



OFFICE OF FAMILY SUPPORT

Vision: We will build a stronger Louisiana by helping individuals, children and families to achieve safer and more independent lives.

Mission: Effectively and efficiently guiding individuals, children and families toward independence and safety through integrated quality services and partnerships in an environment of opportunity and accountability.

The Office of the Secretary will coordinate department efforts by providing leadership, information, support and oversight to all DSS agencies. OSS will promote efficient, professional and timely responses to employees, partners, and customers.

The Office of Community Services will strengthen the safety, permanency and well being of our state's children and families by providing child abuse prevention services, child welfare services, community based services, and administrative and executive supports.

The Office of Family Support will provide supportive services that assist residents to move toward independence and self-sufficiency by meeting basic needs through the provision of financial assistance, education and training, Food Stamps, Child Care, Child Support Enforcement, and the determination of eligibility for Disability Benefits.

Louisiana Rehabilitation Services will assist persons with disabilities in their desire to obtain or maintain employment and/or to achieve

independence in their communities by providing rehabilitation services and working cooperatively with business and other community resources.

Philosophy: **The Department of Social Services is committed to recognition and respect of basic human needs and civil rights of both consumers and employees and the holistic delivery of services with integrity, honesty and fairness.**

DSS Goals:

- I. We will build a unified DSS that pools human and financial resources in order to better serve consumers.**
- II. We will provide quality service to consumers.**
- III. We will utilize evidence-based practices and strategic approaches to fulfill the DSS Mission.**
- IV. We will maximize resources by operating the department in an efficient and effective manner.**

**Office of Family Support
Agency Number: 10-355
Program's Authorizations: (Refer to Appendix A)**

A. ENTITY-WIDE OBJECTIVES

The Entity-Wide Objectives relate to all programs and primary functions of the Office of Family Support. The agency is committed to increasing the level of customer satisfaction in all areas. The goal of reducing the percentage of residents living below the poverty level is a common element to all aspects of agency operations.

GOAL: We will provide quality service to customers. *(DSS Goal II)*

OBJECTIVE A.1: Increase the percentage of customers expressing satisfaction with services by 8% over baseline by 2010.

Strategy A.1.1 Create, disseminate, collect and analyze a customer survey.

- Strategy A.1.2 Establish a baseline customer satisfaction rate. (FY 2006).
- Strategy A.1.3 Develop and implement a customer service training plan.
- Strategy A.1.4 Evaluate and survey annually beginning in FY 2007.

Performance Indicators:

- Input: Number of customers responding to survey.
- Outcome: Number of Customer Service Training sessions.
- Quality: Number and percentage of customers expressing satisfaction.

GOAL: We will utilize evidence-based practices and strategic approaches to fulfill the DSS Mission. *(DSS Goal III)*

- OBJECTIVE A.2 Actively participate in efforts to reduce the percentage of Louisiana residents living in poverty by June 30, 2010.
- Strategy A.2.1 Research and assess existing organizations, collaborative and independent efforts aimed at reducing poverty in the state and nation and select exemplary practices.
- Strategy A.2.2 Join existing collaborative or sponsor new initiatives.
- Strategy A.2.3 Develop an OFS action plan for Agency efforts to reduce poverty.
- Strategy A.2.4 Evaluate efficacy of anti-poverty efforts and adjust activities as appropriate.

Performance Indicators:

- Output: Activities aimed at reducing poverty.
- Outcome: Percentage of residents living in poverty.

B. EXECUTIVE ADMINISTRATION AND ADMINISTRATIVE SUPPORT

The Executive Administration and Support program provides strategic direction to the Office of Family Support. Major functions of this program include fraud detection and recovery, human resources, budget, business services, planning, and management of central files. This program supplies the guidance and infrastructure for the rest of the agency operations.

GOAL: We will maximize resources by operating the department in an efficient and effective manner. *(DSS Goal IV)*

- OBJECTIVE B.1: Direct, coordinate, monitor and control the diverse operations of agency programs through June 30, 2010.
- Strategy B.1.1 Evaluate the overall management and administration of the agency's services.

Strategy B.1.2 Improve comprehensive administrative support through executive decisions, budgeting, planning, human resources and provision of public information.

Strategy B.1.3 Provide effective recovery of improperly received agency benefits.

Performance Indicators:

Input:	Inquiry telephone calls.
Output	Responses to written inquiries.
Output:	Number of cases referred for investigation.
Output	Number of cases referred for prosecutions.
Output:	Number of cases referred for recovery action.
Outcome	Number of investigations completed.
Outcome:	Number of prosecutions completed.
Outcome:	Losses established.
Outcome:	Collections made by fraud and recovery section.
Quality:	Number of program recipients disqualified.

C. CLIENT SERVICES

The Client Services program includes the determination of eligibility of families for cash assistance (Family Independence Temporary Assistance Program [FITAP] and Kinship Care Subsidy Program [KCSP]). The program also provides case management services to FITAP recipients to assist them in becoming self-supporting. Client Services facilitates the provision of other TANF-funded services through contracts and memoranda of understanding with other agencies. It determines the eligibility for Food Stamp benefits and provides outreach activities regarding food and nutrition services. The program contracts for the determination of eligibility for federal disability benefits managed by the Social Security Administration. This program operates the support enforcement program that establishes paternity, locates absent parents, and collects and distributes payments made by absent parents. Client Services also determines eligibility for child care assistance and manages initiatives that aim to increase child care quality.

GOAL: We will provide quality service to customers. (*DSS Goal II*)

OBJECTIVE C.1: Process cash assistance applications and redeterminations in an accurate and timely manner, and refer eligible families to appropriate services.

Strategy C1.1 Monitor percentage of redeterminations and applications processed within assigned time limits.

Strategy C.1.2 Monitor payment accuracy of cash assistance cases and implement appropriate corrective action measures.

Strategy C.1.3 Strengthen practices and policies related to the process of determining eligibility and benefit level.

Strategy C.1.4 Conduct assessment of job placement activities.

Performance Indicators:

- Output: Average number of monthly cases in FITAP.
- Output: Number of FITAP applications.
- Output: Number of reconsiderations for FITAP.
- Output: Number of assessments and referrals for other agency services.
- Outcome: Percentage of applications processed within agency-determined time frames.
- Outcome: Percentage of redeterminations processed within agency-determined time frames.
- Outcome: Percentage of Strategies to Empower People Program (STEP) caseload with identified barriers to employment who receive supportive services.
- Outcome: Number of cash assistances cases closed yearly with employment.
- Outcome: Percentage of cash assistance case-closures who receive a transition assessment, notification, and referrals regarding eligibility and availability of support services (i.e. food stamps, child care, Medicaid, LaChip, and Transportation).
- Outcome: Percentage of STEP caseload entering unsubsidized employment.
- Efficiency: Percentage of STEP assessments occurring within 45-day timeframe.

OBJECTIVE C.2: Process redeterminations and applications within required time frames and maintain or improve the payment accuracy and reciprocity rates in the Food Stamp Program through June 30, 2010.

- Strategy C.2.1 Monitor percentage of redeterminations and applications processed within time limits.
- Strategy C.2.2 Analyze the payment accuracy rate and implement appropriate corrective action measures.
- Strategy C.2.3 Strengthen practices and policies related to the process of determining eligibility and benefit level.
- Strategy C.2.4 Assess the Food Stamp reciprocity rate, develop and implement an outreach plan.

Performance Indicators:

- Output: Number of Food Stamp applications processed.
- Output: Number of redeterminations for Food Stamps processed.
- Output: Total value of Food Stamps (yearly in millions).
- Output: Average number of households certified monthly for Food Stamps.
- Outcome: Percentage of redeterminations within federally-determined time frames.

- Outcome: Percentage of applications processed within federally-determined time frames.
 - Outcome: Food Stamp reciprocity rate (percentage of eligible residents participating).
 - Quality: Food Stamp accuracy rate.
- OBJECTIVE C.3 Ensure that STEP Program customers are engaged in appropriate educational and work placement activities leading to self-sufficiency as measured by an employment retention rate of 50%.
- Strategy C.3.1 Monitor participation rates monthly.
 - Strategy C.3.2 Monitor participation in education and employment.
 - Strategy C.3.3 Monitor the percentage of STEP program customers who receive supportive services.
 - Strategy C.3.4 Strengthen practices and policies to improve work activity participation and supportive services.

Performance Indicators:

- Output: STEP overall participation rate.
- Output: STEP two-parent participation rate.
- Output: Number of cash assistance families receiving transportation services.
- Outcome: STEP cases closed with employment.
- Outcome: Average number of STEP customers (monthly).
- Outcome: Percentage of non-sanctioned STEP families engaged in work activities.
- Outcome: Percentage of non-sanctioned STEP two-parent families engaged in work activities.
- Outcome: Employment retention rate (STEP participation).
- Outcome: Percentage of non-sanctioned STEP families with employment.
- Outcome: Percentage of adult STEP customers lacking high school diploma/GED who are engaged in work activities leading to completion of diploma or GED.
- Outcome: Percentage of minor-aged STEP parents lacking high school diploma/GED who are engaged in work activities leading to completion of diploma or GED.
- Outcome: Percentage of STEP cases closed with employment.
- Outcome: Percentage of cash assistance families that received transportation assistance.
- Outcome: Percentage of cash assistance families that received transitional assistance (Medicaid, Food Stamps, etc.).
- Efficiency: Monthly administrative cost per customer.
- Quality: Percentage of individuals leaving cash assistance that returned to the program within 12 months.

- OBJECTIVE C.4 Provide high-quality, citizen-centered service by balancing productivity, cost, timeliness, service satisfaction, and achieving an accuracy rate of 95.5% in making determinations for disability benefits through June 30, 2010.
- Strategy C.4.1 Monitor accuracy, productivity, cost effectiveness, timeliness and service satisfaction levels
- Strategy C.4.2 Implement appropriate corrective action measures.
- Strategy C.4.3 Strengthen practices and procedures to improve accuracy, productivity, cost effectiveness, timeliness and service satisfaction.

Performance Indicators:

- Output: Number of clients served.
- Outcome: Production per work year.
- Efficiency: Mean processing time for Title II (in days).
- Efficiency: Mean processing time for Title XVI (in days).
- Efficiency: Cost per case (direct).
- Quality: Accuracy rating.

- OBJECTIVE C.5 Provide child support enforcement services on an ongoing basis and increase paternity and obligation establishments, and increase collections by 8% per year through June 30, 2010.
- Strategy C.5.1 Strengthen practices and policies to improve production and cost effectiveness.
- Strategy C.5.2 Monitor the number of paternities and obligations established.
- Strategy C.5.3 Monitor and analyze collections of current and past due child support.

Performance Indicators:

- Output: Total number of paternities established.
- Output: Total number of in-hospital acknowledgments.
- Outcome: Percent increase in collection over prior year collections.
- Outcome: Percentage of cases with support orders established.
- Outcome: Percentage of current support collected.
- Outcome: Percentage of cases with past due support collected.
- Efficiency: Cost effectiveness (total collections divided by program costs).

- OBJECTIVE C.6 Provide child care assistance to 35% of families on cash assistance to encourage their self-sufficiency and provide child care assistance to other low income families through June 30, 2010.
- Strategy C.6.1 Monitor the number of children served by the program and the number of providers participating in the program.

- Strategy C.6.2 Monitor the percentage of STEP Program customers who receive child care services.
- Strategy C.6.3 Strengthen the practices and policies related to the process of determining eligibility and benefit level.

Performance Indicators:

- Output: Number of children receiving Child Care assistance monthly.
- Output: Number of Child Care Assistance Program (CCAP) providers monthly.
- Output: Number of family day care homes registered.
- Output: Number of cash assistance families eligible for child care assistance.
- Outcome: Average monthly cost per child.
- Outcome: Percentage of cash assistance eligible families that received child care assistance.

D. CLIENT PAYMENTS

The Client Payments program makes payments directly to, or on behalf of, eligible recipients for the following: monthly cash grants to FITAP and Kinship Care recipients; education, training, and employment search costs for FITAP recipients; payments to child care and transportation providers; and for various supportive services for FITAP recipients. The program also funds initiatives managed by other agencies and contractors to assist needy families and to improve the quality of child care.

GOAL: We will provide quality service to customers. (*DSS Goal IV*).

OBJECTIVE D.1 Provide cash assistance to eligible families, provide STEP program assistance and supportive service payments, collect and distribute child support payments, and provide child care payments through June 30, 2010.

- Strategy D.1.1 Issue benefits monthly to eligible recipients.
- Strategy D.2.1 Identify and fund program activities and provide appropriate supportive service payments.
- Strategy D.3.1 Collect and distribute Child Support payments.
- Strategy D.4.1 Pay eligible providers for childcare services.

Performance Indicators:

- Output: Average number of monthly cases in FITAP.
- Output: Average FITAP monthly payments.
- Output: Average number of STEP customers (monthly).
- Output: Total annual payments for STEP (in millions).

Output: Total payments for STEP education and training.
Output: Payments for STEP transportation.
Output: Average number of Support Enforcement collection cases.
Output: Total in annual Child Care assistance payments (in millions).
Outcome: Total annual cash assistance payments (in millions) (FITAP and KCSP).
Outcome: Total Support Enforcement collections (in millions).

APPENDIX A: PROGRAM AUTHORIZATION

Executive Administration and General Support (Statutory Requirement: LSA R.S. 46:231; R.S. 36: 471-478)

Principal users of this program are staff in the Office of Family Support as this program supplies general direction and support to the entire agency. Other users are the general public who receive information regarding agency operations. The general public also benefits from the program through efforts of the fraud and recovery unit to ensure proper use of agency benefits.

Client Services (Statutory Requirement: LSA R.S. 46:231; R.S. 236.1-236.3; R.S. 46:151)

Principal users of this program are agency customers who receive timely and accurate eligibility decisions, appropriate case management services, and timely establishment of child support obligations. Other users are contractors and vendors who assist agency staff in the performance of services to clients. The general public benefits from this program through efforts to promote the independence and self-sufficiency of families and the accurate determination of eligibility benefits.

Client Payments (Statutory Requirement: LSA R.S. 46:231; R.S. 36: 471-478; R.S. 236.1-236.3)

This program benefits agency customers through the provision of essential financial benefits to families, food and nutrition assistance, child care assistance, and child support payments. Other users are agencies and contractors who are funded to provide services that complement the direct benefits paid to agency customers.