clients are receiving needed supports and services, and to provide financial security to the program, CDHS solicited an independent financial and performance audit of the programs and established new leadership to bring enhanced integrity and improved outcomes to the program. This audit produced 64 recommendations, and to date, 56 recommendations have been implemented.

In addition to compliance with the audit, CDHS has prioritized supporting DVR clients in their pursuit of employment.   By July 1, 2015, CDHS expects to increase its rate of successful employment outcomes for DVR clients from 37% to 40%.

2015 Plan:

As CDHS strengthens its focus on employment across the Colorado Works, Child Support Services, and SNAP Employment and Training programs, it will examine and mitigate how benefits are adjusted once gainful employment is achieved (i.e., the 'cliff effect'). It will explore how to expand worker training and employment coaching and consider new methods for engaging and incentivizing employers, such as providing employment subsidies to employers.

In addition, CDHS will continue its focus on reducing the waiting list, completing all of the audit recommendations, and improving outcomes for clients.

In the Colorado Works program, CDHS has a set of initiatives aimed at increasing employment and retention rates, boosting family income, and generally improving family well-being among the State's poorest families. This multi-year redesign consists of five core components: 1) changing the Colorado Works culture; 2) assessment and employment planning, including utilization of an employment-focused self-assessment tool; 3) individualized case management; 4) employment services; and 5) performance outcomes.

To increase the CDHS-wide focus on employment, several programs within the Office of Economic Security plan to better align their employment initiatives. The SNAP program will shift toward a greater emphasis on skills attainment through a service delivery model that aims to generate real employment outcomes.   In another example, the Child Support Services program recently changed its name from Child Support Enforcement, symbolic of its move to supplement its enforcement activities with employment and parenting services to non-custodial parents (NCP). These services are intended to help NCPs honor their child support obligations and improve their relationship with their children. Colorado's Refugee Services Program (CRSP) will maintain its strategy of achieving employment outcomes by meeting the business needs of employers consistently and effectively. The success of this model depends on refugees proving their reliability and dependability, which requires CRSP to focus

simultaneously on employment and several other domains of integration such as housing, education, health, and childcare.

WILDLY IMPORTANT PRIORITY #3:

Colorado parents and their children will have the opportunity to prepare for educational success throughout their lives.

Goal No. 4: To improve kindergarten readiness through quality early care and learning options for all Coloradans.

As the Office of Early Childhood enters the third year since its creation in 2012, it remains focused on supporting the parents of young children to ensure educational success. The two divisions in the Office of Early Childhood work collaboratively to champion the needs of young children in Colorado through their work with community partners, including local counties, Nurse Family Partnership, Head Start, child care providers, Early Childhood Councils, Family Resource Centers, and the Children's Trust Fund.

In conjunction with the Office of Children, Youth and Families, the Office of Early Childhood has implemented the CCRC and home visiting programs. As mentioned earlier, the CCRC aims to reduce child maltreatment and increase protective factors. During the first six months of initial implementation, comprehensive voluntary services (via a combination of referral and direct service provision) were provided to parents in 13 counties. The initial launch of the CCRC program in Colorado has shown early success in reaching the intended target population, families known to local child welfare departments who have been screened out due to lack of evidence of child abuse or neglect. By serving 367 families, the program exceeded its FY 2013-14 expectation of serving 300 families.

Through the federal *Race to the Top Early Learning Challenge Grant* ($45 million), CDHS is working to implement Colorado's next generation Quality Rating and Improvement System (QRIS) also known as "Colorado Shines," which is designed to increase the access and participation of low-income families in high-quality child care throughout the state. This grant is supporting efforts to increase kindergarten readiness, and ultimately, third grade reading proficiency, as well as provide tuition assistance for child care educators. The first phase of Colorado Shines is set to roll out in late fall 2014.

As a result of House Bill 14-1317, a joint implementation task force comprised of child care providers, parents, counties, stakeholders, advocates, and other community partners, came

together to implement the State's most sweeping Colorado Child Care Assistance Program (CCCAP) reform in recent history. With a focus on improving access and quality care for low-income families and children, the task force has implemented changes that will ensure every child has an opportunity for educational success, and parents and providers are supported as both small businesses and contributors to Colorado's economy.

Some of the innovative provisions of H.B. 14-1317 include raising the floor of eligibility for CCCAP from 130% to 165% of poverty; providing 90 days of "fiscal cliff" eligibility coverage (i.e., transition coverage) for enrolled families who experience an increase in income that threatens their access to child care; and tiered reimbursement for child care centers that focus on providing high quality care and educational opportunities in their child care programs. In addition, CDHS has committed to increasing the percentage of children age 0-5, utilizing CCCAP, who receive care in top rated facilities (Levels 3 through 5) from 21% to 31% by July 1, 2015.

2015 Plan:

Since research indicates that children who receive child care in high quality child care facilities (levels 3-5) are more likely to be ready for kindergarten, Colorado is striving to steadily expand the number of child care facilities that are rated and increase the number of children attending high quality facilities through Colorado Shines. CDHS will explore how to create incentives to help child care providers become rated, expand the number of child care facilities in underserved areas, and increase child care placements for infants and toddlers.

CDHS continues to improve outcomes for children with developmental delays served through the Early Intervention program, and will continue to manage any caseload growth associated with this program (as is federally required) and improve access to mental health services for children with persistent, serious and challenging behaviors. CDHS will identify ways to provide supports to parents and caregivers, increase staff training, consistency and retention, and develop supportive, instructive child care settings.

As noted above, CDHS will continue to implement H.B. 14-1317 to improve the access to quality childcare for low-income families and high-needs children. New CCCAP services supported through this legislation will continue to roll out over the next two years. CDHS also received $2.2 million in funding to enhance quality initiatives. These funds will be targeted towards facilities serving CCCAP families to help these facilities improve their quality ratings. Combined with the increased funding for tiered-reimbursement in future years, CDHS will be able to continue to improve quality and increase access for years to come.

Goal 5: To return youth committed to the Division of Youth Corrections (DYC) to the community better prepared to succeed through education received while in the custody of CDHS.

The Division of Youth Corrections (DYC) continues to provide educational services to youth residing in state-operated facilities and those placed in contract residential programs. Youth receive a full educational assessment upon commitment to the DYC. Once youth are placed in their permanent DYC residence, educational staff utilize a matrix that takes into account the factors necessary to ensure youth are on a trajectory to achieve either a GED or high school diploma. The matrix takes into account critical information including but not limited to the youth's age, sentence length, and credits required to graduate from high school.

In addition to the services provided to youth in state-operated and contract programs, DYC also assists youth to connect with community services and institutions upon parole. Division of Youth Corrections client manager parole officers work collaboratively with local school districts, alternative schools, community colleges and private providers of tutoring services to ensure youth are placed in the appropriate school setting to meet their needs.

Although the DYC has consistently achieved rates of 85-95% of youth discharging from the DYC with either a GED or diploma, DYC is working to upgrade its technology infrastructure to create additional online learning opportunities for youth. The DYC has begun to upgrade its technical infrastructure and expand career technical education (CTE) offerings. The DYC works to connect youth to local community colleges while still residing in secure facilities. This occurs most often at the Zebulon Pike Youth Services Center in Colorado Springs and the Lookout Mountain Youth Services Center in Golden.

In 2014, subject matter experts have been hired and hardware purchased to lay the foundation for improving the DYC educational infrastructure. Hardware has been purchased to establish a secure network at the Spring Creek Youth Services Center and the Governor's Office of Information Technology (OIT) is in the process of implementing an OIT network in education at three facilities: Spring Creek, Zeb Pike, and Mount View.

2015 Plan:

The DYC ongoing plan to enhance educational outcomes for youth includes implementing an enhanced vocational and career tech programming for youth who have achieved their GED or high school diploma. This includes a new construction trade vocational program in several facilities, as well as community college course credits. In addition, while the DYC builds its technology infrastructure for online learning, it will explore options to have community colleges provide courses in the facilities. The DYC estimates 25% of youth in commitment in state facilities will participate directly in expanded CTE programming, online learning, or community

college. This includes youth who have completed both secondary and post-secondary education and is approximately 125 youth per year.

Goals, Strategies and Performance Measures

The CDHS has implemented "C-Stat," a management strategy that analyzes performance using the most currently available data. C-Stat allows divisions within CDHS to pinpoint performance areas in need of improvement and then improve those outcomes, helping to enhance the lives of the populations that CDHS serves and to provide the best use of dollars spent. Through root cause analysis, CDHS can determine what processes work and what processes need improvement. By measuring the impact of day-to-day efforts, CDHS makes informed, collaborative decisions to align efforts and resources to affect positive change. The following measures demonstrate which items the CDHS is tracking on a regular basis, which tie to goals of the department.

Goal No. 1: To expand community living options for all people served by CDHS.

Office of Community Access and Independence
Division of Regional Center Operations (DRCO)
Length of Time to Transition – Short-term Treatment and Stabilization

Strategy: The Regional Centers (RCs) serve persons with developmental disabilities who have the most intensive needs. Reducing the length of stay from the time the resident is assessed and found to be ready to transition to a community setting, to the time the resident actually transitions, places individuals on a path toward enhanced independence more quickly.

Performance Measure: For those residents who have transitioned to the community and were served through the RC Short-Term Treatment and Stabilization Model, performance will be measured by dividing the total number of days that passed from the time the resident was found to be ready to transition/discharge to the time they actually did transition/discharge, by the number of residents that transitioned/discharged.

	FY 2009-10	FY 2010-11	FY 2011-12*	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:			60	60	60	60	60
Actual:			76	92	114		

*April – Jun 2012

Performance Evaluation: During SFY 2013-14, a total of 23 residents transitioned from the Regional Centers to a private community provider. For those 23 residents, time to transition ranged from 11 days to 366 days. The RCs have developed a process for tracking barriers to transition to more purposefully address identified barriers in order to improve performance on this measure.
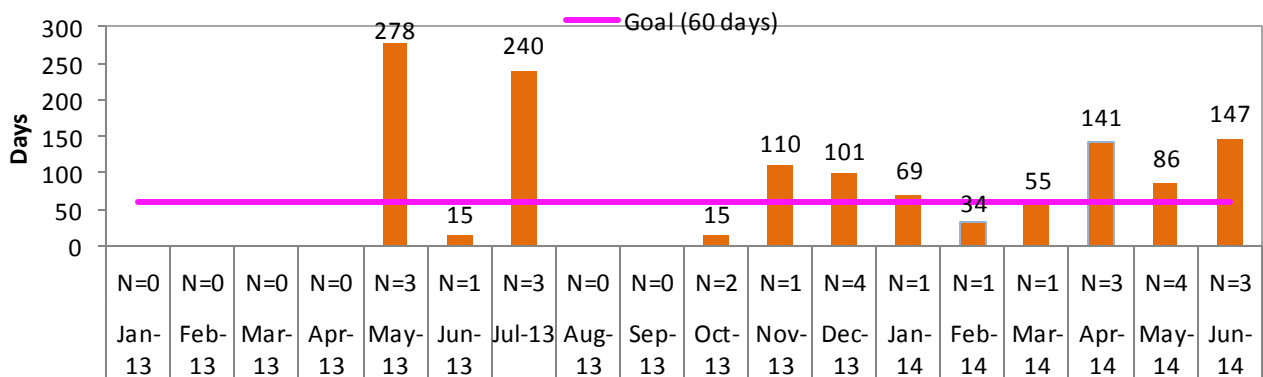
Office of Community Access and Independence
State Veterans Community Living Centers
**Residents Without Falls**

Strategy: Colorado's State Veterans Community Living Centers serve honorably discharged veterans, veterans' spouses/widows, and "Gold-Star" parents (parents whose children died while serving in the Armed Forces). Community Living Center residents have the right to receive safe, high-quality care, evidenced by a low number of resident falls.

Performance Measure: In the United States, falls among nursing home residents occur frequently and repeatedly, and can result in disability, functional decline and reduced quality of life. Performance is measured monthly by dividing the number of residents without falls by the total number of nursing home residents. The annual performance is the average of the 12 months. The benchmark of 88% is greater than the national average.

	FY 2009-10	FY 2010-11*	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:			88%	88%	88%	88%	88%
Actual:		80%	81%	79%	80%		

*January – June 2011.

Performance Evaluation: The state operates four Veterans Community Living Centers. This measure is collected at each Center. For each Center, performance is often below the goal and national average. The State Veterans Community Living Centers have explored existing and needed fall mitigation strategies, as well as best practices to address falls due to cognitive impairment, and continue to examine effective interventions to address this measure at each Center.
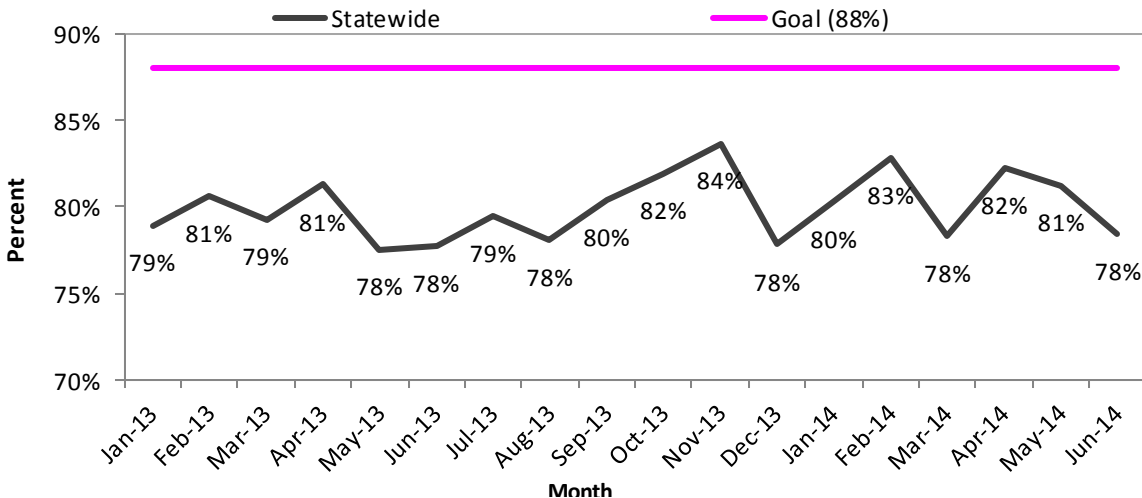
Office of Community Access and Independence
Disability Determination Services
## Accuracy of Initial Eligibility Decisions

Strategy: The Division of Disability Determination Services (DDS) makes disability decisions for the Social Security Administration (SSA). Accurate processing of initial eligibility decisions increases access to financial assistance to vulnerable populations and ensures that only those who are eligible receive the benefit.

Performance Measure: Accurate eligibility decisions are measured by dividing the total number of accurate initial eligibility decisions by the number of initial eligibility decisions.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:			97%	97%	97%	97%	97%
Actual:			97.9%	95.1%	97.5%*		

Note. Performance is based on the federal fiscal year and runs from October 1 through September 30 each year. *FY2013-14 reflects data available for performance from October 1, 2013 through August 31, 2014.

Performance Evaluation: DDS has shown variable performance over the past year ranging from 93.2% to 98.8%. The majority of DDS errors have been related to documentation accuracy as compared to decisional accuracy. To improve DDS' performance, DDS: 1) requested federal assistance for case reviews, 2) re-allocated quality assurance resources to audit functions, 3) increased internal sampling rates, 4) increased sampling and supervisory reviews for examiners, and 5) increased quality assurance outreach to providers of Medical Evidence of Record to provide more complete, accurate medical records.
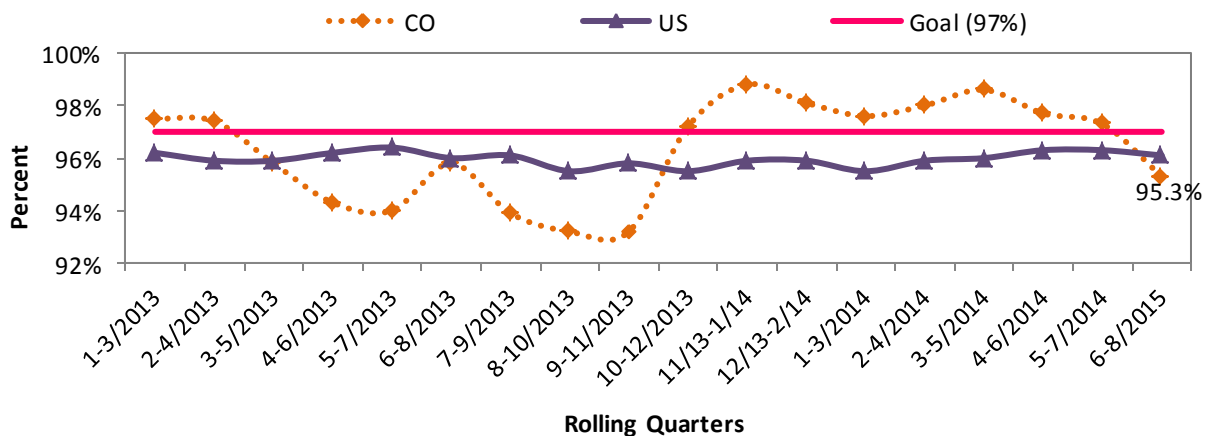
Office of Behavioral Health
Community Programs
Timely Discharge of Civil Patients in Mental Health Institutes

Strategy: Civil patients in the state's mental health institutes should be served in the least restrictive setting available to meet their needs, including in the community.

Performance Measure: The percentage of all civil patients in the two mental health Institutes – Colorado Mental Health Institute at Pueblo, and Colorado Mental Health Institute at Fort Logan – who are ready for discharge but have experienced barriers.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:				5%	5%	10%	5%
Actual:				18.2%	13%		

Performance Evaluation: Neither Institute managed to reach the 5% established goal, but did reduce the overall number of patients with barriers. The Mental Health Institute at Fort Logan (CMHIFL) reduced rates from 22.3% in 2012-13 to 13.8% in 2013-14. The Mental Health Institute at Pueblo (CMHIP) reduced rates from 15% in 2012-13 to 12.2% in 2013-14. The two Institutes combined performance is 13%.
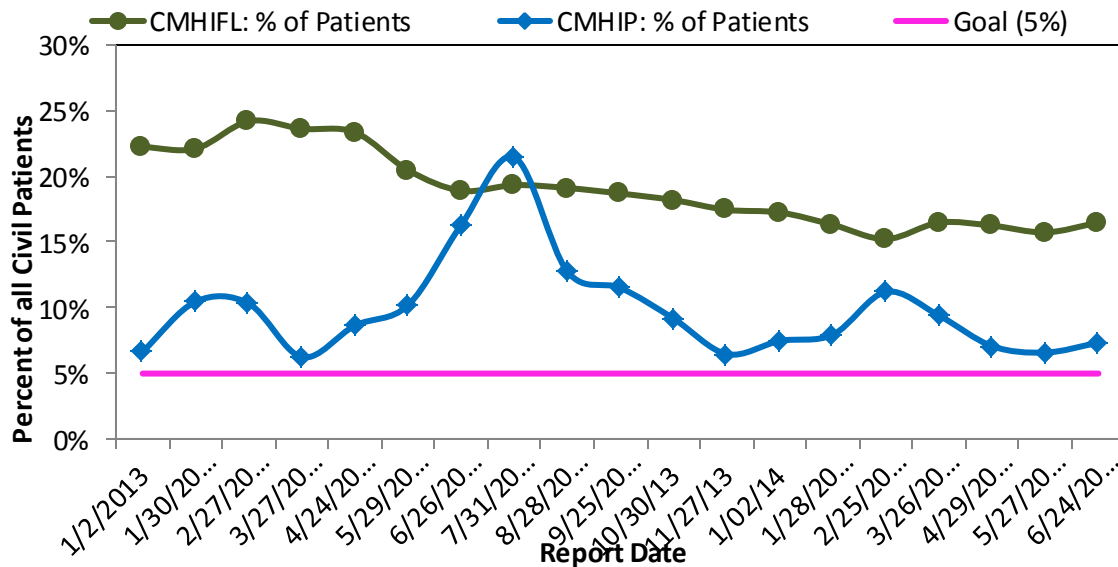
Office of Community Access and Independence
Aging and Adult Services
**Timely Response to Adult Protection Inquiries**

Strategy: Timely response to adult protection inquiries increases the safety of vulnerable adults.

Performance Measure: Responses to adult protection inquiries received at the county level are required to occur within defined time intervals, depending on the urgency of the reported concern. Performance is measured by dividing the number of responses made timely by the total number of responses.

	FY 2009-10	FY 2010-11*	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:		90%	90%	90%	90%	90%	90%
Actual:		73%	77%	91%	95.2%		

*January – June 2011.

Performance Evaluation: Counties have responded to individualized technical assistance and/or training by improving performance to a high of 98.3% in March 2013. Aging and Adult Services (AAS) reorganized staffing resources and implemented a new data system in order to take a more targeted approach to providing onsite support to counties.
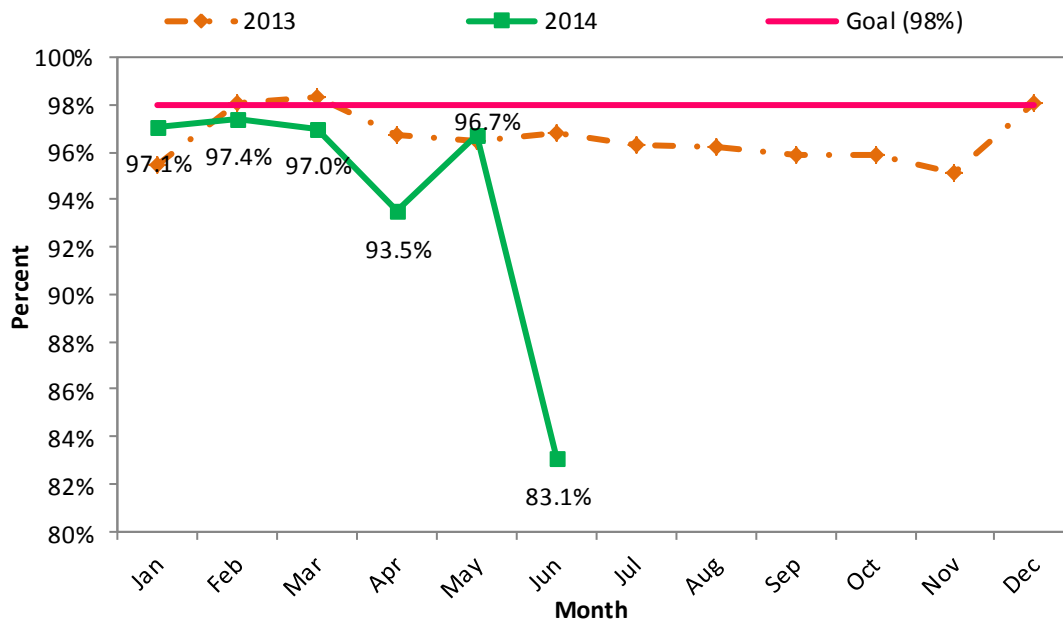
Office of Behavioral Health
Community Programs
Reduction in Mental Health Symptom Severity

Strategy: The Office of Behavioral Health is primarily responsible for public mental health services delivered by community mental health agencies. People who enter mental health treatment should expect to improve and stabilize as a result of treatment services provided.

Performance Measure: The percent of persons with reduced mental health symptoms in mental health treatment as measured by the number of persons with lesser symptom severity at follow-up, divided by the number of discharged persons receiving mental health treatment with significantly severe symptoms at admission.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:				67%	67%	67%	67%
Actual:		53.3%	52.6%	53.6%	56.7%		

Performance Evaluation: The Office of Behavioral Health saw a slight increase in patients reporting a reduction in symptom severity during SFY 2013-14, but performance still remained below the established goal rate of 67%. With a SFY performance average of 56.7% for 2013-14, OBH demonstrated an improvement rate of 5.8%.
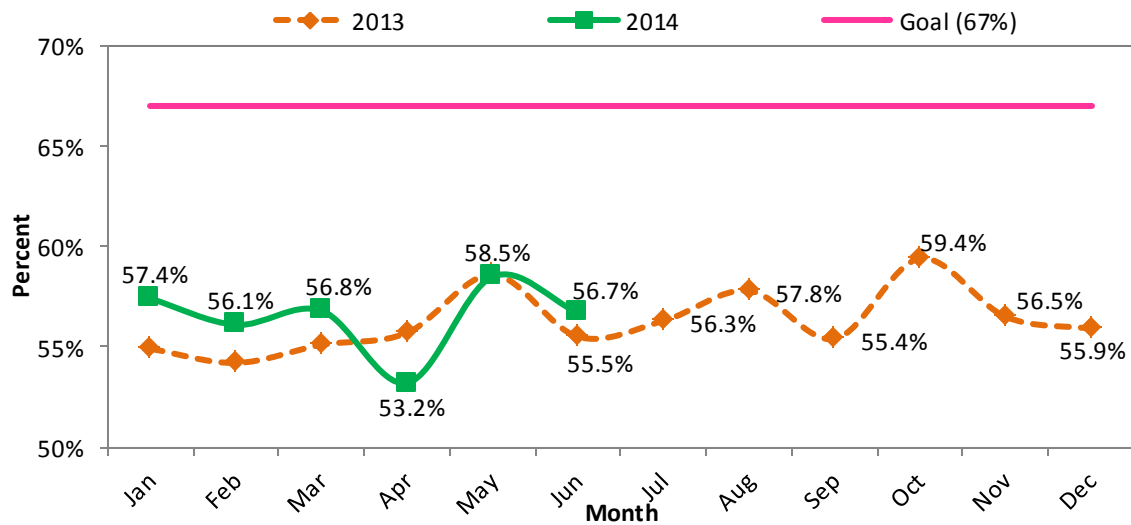
Goal No. 2: To ensure child safety through improved prevention, access and permanency.
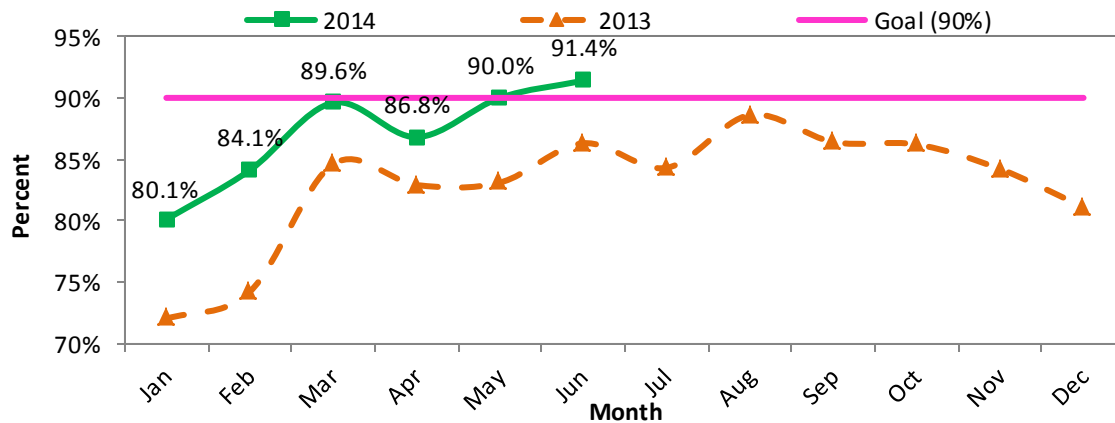
Office of Children, Youth and Families
Division of Child Welfare
Compliance with the Statutory Requirement Related to
Timeliness of Assessment Closure

Strategy: Reports of child abuse and neglect are assigned for investigation/assessment. Timely completion of assessments indicates that child safety issues are identified and mitigated quickly; that the child welfare system is not unnecessarily lingering in a family's life; and that information regarding the assessment of the case is up-to-date.

Performance Measure: The percent of assessments that are closed timely is calculated by dividing the number of assessments closed within 60 days of referral by the total number of completed assessments.[1]

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:					90%	92%	95%
Actual:		59.4%	61.2%	73.7%	86.1%		

Performance Evaluation: Performance has steadily improved over the last 7 months, with the highest performance in June 2014 at 91.4%. The Division of Child Welfare has actively worked with counties to enhance performance by identifying effective practices such as enhanced supervision and eliminating any back log. The 90% goal was achieved for the first time in May 2014.

[1] Differential Response cases not included in the performance measure in prior years' actual performance.

Office of Children, Youth and Families
Division of Child Welfare
Youth in Congregate Care Settings

Strategy: All children deserve to achieve permanency in a home to lessen the disruption and trauma out of home care can cause. Reducing congregate care use contributes to these efforts.

Performance Measure: The percent of children and youth (ages 0 to 21) in a congregate care setting is calculated by dividing the number of children who experienced any congregate care placement (clients served during the reporting period) by the total number of children served in out of home care.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:					21.7%	18.4%	15.0%
Actual:	22.3%	22.3%	23.3%	23.0%	20.6%		

Performance Evaluation: Over the last five years Colorado has reduced the number of children in congregate care from 1,578 to 1,006. Additionally, the percentage of children in out of home care who have been placed in congregate care has also decreased from 22.3% in State Fiscal Year 2009-10 to 20.6% in State Fiscal Year 2013-14. A decrease in the percent of congregate care use has been seen across the last fiscal year.
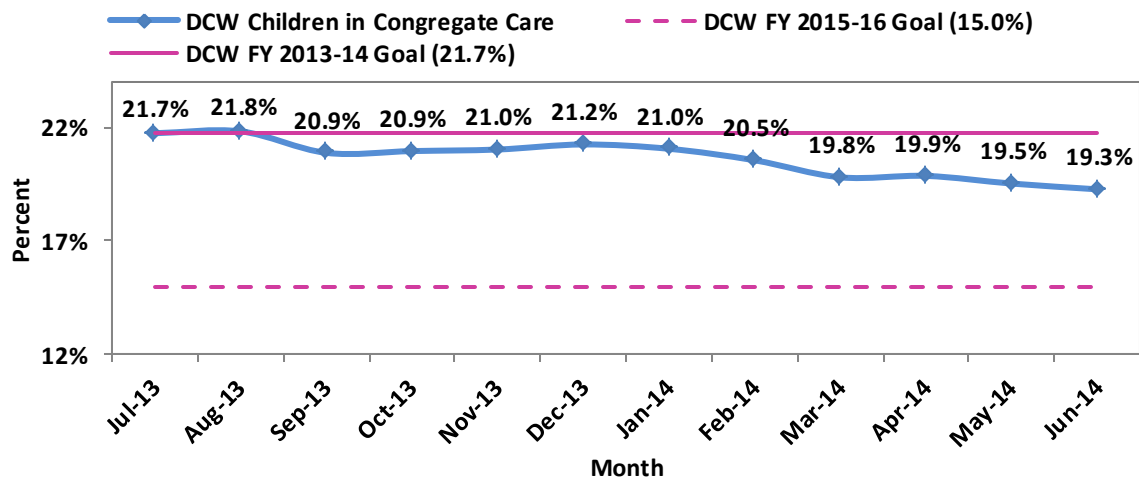
Goal 3: To achieve economic security for more Coloradans through employment and education.

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Office of Economic Security
Child Support Services Division
**Collection of Current Child Support**

</div>

Strategy: Maximizing the collection of current child support owed increases the overall economic stability of the family, and has a direct impact on the well-being of children in Colorado.

Performance Measure: All current child support owed in the State of Colorado through the month comprises the denominator; the numerator is the total dollars collected and applied to current support obligations through that same month. This is a federal performance measure that is tracked cumulatively month-to-month throughout the calendar year. Federal incentive dollars are available for strong performance on this measure.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:	63.0%	63.9%	64.3%	64.3%	64.5%	65%	66%
Actual:	62.9%	63.3%	62.8%	62.7%	63.4%*		

*Performance as of August 2014.

Performance Evaluation: Statewide, current child support collections have increased nearly every month in 2014. Overall collections in 2014 have exceeded 2013, leading to record dollar amounts of current support being collected. This is owed, in part, to an increased focus on maintaining appropriate income withholding orders (IWOs), decreasing the number of obligors (i.e., non-custodial parents) who are making <u>no</u> payments, and providing proactive case management to non-custodial parents.
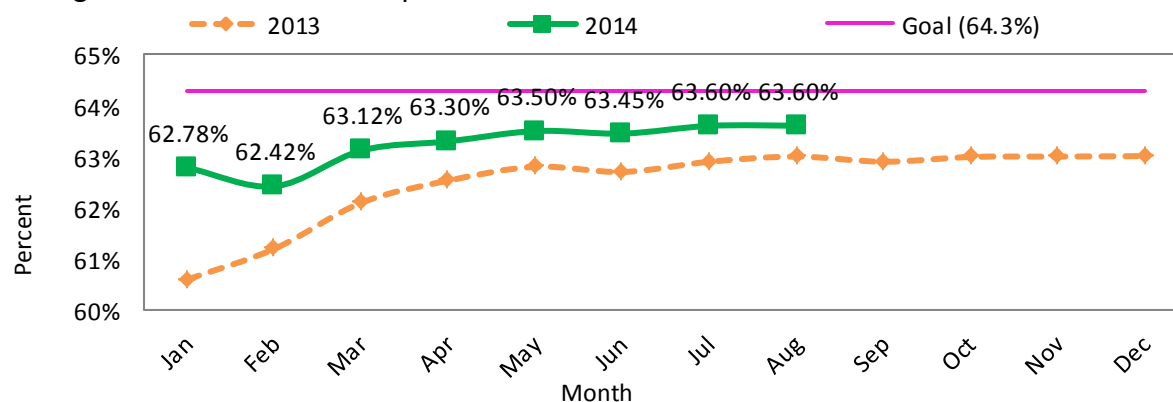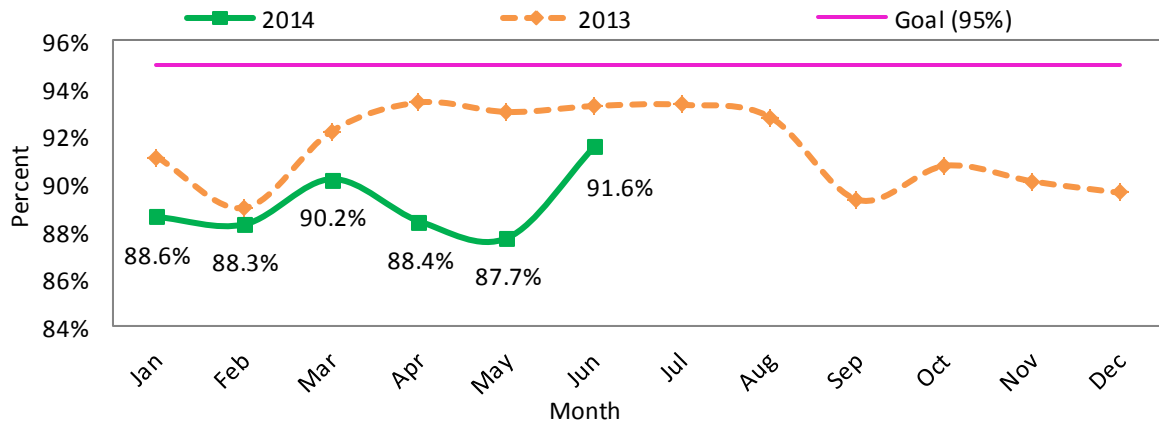
Office of Economic Security
Food and Energy Assistance Division
Timely Processing of Expedited Food Assistance Applications

Strategy: Timely processing of expedited food assistance applications ensures that eligible Coloradans have access, as soon as possible, to needed financial assistance for food, ultimately, reducing the likelihood of Coloradans going hungry.

Performance Measure: Expedited food assistance applications are to be processed within seven days. The monthly percentage of applications processed timely is calculated by dividing the number of applications processed within seven days by the total number of expedited applications received. The annual measure will equal the average of the 12 months in the state fiscal year.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:			95%	95%	95%	95%	95%
Actual:	70.4%	79.2%	85.4%	91.03%	90.0%		

Performance Evaluation: Food assistance programs across the state have seen diminished performance in FY2013-14. Issues with the implementation of the Affordable Care Act, the annual Cost of Living Adjustments, and enactment of Business Process Reengineering plans affected timeliness across multiple eligibility programs in the 10 large counties.
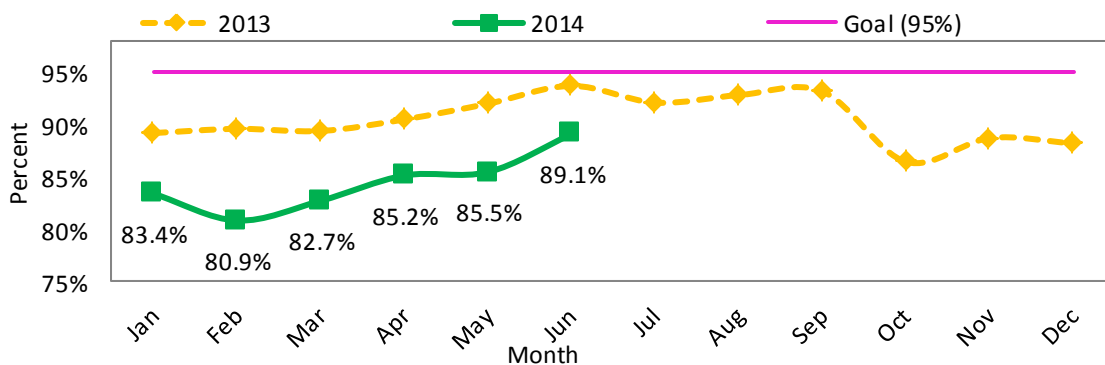
Office of Economic Security
Food and Energy Assistance Division
Timely Processing of Food Assistance Redeterminations

Strategy: Timely processing of redetermination of food assistance cases ensures that eligible Coloradans continue to have access to needed financial assistance for food, ultimately, reducing the likelihood of Coloradans going hungry.

Performance Measure: Redetermination of food assistance cases are to be processed by the end of the month when received timely from the household, or within 30 days if received after the deadline. The monthly percentage of cases with a timely decision of continued eligibility is calculated by dividing the total number of cases submitting redetermination applications by the total number of cases re. The annual measure will equal the average of the 12 months in the state fiscal year.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:			95%	95%	95%	95%	95%
Actual:	47.6%	55.1%	74.2%	88.76%	87.2%		

Performance Evaluation: Food assistance programs across the state demonstrated relatively steady progress since the beginning of calendar year 2014 after facing challenges in achieving timeliness throughout the fall of 2013. Comprehensive Business Process Reengineering (BPR) efforts are expected to standardize efficiencies across the 10 large counties. Business Process Reengineering plans require counties to balance their regular duties with those likely to result in future efficiency and effectiveness. This has had the effect of temporarily reducing timeliness across multiple eligibility programs.

Office of Economic Security
Food and Energy Assistance Division
## Food Assistance Case and Procedural Error Rate

Strategy: Accurately processing applications for food assistance ensures that Coloradans receive the level of benefits for which they are eligible.

Performance Measure: A case or procedural error can occur when an application for food assistance is denied or existing benefits are terminated. This performance measure indicates the extent to which the denial or termination was done for the correct reason at the correct time, and that the client was properly notified of the action. A deficit in any or all of those categories will result in a case being found in error. The goal is to have an error rate less than the national average.

	FFY 2009-10	FFY 2010-11	FFY 2011-12	FFY 2012-13*	FFY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:				21%	21%	21%	21%
Actual:		6.2%	68.7%	58.6%	55.2%		

*October 2012 – March 2013

Performance Evaluation: Food Assistance programs across the state began the Federal Fiscal Year (FFY) at performance levels that were comparable to last FFY. Over the first six (6) months of the FFY, performance has fairly steadily declined. Program staff began implementing action plans for enhanced worker training, increased the effectiveness of internal county reviews, and performed more in depth program monitoring. Additionally, Division staff identified ongoing issues in the CBMS errors (system and noticing), and will implement plans for permanent solutions.
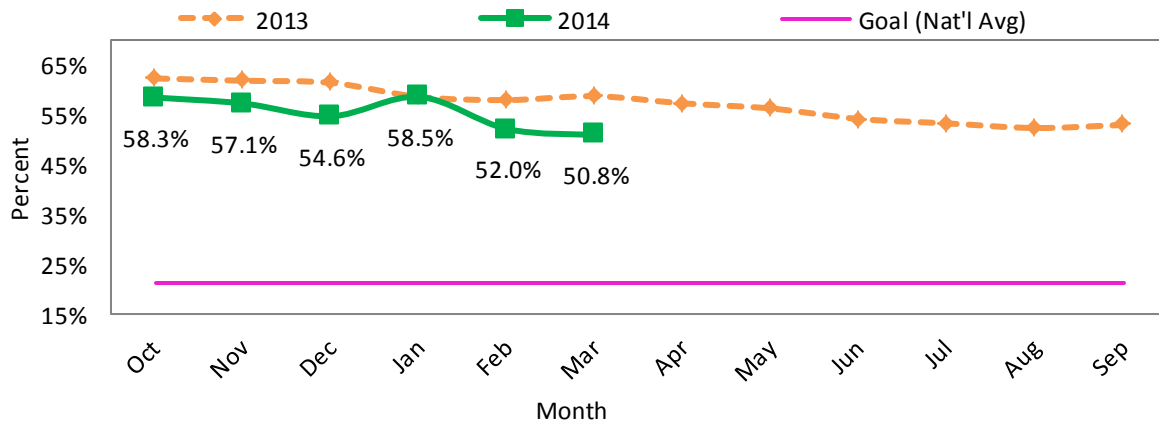
Office of Economic Security
Employment & Benefits Division
Employment Entry

Strategy: Connecting Colorado Works participants with employment dramatically increases the likelihood of long-term economic security.

Performance Measure: The numerator is the total number of adults who gained employment and were participating in a work activity during the month. The denominator is the total number of adults participating in workforce activities during the same month, except for individuals who are not job ready. The annual measure will equal the cumulative percentage over the calendar year.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	Actual	Actual	Actual	Request	Request	Request
Benchmark:					10%	25%	35%
Actual:				21.26%*	18.68%**		

*June 2013-December 2013.
** January 2014 – June 2014

Performance Evaluation: Statewide performance in the first six (6) months of 2014 is reaching similar levels as the last six (6) months of 2013. In addition, CDHS has worked to simplify program requirements and remove administrative burdens to allow for additional capacity at the county level to focus on employment outcomes.
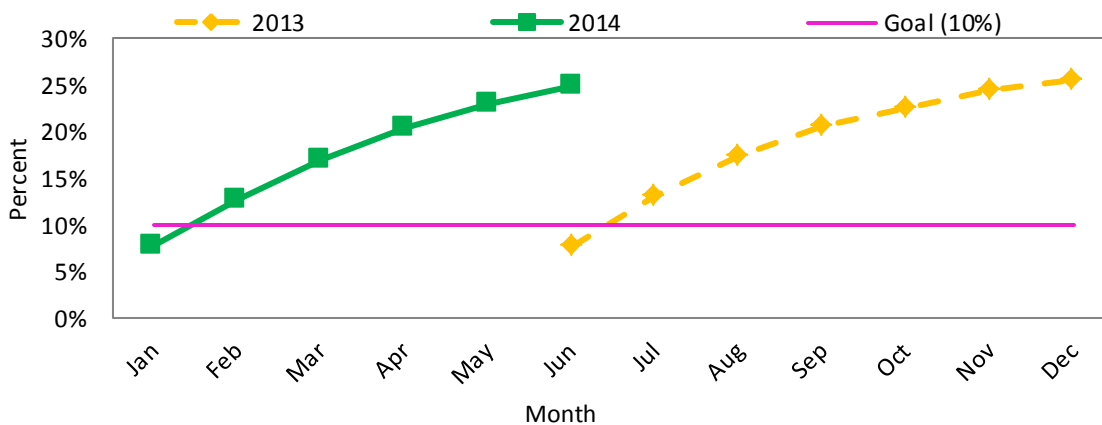
Office of Economic Security
Adult Financial Program
Timely Processing of Applications

Strategy: Processing Old Age Pension and Aid to Needy Disabled benefit applications efficiently ensures eligible Coloradans have access to needed resources that increase their economic security.

Performance Measure: Old Age Pension and Aid to Needy Disabled applications are to be processed within 45 days and 60 days, respectively. The monthly percentage of applications processed timely will be calculated by dividing the number of applications processed within stipulated time frames during the month by the total number of applications processed. The annual measure will equal the average of the 12 months in the state fiscal year.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:			95%	95%	95%	95%	95%
Actual:		86.6%	89.6%	90.1%	95%		

Performance Evaluation: This measure has performed at or very near the 95% goal for over a full year. Adult Financial programs have been included in the Business Process Improvement effort with the expectation it will standardize business process efficiencies across the 10 large counties.
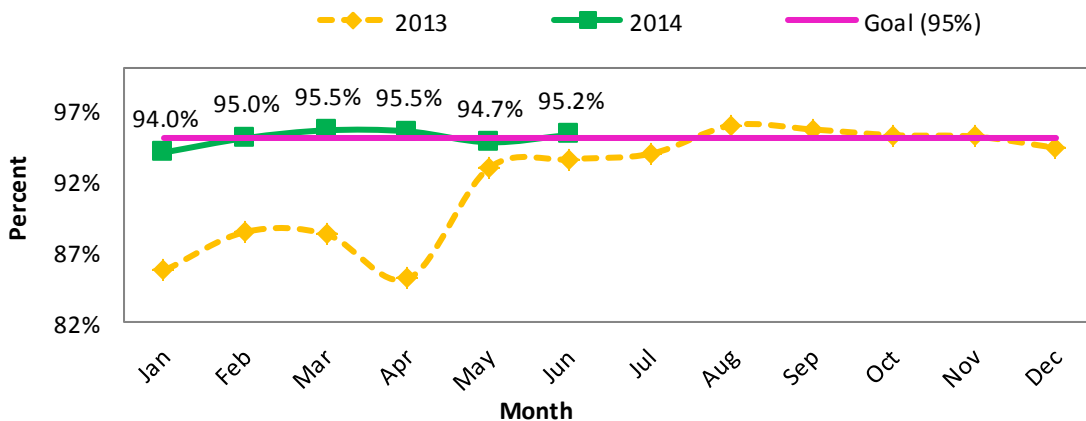
Office of Community Access and Independence
Division of Vocational Rehabilitation
## Successful Employment

Strategy: The Division of Vocational Rehabilitation (DVR) provides assistance to individuals with disabilities who have barriers to employment. Attainment of successful employment increases a person's likelihood of long-term economic security.

Performance Measure: Successful employment is measured as the total cumulative number of successful employment outcomes through the current month. The goal is met by exceeding the prior year's performance by one or more successful employment outcomes. This is a federal performance goal.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:			2,400	2,497	2,958	2,959	2,960
Actual:		2,349	2,496	2,957	1,604*		

Note: Performance is based on the federal fiscal year and runs from October 1 through September 30 each year. *FY2013-14 reflects data available for performance from October 1, 2013 through August 31, 2014.

Performance Evaluation: In May 2013, the Division of Vocational Rehabilitation instituted a full Order of Selection waiting list. This ultimately reduced the number of active cases to be worked, and has therefore, contributed to the reduction of successful employment outcomes this year.
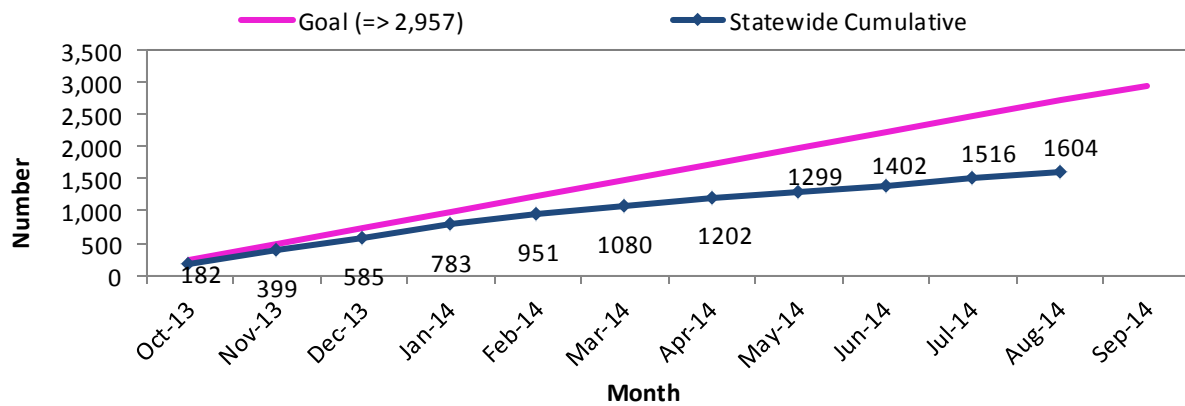
Goal 4: To improve kindergarten readiness through quality early care and learning options for all Coloradans.

Office of Early Childhood
Division of Early Care and Learning
## Access to Quality Child Care for Low Income Children

Strategy: To ensure all Colorado children have access to high quality child care, CDHS will implement Colorado Shines, Colorado's new Quality Rating and Improvement System (QRIS). All licensed child care facilities will be required to participate in this new system (all will be rated) and CDHS will provide technical support and financial incentives for licensed child care providers to advance in levels of quality through CDHS's Race to the Top Early Learning Challenge grant. Colorado Shines will begin rating facilities within the new system in FY14-15, and will target early supports to facilities that serve a substantial number of children served by the Colorado Child Care Assistance Program (CCCAP).

Performance Measure: The percent of all children under five years old utilizing CCCAP that are in a top rated (levels 3-5 in Colorado Shines) facility. This measure will be calculated by dividing the number of children under five, who utilized CCCAP care in a facility rated in the top three tiers, by the total number of children under five who utilized CCCAP at least once in a given month. Currently, approximately 30% of children under five who receive CCCAP subsidies receive this care in a rated facility. The Race to the Top grant will allow all licensed facilities serving children receiving CCCAP assistance to become rated, and will provide technical assistance and quality improvement grants to help these facilities move up the rating scale.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:					34%	34%	34%
Actual:					20.7%*		

* These are August 2013 through June 2014 data.

Performance Evaluation: CDHS does not have historical data on this new measure.
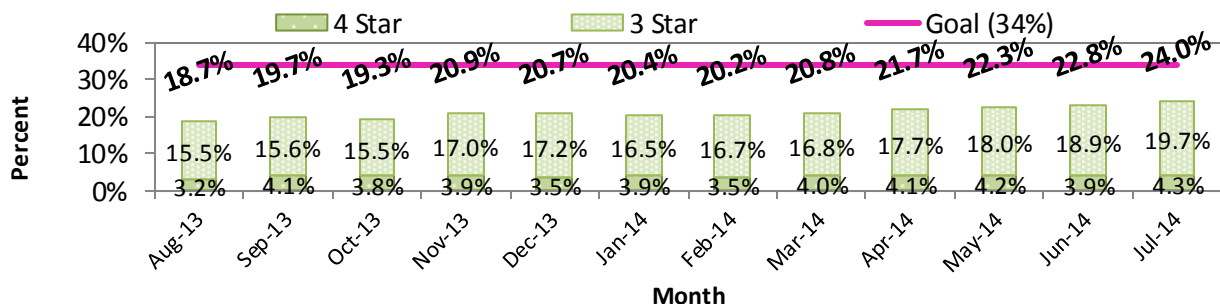
Office of Early Childhood
Division of Community and Family Supports
Early Intervention Services

Strategy: Early Intervention Services provide infants and toddlers from birth through age two, and their families, with services and supports to enhance child development in the areas of cognition; speech; communication; physical development; motor development; vision; hearing; social and emotional development; self-help skills; parent-child interaction; and early identification, screening and assessment services. Infants and toddlers that progress early in life have a greater likelihood of long-term success.

Performance Measure: The percentage of infants and toddlers with growth in skills will be measured by dividing the number of participants with a substantial increase in their use of knowledge and skills of growth at exit from early intervention services, by the total number of participants exiting who were not demonstrating age-appropriate use of knowledge and skills when compared to their same-age peers upon entry. The overall performance represents the percentage of children who were performing at a level comparable to their same age peers upon exiting Early Intervention services.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:		69%	69%	85%	85%	85%	85%
Actual:		68.7%	65.6%	81%	76.4%		

Performance Evaluation: Throughout the duration of SFY 2012-13, the Division saw child growth in the use of knowledge and skills staying well above the established goal of 69% each month. In September 2013 a new goal of 85% was set.
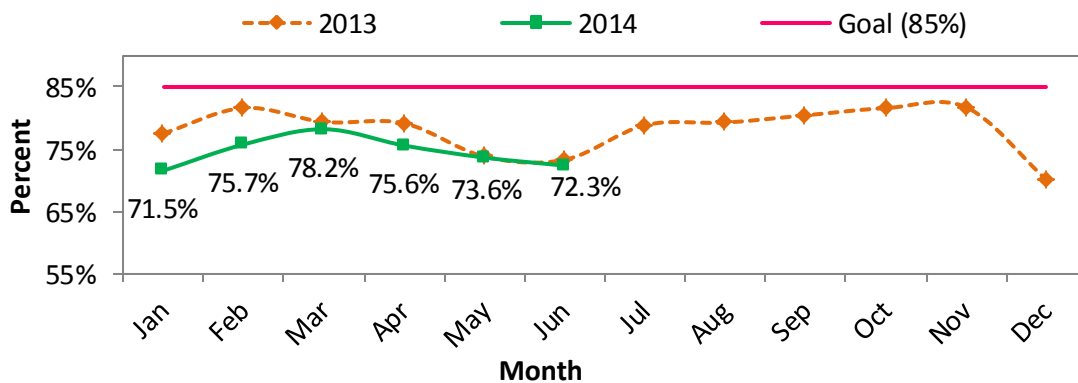
Goal 5: To return youth committed to the Division of Youth Corrections to the community better prepared to succeed through education received while in the custody of CDHS.

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Office of Children, Youth and Families
Division of Youth Corrections
Youth Enrolled in Education Programs or Employed

</div>

Strategy: The mission of the Division of Youth Corrections is to protect, restore and improve public safety through a continuum of services and programs that effectively supervise juvenile offenders; promote offender accountability to victims and communities; and build skills and competencies of youth to become responsible citizens. Youth committed to the Division of Youth Corrections who are enrolled in educational programs or are employed have a greater likelihood of success once they return to the community.

Performance Measure: Number of clients enrolled in a full or part time program upon discharge from DYC (education, employment, or other forms or pro-social community engagement) divided by the number of eligible DYC clients discharged in a specific month.

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2016-17
	Actual	**Actual**	**Actual**	**Actual**	**Request**	**Request**	**Request**
Benchmark:				70%	85%	85%	85%
Actual:		59.6%	62.9%	70%	78%		

Performance Evaluation: DYC has conducted exception analyses to determine reasons for youth not being enrolled in an educational program or employed at discharge. CDHS set a higher goal for performance beginning in April 2013. The 85% goal for this measure was achieved for the first time in April 2014.