



# Strategic Plan

**FY 2020-2021**  
*through*  
**FY 2024-2025**

**Department of Children and Family Services**  
**Agency 10-360**



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## I. INTRODUCTION

### Louisiana Department of Children and Family Services (DCFS)

#### Department MISSION

The Department of Children and Family Services (DCFS) is working to keep children, safe, help individuals and families become self-sufficient, and providing safe refuge during disasters.

#### Department VISION

We care for the well-being and safety of Louisiana's people

#### Department VALUES

Treating all people with dignity, compassion, and respect while providing services with integrity.

#### Department GOALS

- I. Promoting and supporting safe and thriving children and families.
- II. Encouraging and supporting individuals moving into self-sufficiency.
- III. Improving customer service through staff productivity and satisfaction.
- IV. Reducing fraud and abuse.
- V. Modernizing and realigning business practices.
- VI. Improving emergency preparedness, response, recovery and mitigation capacities.

#### Department ORGANIZATIONAL STRUCTURE

##### Agency Overview:

In 1988, the Louisiana Legislature reorganized the State's health and human services agency creating the Department of Social Services (DSS). As the public-funded service organization the Department's purpose is to administer the public assistance and welfare laws of the State and to provide high quality social programs and services to Louisiana residents at the lowest possible cost to taxpayers.

During the 2010 Legislative session, the Louisiana Legislature passed Act 887, a measure that reorganized the department into one agency and restructured appointees and their responsibilities. On July 1, 2010 the Department of Social Services, by law, became the Department of Children and Family Services (DCFS) and was structured as one agency with two divisions (operations and programs).

In the 2016 Regular Legislative session the Louisiana Legislature passed Act 90, a measure that reorganized the management of programs and delivery of services in the department. On July 1, the division of programs and the division of operations were replaced by the Division of Child Welfare-led by the Assistant Secretary of Child Welfare and the Division of Family Support

headed by the Assistant Secretary of Family Support. In addition, the position of Deputy Secretary was established.

The department administers approximately 30 various federal and state funded sources for which the ongoing programmatic service delivery activities are organized across four (4) divisions with three (3) appropriation programs as a result of the 2016 reorganization.

1. Division of Management and Finance (1000)
2. Division of Child Welfare (2000)
3. Division of Family Support (3000)

### **Executive Division**

The Secretary serves as the executive head and chief administrative officer of the Department of Children and Family Services and holds the responsibility for the policies of the department, and for the administration, control, and operation of the functions, programs, and affairs of the of the department performing under the general control and supervision of the governor. The Executive Division is comprised of the following Sections and Bureaus:

#### Office of the Secretary

- Audit and Compliance Services
- Emergency Preparedness
- Communications
- Governmental Affairs
- Women's Policy

#### Office of the Deputy Secretary

- General Counsel
- Licensing
- Recovery

*\*The appropriation for the Executive Division falls under the Division of Management and Finance.*

### **Division of Management and Finance**

The Undersecretary manages the functions related to data processing, personnel management, grants management, policy planning, and training for the department and all of its offices. The Undersecretary's Office administers the following Sections:

#### Office of the Undersecretary

- Human Resources
- Systems & Initiative Management
- Policy Planning
- Training

The Deputy Undersecretary manages the functions related to accounting, fiscal, budget control, procurement, contract management, appeals, facilities and consulting services for the department and all of its offices. The Deputy Undersecretary's Office administers the following Sections:

#### Office of the Deputy Undersecretary

- Budget
- Fiscal Services
- Cost Allocation
- Administrative Services
- Appeals

### **Child Welfare Division**

The Assistant Secretary for Child Welfare manages the Division of Child Welfare and performs the duties and functions of the department related to program administration, planning, development and direct service delivery for the various programs of the Child Welfare Division of the Office of Children and Family Services. The Child Welfare Division comprises the following Sections:

- Deputy Assistant Secretary
- Child Welfare Training Academy
- Centralized Intake
- Child Protection Services, Family Services, PSRT
- Foster Care, Adoptions, Home Development, and Behavioral Health
- ICPC, Inquiry and Federal Planning
- IV-E, CQI and Federal Programs
- Tri-Region 1 & Local Offices
- Tri-Region 2 & Local Offices
- Tri-Region 3 & Local Offices

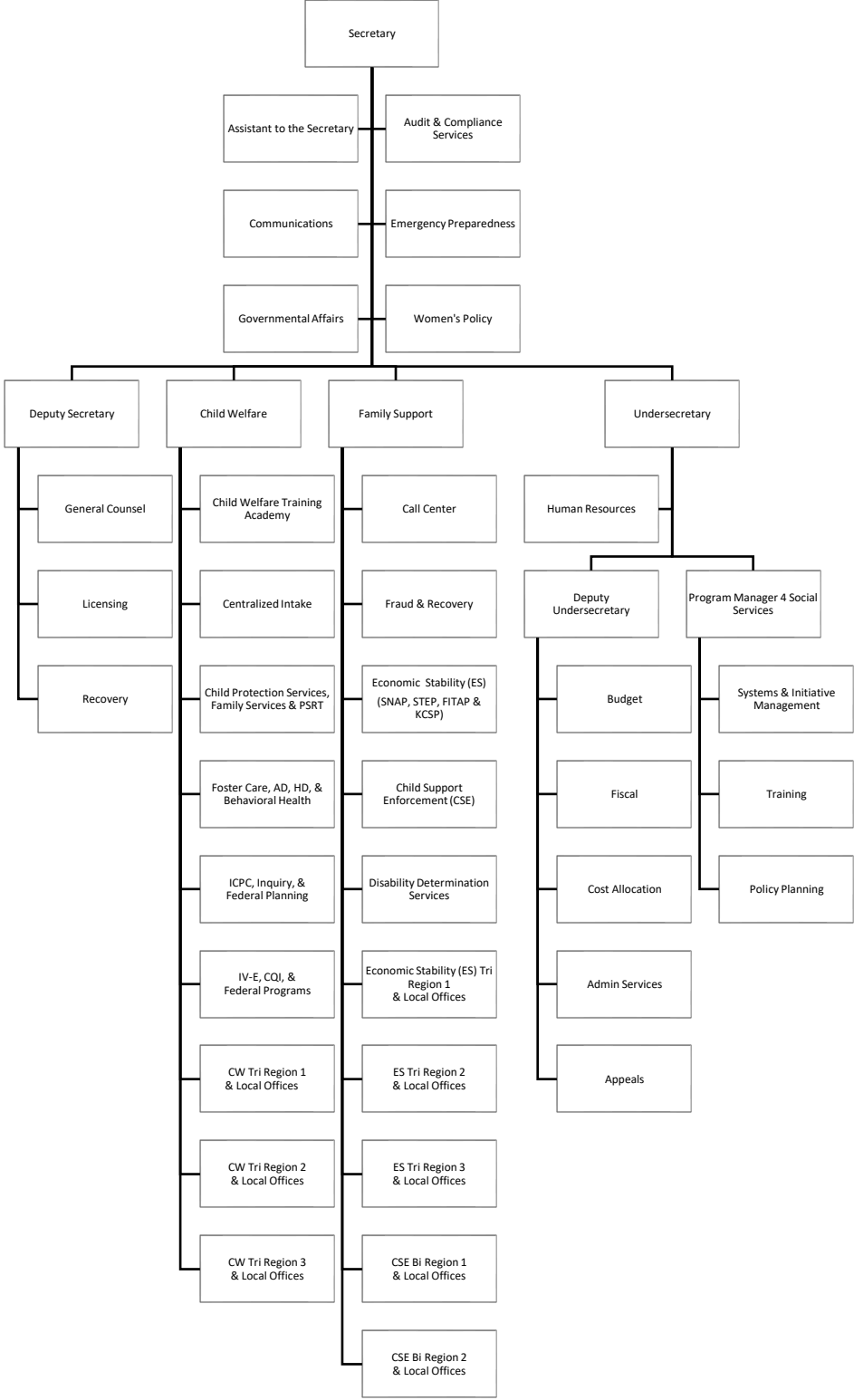
### **Family Support Division**

The Assistant Secretary for Family Support manages the Division of Family Support and performs the duties and functions of the department related to program administration, planning, development and direct service delivery for the various programs of the Family Support Division of the Office of Children and Family Services. The Family Support Division comprises the following Sections:

- Deputy Assistant Secretary
- Call Center
- Fraud & Recovery
- Economic Stability (ES)
  - Supplemental Nutrition Assistance Program (SNAP)/Temporary Assistance for Needy Families (TANF)
  - Strategies to Empower People (STEP)
  - FITAP
  - KCSP
- Child Support Enforcement (CSE)
- Disability Determinations State & Local Services
- ES Tri-Region 1 & Local Offices
- ES Tri-Region 2 & Local Offices
- ES Tri-Region 3 & Local Offices
- CSE Bi-Region 1 & Local Offices
- CSE Bi-Region 2 & Local Offices



# Department ORGANIZATIONAL CHART



## II. STRATEGIC PLANNING COMPONENTS

### A. EXECUTIVE DIVISION

- A.1 Office of the Secretary
  - A.1.1 Audit and Compliance Services
  - A.1.2 Emergency Response
  - A.1.2 Communications
  - A.1.3 Governmental Affairs
  - A.1.5 Women's Policy
- A.2 Deputy Secretary's Office
  - A.2.1 General Counsel
  - A.2.2 Licensing
  - A.2.3 Recovery

### A.1 OFFICE OF THE SECRETARY

#### A.1.1 Internal Audit

**MISSION:** The Bureau of Audit and Compliance Services (BACS) is working to provide independent, objective assurance services designed to add value and improve the organization's operations.

#### **GOAL(S):**

- I. To provide a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

**PROGRAM ACTIVITY:** Internal Audit Unit

**OBJECTIVE A.1.1.a:** To audit 75% of major federal programs administered by DCFS as defined by the Louisiana Single Audit annually.

#### **STRATEGIES:**

**STRATEGY A.1.1.a.i:** Assess the operational and programmatic structure of each audit area using a risk-based approach to assess audit process alignment.

**STRATEGY A.1.1.a.ii:** Review policies, procedures and processes to identify possible control weaknesses.

**STRATEGY A.1.1.a.iii:** Conduct Audits / Inquire of suspected impropriety.

**STRATEGY A.1.1.a.iv:** Recommend actions to reduce risk and exposure to the department.

#### **PERFORMANCE INDICATORS:**

**BASELINE:** 75% of major federal programs administered by DCFS, as defined in the Louisiana Single Audit annually.

**INDICATOR:** 23642

**Outcome:** The percentage of major federal programs on which audits were performed in the current year.

**PROGRAM ACTIVITY:** Compliance Services Unit

**OBJECTIVE A.1.1.b:** To complete contractor compliance reviews on 13% of DCFS qualifying programmatic contracts annually.

**STRATEGIES:**

**STRATEGY A.1.1.b.i:** Assess the operational and programmatic structure of each Division to identify the total population of qualifying DCFS programmatic contracts.

**STRATEGY A.1.1.b.ii:** Review each programmatic section to identify the sample population of qualifying DCFS programmatic contracts to be reviewed.

**STRATEGY A.1.1.b.iii:** Conduct contractor compliance reviews in accordance with contract terms, applicable laws and regulations.

**STRATEGY A.1.1.b.iv:** Recommend actions to reduce risk and exposure to the Department and contractors.

**PERFORMANCE INDICATORS:**

**BASELINE:** 13% of qualifying programmatic contracts identified within DCFS in the current year.

**INDICATOR:** 24414

**Outcome:** The percentage of contractor compliance reviews performed on DCFS qualifying programmatic contracts annually.

**A.1.2 Emergency Preparedness**

**MISSION:** The Emergency Preparedness Section is working to address mass care, emergency assistance, mass feeding, and housing and human services needs as well as to ensure safe refuge (sheltering) for Louisiana citizens in response to all hazardous and emergency events by working collaboratively with other state agencies, local governments, federal government, NGO's and other states.

**GOAL(S):**

- I. To be fully prepared for potential evacuation and sheltering operations at any time.
- II. To be fully prepared for potential Disaster Supplemental Nutrition Assistance Program (DSNAP) operations at any time inclusive of having ample DSNAP sites identified and assessed in each parish and having trained workers from DCFS and supplemented by other departments' staff.

**PROGRAM ACTIVITY:** Emergency Preparedness - Shelter Readiness

**OBJECTIVE A.1.2.a:** Train 90% of assigned ESF6 staff on approved Emergency Preparedness Courses per Fiscal Year.

**STRATEGIES:**

**STRATEGY A.1.2.a.i:** Follow yearly training guidance published yearly by DCFS-EP for yearly training requirements.

**STRATEGY A.1.2.a.ii:** Coordinate with supporting agencies to identify supporting staff to fulfill training requirements.

**PERFORMANCE INDICATORS:**

**BASELINE:** 90% of staff completing training by June 1<sup>st</sup> yearly.

**INDICATOR:** 26185

**Output:** Number of ESF-6 assigned staff.

**Outcome:** Percentage trained per fiscal year.

**PROGRAM ACTIVITY:** Emergency Preparedness - Shelter Readiness

**OBJECTIVE A.1.2.b:** Number of in-state shelter spaces.

**STRATEGIES:**

**STRATEGY A.1.2.b.i:** Identify space within state facilities to be leased.

**STRATEGY A.1.2.b.ii:** Coordinate with parishes for point to point agreements for sheltering.

**STRATEGY A.1.2.b.iii:** Identify space that will house evacuees in community safe houses/community resiliency.

**STRATEGY A.1.2.b.iv:** Maintain an inventory of all necessary resources to efficiently operate state shelters.

**PERFORMANCE INDICATORS:**

**BASELINE:** 30,708 in-state sheltering spaces annually.

**INDICATOR:** 23644

**Output:** The current number of available in-state shelter spaces.

**Outcome:** Increase in state sheltering capabilities per fiscal year.

**PROGRAM ACTIVITY:** Emergency Preparedness - Disaster Supplemental Nutritional Assistance Program (DSNAP) Site Readiness

**OBJECTIVE A.1.2.c:** To identify and assess at least 1 Disaster Supplemental Nutritional Assistance Program (DSNAP) site per parish per fiscal year except for East Baton Rouge, Jefferson and Orleans parishes, each of which has a minimum of 2 sites.

**STRATEGIES:**

**STRATEGY A.1.2.c.i:** Identify spaces that are available for a time lease.

**STRATEGY A.1.2.c.ii:** Assess facility to ensure all needs are available and that the site will fit DCFS requirements.

**STRATEGY A.1.2.c.iii:** If needs are not on site, develop resource plan to acquire unmet needs.

**PERFORMANCE INDICATORS:**

**BASELINE:** 67 (61 parishes have 1 site each plus 3 parishes have a minimum of 2 sites each).

**INDICATOR:** 23646

**Output:** Identify 67 sites for Disaster Supplemental Nutritional Assistance Program through assessments and Cooperative Endeavor agreement.

**A.1.3 Communications**

**MISSION:** The Communications Section is working to ensure DCFS' vision, mission, and activities are accurately and effectively communicated to the media, elected officials, stakeholders, the general public and its employees.

**GOAL(S):**

- I. Provide open, honest access to the media, elected officials, stakeholders and general public; to be accountable to all for accurate and timely information; supporting and communicating the priorities of the Administration; and, improving external communications with the public by facilitating a greater understanding of DCFS' activities and services in a convenient and efficient manner.

**PROGRAM ACTIVITY:** Communications

**OBJECTIVE A.1.3.a:** To ensure consistency with the DCFS mission and accuracy in how the agency responds to and coordinates with media, legislators and the public while responding to 90% of all requests received in a fiscal year within 4 business days.

**STRATEGIES:**

**STRATEGY A.1.3.a.i:** Manage the information flow and coordination with outside individuals and organizations regarding on-going activities and issues concerning DCFS.

**STRATEGY A.1.3.a.ii:** Identify potential pro-active media opportunities each month and write/edit appropriate press releases/social media posts/printed materials.

**STRATEGY A.1.3.a.iii:** Administer our social media sites and track public engagement (Facebook and Twitter) to ensure that established conduct and commenting policies are followed.

**STRATEGY A.1.3.a.iv:** Effectively communicate with media, elected officials, stakeholders, the general public and DCFS staff issues that impact them and the public we serve.

**PERFORMANCE INDICATORS:**

**BASELINE:** 90%

**INDICATOR:** N/A

**Outcome:** Improved inquiry response timeliness rate and accurate information.

**A.1.4 Governmental Affairs**

**MISSION:** The Governmental Affairs section is working to ensure DCFS' vision, mission, and activities are accurately and effectively communicated to elected officials, other state agencies, community partners and stakeholders, and its employees.

**GOAL(S):**

- I. Coordinate DCFS's legislative activity, provide information, facilitate effective and open communications to elected officials, with other state agencies, community partners and stakeholders, and its employees;
- II. Be accountable for accurate and timely information; supporting and communicating the priorities of the Administration;
- III. Improve external relations with elected officials by fostering a greater understanding of DCFS' legislative activities and services in a convenient and efficient manner.

**PROGRAM ACTIVITY:** Legislative Affairs

**OBJECTIVE A.1.4.a:** To ensure consistency with the DCFS mission and accuracy in how the agency responds to and coordinates with legislators, while responding to 90% of all legislative requests received in a fiscal year within three business days.

**STRATEGIES:**

**STRATEGY A.1.4.a.i:** Manage the information flow and coordination with internal staff, outside individuals and organizations regarding on-going legislative activities and issues concerning DCFS.

**STRATEGY A.1.4.a.ii:** Effectively communicate with elected officials, legislative aides, stakeholders, the general public and DCFS staff surrounding issues that impact the department and the public we serve.

**PERFORMANCE INDICATORS:**

**BASELINE:** 90%

**INDICATOR:** N/A

**Outcome:** Improved inquiry response timeliness rate and accurate information.

### **A.1.5 Women's Policy**

**MISSION:** The Women's Policy Section is working to identify and highlight issues of concern to women in Louisiana and engage in activities that improve conditions for women in the state.

**GOAL(S):**

- I. Coordinate with state agencies, elected officials, non-profit organizations, universities, and interested citizens on Louisiana women's issues and provide them with timely and useful information and research on Louisiana women's issues and national trends that address women's education, safety, health, and employment issues.
- II. Analyze information on Louisiana women's issues and provide recommended actions to improve the conditions of women in the state to the Governor and other state elected officials.

**PROGRAM ACTIVITY:** Women's Policy

**OBJECTIVE A.1.5.a:** To aggregate and analyze research on the status of women in Louisiana and throughout the nation in order to provide useful information on current developments and to present the Governor and other elected officials with policy recommendations annually.

**STRATEGIES:**

**STRATEGY A.1.5.a.i:** Collect facts and statistics and conduct studies of conditions pertaining to the employment, health, safety, and financial status of Louisiana women, and national trends which otherwise affect the welfare of Louisiana women.

**STRATEGY A.1.5.a.ii:** Serve on the Louisiana Women's Policy and Research Commission and provide the Commission with technical assistance.

**STRATEGY A.1.5.a.iii:** Evaluate the effectiveness and efficiency of programs which provide services to Louisiana women.

**STRATEGY A.1.5.a.iv:** Submit a final draft of the Louisiana Women's Policy and Research Commission's annual report to the Governor for approval of the DCFS Secretary within the agreed upon timeframe each year.

**STRATEGY A.1.5.a.v:** Establish and maintain the Office on Women's Policy web page housed on the DCFS web site, and a list of public and private women's organizations and agencies throughout the state.

**PERFORMANCE INDICATORS:** The number of issues for which consensus was generated, sufficient to support the submission of a recommended action.

**BASELINE:** This is a new indicator for which the current year will establish an indicator baseline, and after this year the baseline can be amended.

**INDICATOR:** N/A

**Output:** The number of policy recommendations made annually in the Louisiana Women's Policy and Research Commission's Report to the Governor.

## **A.2 DEPUTY SECRETARY'S OFFICE**

### **A.2.1 General Counsel**

**MISSION:** The Bureau of General Counsel (BGC) is working to provide ethical, trustworthy, and competent legal advice, representation and support to the Secretary, Divisions and employees of the Louisiana Department of Children and Family Services in order to assist the agency, its representatives and its employees in efficiently and effectively meeting the agency's goals and objectives.

#### **GOAL(S):**

- I. Successfully litigate cases, reviews, appeals and other hearings.
- II. Reduce the department's risk exposure and mitigate potential damage claims relative to programmatic and administrative actions.

**PROGRAM ACTIVITY:** Bureau of General Counsel

**OBJECTIVE A.2.1.a:** Litigate matters on behalf of the Department of Child and Family Services.

#### **STRATEGIES:**

**STRATEGY A.2.1.a.i:** File suits timely.

**STRATEGY A.2.1.a.ii:** Defend agency actions in appeals and litigation.

**STRATEGY A.2.1.a.iii:** Negotiate stipulated/settlement agreements.

**STRATEGY A.2.1.a.iv:** Obtain Judgments timely.

#### **PERFORMANCE INDICATORS:**

**BASELINE:** This is a new general indicator for which the current year will establish an historical baseline.

#### **INDICATOR:**

**Output:** Number of litigation matters brought to final disposition.

**PROGRAM ACTIVITY:** Bureau of General Counsel

**OBJECTIVE A.2.1.b:** Provide advice, counsel and legal representation on programmatic and administrative matters in a timely manner.

#### **STRATEGIES:**



**STRATEGY A.2.1.b.i:** Review and provide legal guidance on personnel actions and civil service matters in a timely and effective manner.

**STRATEGY A.2.1.b.ii:** Review and provide legal guidance on RFPs, legislation, contracts, leases, MOUs, CEAs, and special projects.

**STRATEGY A.2.1.b.iii:** Review and comment on program and administrative policy.

**PERFORMANCE INDICATORS:**

**BASELINE:** This is a new general indicator for which the current year will establish an historical baseline.

**INDICATOR:** N/A

**Output:** Number of legal opinions rendered; personnel matters, RFPs, contracts, leases, MOUs, CEAs, program and administrative policies, and legislative related matters reviewed and legal guidance provided; and special projects assigned by the Secretary and completed.

**A.2.2 Licensing**

**MISSION:** The Licensing Section is working to protect children and youth who are placed in licensed out of home care by monitoring provider compliance with established standards whereby reducing risk to the health, safety, and well-being of children.

**GOAL(S):**

- I. Conduct monitoring in a fair, consistent and timely manner through on site observation and documentation review.

**PROGRAM ACTIVITY:** Facility Licensing – Licensing

**OBJECTIVE A.2.2.a:** To conduct an inspection on each DCFS licensed facility prior to the annual renewal date.

**STRATEGIES:**

**STRATEGY A.2.2.a.i:** Assign workload distribution to facilitate timely completion.

**STRATEGY A.2.2.a.ii:** Engage in staff development activities to improve operational efficiency.

**STRATEGY A.2.2.a.iii:** Monitor the completion of inspections prior to the end of the renewal period using a data query spreadsheet.

**PERFORMANCE INDICATORS:**

**BASELINE:** The indicator will be measured against the total number of licensing inspections required to be conducted during the reporting period (this is a rolling timeframe).

**INDICATOR:** LAST REPORTED IN FY2017 AS 23665

**Outcome:** The percentage of annual licensed residential homes, child placing agencies, maternity homes, and juvenile detention facilities renewal inspections that were conducted prior to the annual renewal date during the reporting period.

**PROGRAM ACTIVITY:** Facility Licensing – Complaints

**OBJECTIVE A.2.2.b:** To conduct inspections on all licensing complaints received within a 30 day timeframe.

**STRATEGIES:**

**STRATEGY A.2.2.b.i:** Monitor the completion of complaint inspections prior to the 30 day timeframe using a data query spreadsheet.

**STRATEGY A.2.2.b.ii:** Focus supervisors on prioritizing task assignments involving complaints.

**PERFORMANCE INDICATORS:**

**BASELINE:** The indicator will be measured against the total number of complaint inspections required to be conducted during the reporting period (this is a rolling timeframe).

**INDICATOR:** LAST REPORTED IN FY2017 AS 23664

**Outcome:** The percentage of licensing complaints regarding residential homes, child placing agencies, maternity homes, and juvenile detention facilities received during the reporting period for which inspections were conducted within 30 days of receipt of the complaint.

**A.2.3 Recovery**

**MISSION:** The mission of the Health and Social Services (HSS) Recovery Support Function (RSF) and the Louisiana (LA) RSF-3 is to assist locally led recovery efforts in the restoration of the public health (including behavioral health), healthcare and social services networks to promote the resilience, health and well-being of affected individuals and communities. The HSS RSF/LA RSF-3 is concerned with restoring the capacity, or assisting in the continuity of, and reconnecting impacted communities and displaced populations to essential health and social services, including services provided to children in schools and childcare settings. The HSS RSF/LA RSF-3 is concerned with disaster impacts to systems of health care, environmental health, behavioral health and social services including educational and other services delivered in schools and child care settings.

**GOAL(S):**

- I. Support state efforts to restore the capacity and resilience of essential health and social services to meet ongoing and emerging post-disaster community needs.
- II. Protect the health of the population and response/recovery workers, as well as community workers, from the longer-term effects of a post-disaster environment.

- III. Support the continuity of and continued access to essential health and social services, including schools and child care.
- IV. Support behavioral health systems to meet the behavioral health needs of affected individuals, displaced populations, response and recovery workers, and the community.

#### **PROGRAM ACTIVITY: DCFS Recovery**

**OBJECTIVE A.3.5:** Restore basic health and social services functions; identify critical areas of need for health and social services, children and youth needs, as well as key partners and individuals with disabilities and others with access and functional needs and populations in short- term, intermediate, and long-term recovery.

#### **STRATEGIES:**

**STRATEGY A.3.5.a.i:** Serve as the coordinating agency in establishing communication and meetings for RSF-3. Engage local DCFS program managers to begin assessment of local community impacts, gaps, and needs.

**STRATEGY A.3.5.a.ii:** Facilitate request and initiation of Immediate Disaster Case Management Program (IDCMP). Support the initiation and implementation of Multi-Agency Shelter Transition Team (MASTT) if shelters are active.

**STRATEGY A.3.5.a.iii:** Gain visibility on availability of food sources through the LA Mass Feeding Task Force for those experiencing food insecurity.

**STRATEGY A.3.5.iv:** Work closely with partners with resources in Social Services that are available to assist local communities with established needs. Work with the Department of Health and Human Services (HHS) to provide data gathered through FEMA's Disaster Recovery Centers (DRC).

**STRATEGY A.3.5.v:** Determine impacts to the child welfare system and programs, and domestic violence.

**STRATEGY A.3.5.vi:** Coordinate with long term recovery groups. Coordinate with Louisiana 211 as necessary.

#### **PERFORMANCE INDICATORS:**

**BASELINE:** This is an internal measure that was established for state fiscal year 2019 based on the challenges surrounding the Great Flood of 2016. Data for this indicator would come from a variety of existing data sources.

Hold 90 percent of scheduled monthly conference calls, training sessions, or other activities with the identified partners of the HSS RSF/LA RSF-3 on identified and referred recovery matters.

**INDICATOR:** N/A

**Outcome:** Departments, agencies, non-profit organizations, and private sector entities with expertise and/or a role in service delivery, service providers, facilities, and infrastructure for medical, public health, human/social/community services, and

behavioral health (including mental health and substance abuse) services collaborate to improve community recovery and resilience.

### **A.3 DIVISION OF MANAGEMENT AND FINANCE - UNDERSECRETARY'S OFFICE**

- A.3 Undersecretary's Office
  - A.3.1 Human Resources
  - A.3.2 Systems & Initiative Management
  - A.3.3 Policy Planning
  - A.4.4 Training
- A.4 Deputy Undersecretary's Office
  - A.4.1 Budget
  - A.4.2 Fiscal Services
  - A.4.3 Administrative Services
  - A.4.4 Appeals
  - A.4.5 Cost Allocation

#### **A.3.1 Human Resources**

**MISSION:** The Human Resources section is working to provide efficient and effective customer service to all prospective, current, and past employees. The section works collaboratively with leadership to promote best practice human resource management to attract and retain a quality and diverse workforce.

#### **GOAL(S):**

- I. Improving customer service through staff productivity and satisfaction.

**PROGRAM ACTIVITY:** Human Resources - Employee Administration and Benefits

**OBJECTIVE A.3.1.a:** To complete 95% of the personnel/pay actions and benefits for the Department's sections each year within the pay period of the effective date of the action.

#### **STRATEGIES:**

**STRATEGY A.3.1.a.i:** Assess the operational structure to align to work processes as appropriate.

**STRATEGY A.3.1.a.ii:** Review policies, procedures and processes to identify areas where clarification is needed.

**STRATEGY A.3.1.a.iii:** Investigate errors discovered.

**STRATEGY A.3.1.a.iv:** Recommend corrective actions to reduce errors and improve timeliness.

#### **PERFORMANCE INDICATORS:**

**BASELINE:** 95% of personnel/pay and benefits actions processed accurately and timely in the current year.

**INDICATOR:** N/A

**Outcome:** The percentage of DCFS personnel/pay and benefits processed within the pay period of the effective date of the action.

### **A.3.2 Systems & Initiative Management**

**MISSION:** The Systems, Research and Analysis Section is working to provide data analysis as well as guidance and assistance to the DCFS on matters relating to the maintenance and enhancements to the Department's computer systems.

#### **GOAL(S):**

- I. To provide administrative and technical support to program offices on information services matters.

**PROGRAM ACTIVITY:** Systems, Research and Analysis – Help Desk

**OBJECTIVE A.3.2.a:** To resolve and close 90% of the Help Desk tickets that are correctly assigned to Systems group each fiscal year.

#### **STRATEGIES:**

**STRATEGY A.3.2.a.i:** Prioritize work assignments for staff on any outstanding tickets that are over a month old.

**STRATEGY A.3.2.a.ii:** Reduce the number of tickets that are opened needlessly by reviewing request and rerouting them appropriately.

**STRATEGY A.3.2.a.iii:** Investigate any possible ways to improve user capacity to self-help in order to decrease the number of tickets received.

**STRATEGY A.3.2.a.iv:** Train staff in order to effectively reduce time on task and increase productivity.

**STRATEGY A.3.2.a.v:** Cross train staff to reduce downtime that results from absenteeism and capacity gaps.

#### **PERFORMANCE INDICATORS:**

**BASELINE:** 90% of the total number of Help Desk tickets are resolved and closed in the fiscal year.

**INDICATOR:** N/A

**Outcome:** The percentage of Help Desk tickets correctly resolved or closed in each fiscal year.

**PROGRAM ACTIVITY:** Systems, Research and Analysis – Analysis and Audit Reporting

**OBJECTIVE A.3.2.b:** To complete 90% of the data analysis and audit requests received each fiscal year timely and correctly.

#### **STRATEGIES:**

**STRATEGY A.3.2.b.i:** Track all data requests received with the request and completion dates.

**STRATEGY A.3.2.b.ii:** Look for ways to streamline or automate audit requests by analyzing the requests received for similarities or repeat requests of various audits.

**PERFORMANCE INDICATORS:**

**BASELINE:** 90% of the total number of data analysis and audit requests received in a year.

**INDICATOR:** N/A

**Outcome:** The percentage of data analysis and audit requests correctly completed in the year measured.

**A.3.3 Planning and Policy**

**MISSION:** The Planning and Policy Circulation Unit works to keep children safe, helps individuals and families become self-sufficient and provides safe refuge during disasters by ensuring that department policies, procedures, forms, state plans, memoranda, and rules are placed on the DCFS online policy management system (PowerDMS) or published in the Louisiana Register.

**GOAL(S):**

- I. To work with DCFS staff to efficiently, accurately and timely develop, revise, circulate and process policies, forms/instructions, state plans and rules for placement on the DCFS online policy management system or publication in the Louisiana Register so that staff may effectively service our customers.

**PROGRAM ACTIVITY: DCFS Planning and Policy**

**OBJECTIVE A.3.3:** To ensure timely compliance from DCFS staff regarding various mandatory departmental policies, rules and other publications through tracking, monitoring, updating, and inputting the documentation into the online policy management system and notifying staff via the “what’s new” email issued through state wide email.

**STRATEGIES:**

**STRATEGY A.3.3.a.i:** Respond and disseminate mandatory departmental documents as requested to ensure completion deadlines.

**STRATEGY A.3.3.a.ii:** Identify any outstanding documents that have not been completed prior to the completion deadline.

**STRATEGY A.3.3.a.iii:** Provide information and updates upon request to appropriate management staff about the status of requested policies, procedures, forms, state plans, and rules sent to the unit for processing.

**PERFORMANCE INDICATORS:**

**BASELINE:** 90% of the total number of submitted requests have been processed and completed annually.

**INDICATOR:** N/A

**Outcome:** The percentage of completed submitted requests as documented on the Planning and Policy Excel spreadsheet and/or entered into the DCFS online policy management system.

#### **A.3.4 Training**

**MISSION:** The DCFS Training and Development Unit is working to improve staff knowledge and awareness through mandatory departmental computer-based trainings in conjunction with any State and Federal training requirements/regulations.

**GOAL(S):**

- I. To ensure that all computer-based departmental mandatory trainings are completed timely by appropriate agency staff.

#### **PROGRAM ACTIVITY: DCFS Training and Development**

**OBJECTIVE A.3.4:** To ensure timely training compliance from State Office and Field Office staff related to various mandatory departmental trainings in the form of computer-based courses.

**STRATEGIES:**

**STRATEGY A.3.4.a.i:** Generate and disseminate mandatory departmental training memoranda quarterly to ensure staff awareness of required trainings and completion deadlines.

**STRATEGY A.3.4.a.ii:** Run interim non-compliance training reports to identify employees who have not completed the necessary quarterly training prior to the completion deadline.

**STRATEGY A.3.4.a.iii:** Provide unofficial non-compliance report(s) throughout the training quarter to appropriate management staff informing them of compliant State Office and/or Field Office staff prior to the training completion deadline.

**PERFORMANCE INDICATORS:**

**BASELINE:** 90% of the total number of agency staff have completed the required mandatory computer-based trainings each quarter.

**INDICATOR:**

**Outcome:** The percentage of completion from the final compliance report generated.

### **A.4. DEPUTY UNDERSECRETARY'S OFFICE**

#### **A.4.1 Budget**

**MISSION:** The DCFS Budget Unit provides leadership, coordination, and accountability with respect to the management of state and federal resources allocated to the department.

**GOAL(S):**

- I. Facilitate the optimal use of the Department’s financial resources.
- II. Facilitate the budgeting, reporting, and analysis of such resources.

**PROGRAM ACTIVITY:** Budget Unit

**OBJECTIVE A.4.1.a:** To track, plan, and project Department expenditures resulting in a 95% accuracy rate of actual expenditures compared to projected expenditures as provided for in state and federal rules and guidelines.

**STRATEGIES:**

**STRATEGY A.4.1.a.i:** Prepare and submit the annual departmental budget request.

**STRATEGY A.4.1.a.ii:** Make adjustments to departmental budget through budget related documents.

**STRATEGY A.4.1.a.iii:** Compile and utilize monthly revenue fiscal statements and expenditures analysis report to determine the status of departmental revenue and expenditures.

**PERFORMANCE INDICATORS:** +/- 5% variance between projected expenditures for the year as of December 31 compared to end of the year actual expenditures for that fiscal year.

**BASELINE:** Projected expenditures for the fiscal year as of December 31.

**INDICATOR:** N/A

**Outcome:** Percentage of variance between projected expenditures and actual expenditures for the SFY.

**A.4.2 Fiscal Services**

**MISSION:** The Fiscal Services Section is working to provide centralized accounting and financial services including payment management, cash management and financial reporting in support of all divisions and sections Department-wide.

**GOAL(S):**

- I. Maintaining the reliability and integrity of fiscal data according to best practices.
- II. Minimizing audit risks.
- III. Providing timely, quality and professional customer services.

**PROGRAM ACTIVITY:** Fiscal Services - Payment Management Travel Unit

**OBJECTIVE A.4.2.a:** To process payment of 98% of all complete and accurate travel reimbursement requests received in one month within 10 days of receipt to reduce the delay in transferring funds to the traveler.



**STRATEGIES:**

**STRATEGY A.4.2.a.i:** Review and revise policies and procedures to identify and address inefficiencies.

**STRATEGY A.4.2.a.ii:** Identify and address staff training and development needs.

**STRATEGY A.4.2.a.iii:** Realign processes to increase productivity.

**PERFORMANCE INDICATORS:**

**BASELINE:** 98% (based on prior fiscal year 2014 data).

**INDICATOR:** N/A

**Outcome:** The percentage of complete and accurate travel reimbursement requests received in a month and processed within 10 days of receipt.

**PROGRAM ACTIVITY:** Fiscal Services - Payment Management Contracts Unit

**OBJECTIVE A.4.2.b:** To process payment of 98% of all complete and accurate contract invoices received in one month within 10 days of receipt to reduce the delay in transferring funds.

**STRATEGIES:**

**STRATEGY A.4.2.b.i:** Review policies and procedures to identify and address inefficiencies.

**STRATEGY A.4.2.b.ii:** Identify and address staff training and development needs.

**STRATEGY A.4.2.b.iii:** Realign processes to increase productivity.

**PERFORMANCE INDICATORS:**

**BASELINE:** 98% (based on prior fiscal year 2014 data).

**INDICATOR:** N/A

**Outcome:** The percentage of complete and accurate contract invoices received in one month and paid within 10 days.

**PROGRAM ACTIVITY:** Fiscal Services - Financial Management

**OBJECTIVE A.4.2.c:** To complete all monthly financial statements within 35 days after close of the month in ISIS (state financial system) to reduce delays in monthly expenditure analysis, quarterly federal reports, and cost allocation accuracy and review.

**STRATEGIES:**

**STRATEGY A.4.2.c.i:** Review policies and procedures to identify and address inefficiencies.

**STRATEGY A.4.2.c.ii:** Identify and address staff training and development needs.

**STRATEGY A.4.2.c.iii:** Realign processes to increase productivity.

**PERFORMANCE INDICATORS:**

**BASELINE:** 12 per fiscal year.

**INDICATOR:** N/A

**Output:** The number of monthly financial statements completed within 35 days after close of the month in ISIS per fiscal year.

**A.4.3 Administrative Services**

**MISSION:** The Administrative Services Section is working to provide support and management services for the Department's administrative, programmatic and operating offices so that they will function efficiently and effectively on a day-to-day basis.

**GOAL(S):**

- I. Improve rental and lease processing speeds by eliminating unnecessary delays caused when documents are returned by the Division of Administration Office of Contract Review (OCR) or Facilities Planning and Control (FP&C) for error and/or omission corrections.
- II. Improve staff productivity and customer satisfaction through enhanced delivery of Purchasing, LaCarte and CBA Administration and Compliance, Property Control, Fleet Management, Safety, Building Management, ISIS Security management services and Telecommunication services.

**PROGRAM ACTIVITY:** Administrative Services - Leases

**OBJECTIVE A.4.3.a:** To assure that 90% of lease renewals, extensions and new agreements are processed and approved for execution within 90 days of submission of a completed request.

**STRATEGIES:**

**STRATEGY A.4.3.a.i:** Thoroughly review rent and lease documents and work directly with the initiating office to obtain missing documents or necessary corrections before forwarding to Division of Administration - Facilities Planning and Control (FP&C).

**STRATEGY A.4.3.a.ii:** Assess why each returned item required additional information and consider how to improve future transactions.

**STRATEGY A.4.3.a.iii:** Use checklists and ticklers to assure that reviews are timely, accurate and thorough before lease requests are forwarded.

**STRATEGY A.4.3.a.iv:** Provide training for state office and field office staffs to enhance capabilities.

**STRATEGY A.4.3.a.v:** Procure and Implement an electronic data management system to expedite and standardize documents processing.

**PERFORMANCE INDICATORS:**

**BASELINE:** 90% (This is a new indicator for which the baseline will be established with FY 2014 reported data).

**INDICATOR:** N/A

**Outcome:** Lease Approval Timeliness Rate

**OBJECTIVE A.4.3.b:** To assure 90% of field offices are submitting vehicle logs and fuel receipts monthly to Administrative Services for reconciliation and data entry of mileage into the Asset Management Platform system.

**STRATEGIES:**

**STRATEGY A.4.3.b.i:** Thoroughly review vehicle logs received monthly to ensure all offices submit timely and accurately.

**STRATEGY A.4.3.b.ii:** Follow up with any office that fails to submit monthly logs and fuel receipts, including informing supervisors of infraction.

**STRATEGY A.4.3.b.iii:** Utilize newly developed spreadsheet to track the date logs are received and the date Administrative Services logs mileage of each vehicle into the Asset Management Platform system.

**PERFORMANCE INDICATORS:**

**BASELINE:** 90% (This is a new indicator for which the baseline will be established with FY2019 data).

**INDICATOR:** N/A

**OUTCOME:** Fleet logs submitted timely and accurately

**A.4.4. Appeals**

**MISSION:** The Appeals Unit is working to ensure compliance with federal and state regulations through the timely processing of claimant appeals and Agency administrative disqualification requests, as well as assisting with the Agency's rulemaking procedures.

**GOAL(S):**

- I. Process claimant appeal requests and Agency administrative disqualification requests within the federally prescribed time requirements.
- II. Facilitate the Agency rulemaking process and provide documentation of hearing proceedings.

**PROGRAM ACTIVITY:** Appeals - ADH and PA Appeals

**OBJECTIVE A.4.4.a:** To process 90% of Administrative Disqualification Hearings (ADH) and Public Assistance (PA) recommended claimant appeal hearing requests within 90 days of receipt.

**STRATEGIES:**

**STRATEGY A.4.4.a.i:** Communicate with Economic Stability Office supervisors and managers to facilitate the timely receipt of claimant appeals.

**STRATEGY A.4.4.a.ii:** Review and amend pertinent Agency policy to aid in timely submission and processing of claimant appeals.

**STRATEGY A.4.4.a.iii:** Monitor the appeal process from receipt of appeal request to rendering of case decision to assure all time limits are adhered to by Agency, the Appeals Unit and the decision issuer.

**PERFORMANCE INDICATORS:**

**BASELINE:** 90%

**INDICATOR:** 25648

**Outcome:** Percentage of all ADH and PA appeal cases processed in compliance with federal and state regulations.

**PROGRAM ACTIVITY:** Appeals - SNAP Fair Hearing Appeals

**OBJECTIVE A.4.4.b:** To process 90% of Supplemental Nutrition Assistance Program (SNAP) claimant appeal hearing requests within 60 days of receipt.

**STRATEGIES:**

**STRATEGY A.4.4.b.i:** Communicate with Economic Stability Office supervisors and managers to facilitate the timely receipt of claimant appeals.

**STRATEGY A.4.4.b.ii:** Review and amend pertinent Agency policy to aid in timely submission and processing of claimant appeals.

**STRATEGY A.4.4.b.iii:** Monitor the appeal process from receipt of appeal request to rendering of case decision to assure all time limits are adhered to by Agency, our Unit and decision issuer.

**PERFORMANCE INDICATORS:**

**BASELINE:** 90%

**INDICATOR:** 25649

**Outcome:** Percentage of all SNAP appeal cases processed in compliance with federal and state regulations.

**A.4.5 Cost Allocation**

**MISSION:** The Cost Allocation Unit is working to ensure that costs incurred in the Department of Children and Family Services are proportionately allocated to the benefitting programs in accordance with Federal rules and guidelines.

**GOAL(S):**

- I. To identify and initiate adjustments necessary to maintain the efficiency and accuracy of the cost reporting system.

**PROGRAM ACTIVITY:** Cost Allocation

**OBJECTIVE A.4.5.a:** To maintain financing by programmatic funding source variances resulting from allocation methodology changes to within a +/- 3% range as compared to the same period for prior year.

**STRATEGIES:**

**STRATEGY A.4.5.a.i:** Update semi-annually and maintain a federally approved cost allocation plan.

**STRATEGY A.4.5.a.ii:** Receive notifications of impending changes in department operations and incorporate them into plan amendments.

**STRATEGY A.4.5.a.iii:** Review and analyze monthly statistical and financial reports to assure the accuracy of information input into the financial management system.

**STRATEGY A.4.5.a.iv:** Recommend corrective actions when necessary to maintain the integrity of reported data.

**STRATEGY A.4.5.a.v:** Define allocation methods for new and changing department-wide activities.

**PERFORMANCE INDICATORS:**

**BASELINE:** +/- 3% as defined by federal standard

**INDICATOR:** N/A

**Outcome:** The number of funding sources reporting a deviation of +/- 3% in the period year compared to the current year as reported in the semi-annual plan amendment cost impact statement.

**B. DIVISION OF CHILD WELFARE**

- B.1 Child Welfare Services
  - B.1.1 Child Protection Investigation
  - B.1.2 Foster Care Services
  - B.1.3 Adoption Services
  - B.1.4 Family Services
  - B.1.5 Continuous Quality Improvement
  - B.1.6 Centralized Intake Services
  - B.1.7 Tri-Region and Local Offices

- B.1.7.1 Child Protection Services (CPS)/Investigation
- B.1.7.2 Foster Care
- B.1.7.3 Adoption
- B.1.7.4 Family Services
- B.1.8. Child Welfare Training Academy

## **B.1 Child Welfare Services**

### **B.1.1 Child Protection Investigation**

**MISSION:** The Child Protection Investigation section is working to provide Louisiana a quality child protection investigation program to ensure children are safe from parental abuse and neglect and their families have sufficient protective capacity to protect them from future maltreatment.

#### **GOAL(S):**

- I. To maintain a quality child protection investigation program based on national standards and best practices in the field, provide guidance and support to field staff through policy updates, mentoring, technical assistance and consultation, and evaluate the effectiveness of the program to advance continuous improvement.

#### **PROGRAM ACTIVITY:** Child Protection Investigations

**OBJECTIVE B.1.1.a:** Policy regarding the Child Protection Investigations Program will be updated within 30 days of notification that state and federal laws and regulations have been updated.

#### **STRATEGIES:**

**STRATEGY B.1.1.a.i:** A Child Welfare Manager will be assigned to monitor Child Welfare/Children's Bureau list serves on a monthly basis to capture changes in laws and/or regulations.

**STRATEGY B.1.1.a.ii:** Child Welfare Managers will update policy and submit to the designated Child Welfare staff for review as changes are announced.

**STRATEGY B.1.1.a.iii:** Child Welfare Managers will provide field staff with updates as needed related to policy changes, legislative changes, and best-practice.

**STRATEGY B.1.1.a.iv:** Child Welfare Managers will provide mentoring and consultation to CPI field staff as requested in individual or group settings to address changes in policy, best practice, and implementation of initiatives.

#### **PERFORMANCE INDICATORS:**

**BASELINE:** This is a new indicator for which a baseline will be established.

**INDICATOR:** N/A

**Outcome:** The percentage of Child Protection Investigation policy changes updated within 30 days.

### **B.1.2 Foster Care Services**

**MISSION:** The Foster Care Services section is working to provide quality services to achieve the safety, permanency and well-being needs of children in the Louisiana Foster Care Program.

**GOAL(S):**

- I. Provide guidance to field staff practicing, supervising or managing Foster Care services through policy updates, mentoring, technical assistance, consultation and educational opportunities through varied mediums for improvement in the quality of safety, permanency and well-being services provided to children and families served in Foster Care.

**PROGRAM ACTIVITY:** Foster Care Services

**OBJECTIVE B.1.2.a:** Policy regarding the Foster Care Program will be updated within 30 days of notification that state and federal laws and regulations have been updated.

**STRATEGY B.1.2.a.i:** Develop policies, procedures and processes to comply with state and federal laws, policies, and best practices.

**STRATEGY B.1.2.a.ii:** Provide field staff monthly educational opportunities and/or guidance related to policy changes, legislative changes, and best-practice.

**STRATEGY B.1.2.a.iii:** Prepare Annual Progress and Services Report for approval by DCFS Secretary and submit to federal partners by June 30<sup>th</sup> of each year.

**PERFORMANCE INDICATORS:**

**BASELINE:** This is a new indicator for which the baseline will be established.

**INDICATOR(S):** N/A

**Outcome:** The percentage of Foster Care policy changes updated within 30 days.

**B.1.3 Adoption Services**

**MISSION:** The Adoption Services section is working to provide quality services to achieve timely, safe and permanent adoptions for children legally available for adoption.

**GOAL(S):**

- I. Implement a streamlined process to recruit and certify foster and adoptive families.
- II. Finalize adoptions for children legally available for adoption.

**PROGRAM ACTIVITY:** Adoption Services

**OBJECTIVE B.1.3.a:** Increase the number of newly certified foster/adoptive homes 2% each fiscal year to provide temporary care and permanency for children entering foster care.

**STRATEGIES:**

**STRATEGY B.1.3.a.i:** Assess each region's foster care/adoption population.

**STRATEGY B.1.3.a.ii:** Review current foster/adoptive parent population.

**STRATEGY B.1.3.a.iii:** Review regional recruitment/retention plans to determine if the plan is reflective of the current foster/adoptive placement needs.

**STRATEGY B.1.3.a.iv:** Provide guidance/consultation to each region addressing alternate action steps to meet identified needs.

**STRATEGY B.1.3.a.v:** Establish policies procedures and support functions to facilitate timely achievement of adoptions.

**PERFORMANCE INDICATORS:**

**BASELINE:** 2% Increase in the number of newly certified foster/adoptive homes over prior fiscal year total. The homes increased will meet the identified placement needs as identified in the regional recruitment plans.

**INDICATOR:** 25870

**Outcome:** Two (2%) percent increase of newly certified foster/adoptive homes in the current fiscal year over the prior year.

**B.1.4 Family Services**

**MISSION:** Family Services section is working to ensure that children are safely maintained in their homes whenever possible and appropriate.

**GOAL(S):**

- I. Ensure that the Family Services program implements and performs the best child welfare practices for meaningful and quality service provision by providing mentoring and consultation to Family Services field staff.

**PROGRAM ACTIVITY:** Family Services

**OBJECTIVE B.1.4.a:** Provide supervisory mentoring/consultation for Family Services supervisors as needed.

**STRATEGIES:**

**STRATEGY B.1.4.a.i:** Policy regarding the Family Services program will be updated within 30 days of notification that state and federal laws and regulations have been updated.

**STRATEGY B.1.4.a.ii:** Develop policies, procedures and processes to comply with state and federal laws, policies and practices.

**STRATEGY B.1.4.a.iii:** Provide field staff monthly, educational opportunities and/or guidance related to policy changes, legislative changes, and best practice.

**PERFORMANCE INDICATORS:**



**BASELINE:** This is a new indicator for which a baseline will be established.

**INDICATOR:** N/A

**Output:** The percentage of Family Services policy changes updated within 30 days.

### **B.1.5 Continuous Quality Improvement**

**MISSION:** The Continuous Quality Improvement Section is working to ensure that the highest quality of services is provided to children and families through the activities of the Child Welfare Program.

#### **GOAL(S):**

- I. To maintain a statewide case review process which captures practice compliance with federal measures in the areas of safety, permanency and well-being, resulting in corrective action measures to improve practice.

**PROGRAM ACTIVITY:** Continuous Quality Improvement

**OBJECTIVE B.1.5.a:** To conduct case reviews to identify problematic areas in practice in order to uniformly implement needed change statewide.

#### **STRATEGIES:**

**STRATEGY B.1.5.a.i:** Utilize a uniform case review instrument to capture practice compliance.

**STRATEGY B.1.5.a.ii:** Develop corrective action plans as necessary and monitor improvement.

**STRATEGY B.1.5.a.iii:** Develop regional and statewide report of findings.

#### **PERFORMANCE INDICATORS:**

**BASELINE:** A minimum of 65 child welfare cases reviewed per cycle.

**INDICATOR:** N/A

**Output:** The number of completed case reviews each cycle.

### **B.1.6 Centralized Intake Services**

**MISSION:** The Centralized Intake Services Field Offices Section is working to respond to incoming reports of child abuse and neglect effectively and efficiently by conducting timely assessment and prioritization of reported circumstances.

#### **GOAL(S):**

- I. To provide quality intake services in order to support the direct service programs that provide services to families to help engender safe and thriving children.

- II. To provide excellent intake services to the public and mandated reporters to support the direct services that promote the outcome of safe and thriving children and families.

**PROGRAM ACTIVITY:** Centralized Intake – Child Protection

**OBJECTIVE B.1.6.a:** To provide rapid child protection response service by maintaining a 4 minute response for incoming calls to the Centralized Intake Call Center.

**STRATEGIES:**

**STRATEGY B.1.6.a.i:** Assure staffing structure to align number of Intake staff with high-call volume times.

**STRATEGY B.1.6.a.ii:** Develop and maintain communication processes to facilitate quality assessments of intakes.

**STRATEGY B.1.6.a.iii:** Assure appropriate supervisory approval process to support accurate and quality intakes.

**PERFORMANCE INDICATORS:**

**BASELINE:** 4 minute – average speed to answer incoming calls when an intake worker is available.

**INDICATOR:** 25079

**Outcome:** Average speed to answer calls by available Intake worker on a semiannual basis.

**B.1.7 Child Welfare Tri-Region and Local Offices**

**B.1.7.1 Child Protection Investigation**

**MISSION:** Child Protection Investigation Services is working to provide services aimed at protecting children from abuse and /or neglect. This is accomplished by committed professional staff working to protect children.

**GOAL(S):**

- I. To provide quality child protection investigation activities and services that supports the outcome of safe and thriving children and families.

**PROGRAM ACTIVITY:** Child Protection Investigation (CPI) – Local Offices

**OBJECTIVE B.1.7.a:** To respond to reported allegations of abuse and/or neglect within the assigned response priority timeframe in 80% of cases opened within the quarter.

**STRATEGIES:**

**STRATEGY B.1.7.a.i:** Procedures are developed in every local office to respond timely to the allegation.

**STRATEGY B.1.7.a.ii:** Supervisors assign reports timely and assure the assigned worker has responded timely.

**PERFORMANCE INDICATORS:**

**BASELINE:** 80% of the time children will be seen timely as determined by the assigned response priority.

**INDICATOR:** 15769

**Outcome:** Percentage of alleged victims seen within the assigned response priority on a quarterly basis.

**B.1.7.2 Foster Care**

**MISSION:** The Foster Care section is working to provide the direct services necessary to provide for the safety, permanency and well-being needs of the children in the State Foster Care Program.

**GOAL(S):**

- I. To provide direct services to children who are in the custody of the Department and assure that their safety, health, and well-being are maintained.
- II. To provide direct services to parents and caretakers to achieve safe and timely return of children to their homes or to provide alternative permanent safe living arrangements.

**PROGRAM ACTIVITY:** Foster Care Services – Local Offices

**OBJECTIVE B.1.7.2.a:** To improve service delivery to children and families by completing a minimum of one monthly home visit with each child who is receiving foster care services.

**STRATEGIES:**

**STRATEGY B.1.7.2.a.i:** Supervisors meet with their workers regularly to discuss the case plan and assure timely home visits with the children.

**STRATEGY B.1.7.2.a.ii:** Staff documents their monthly home visits with the children in their caseload.

**STRATEGY B.1.7.2.a.iii:** Each child's case plan will state that monthly home visits will be conducted with the child.

**PERFORMANCE INDICATORS:**

**BASELINE:** 75% - Monthly home visits each foster child. WebFocus reports will be monitored quarterly.

**INDICATOR:** 26314

**Outcome:** The percentage of foster children who receive monthly home visits.

**B.1.7.3 Adoption Services**

**MISSION:** The Adoption Services Section of Field Offices is working to provide direct delivery of services needed for adoption of foster care children in a timely manner.

**GOAL(S):**

- I. To achieve timely, safe and permanent adoptions for children legally available for adoption.

**PROGRAM ACTIVITY:** Adoption Services – Local Offices

**OBJECTIVE B.1.7.3.a:** Assure children who exit foster care to adoption do so within 24 months of foster care entry date.

**STRATEGIES:**

**STRATEGY B.1.7.3.a.i:** Establish concurrent plans for each child entering foster care at the first family team meeting.

**STRATEGY B.1.7.3.a.ii:** Complete minimum monthly home visits with the parents and the children to assure timely actions on the case plan which support permanency decisions for children.

**PERFORMANCE INDICATORS:**

**BASELINE:** 33%

**INDICATOR:** 13327

**Outcome:** The percentage of children in foster care that exit foster care by adoption within 24 months per quarter.

**B.1.7.4 Family Services**

**MISSION:** Family Services Field Offices Section is working to provide direct delivery of services to families to ensure that children are safely maintained in their home whenever possible and appropriate.

**GOAL(S):**

- I. To ensure the safety of children by conducting home visits and supportive services to families in order that children may be maintained safely in their families.

**PROGRAM ACTIVITY:** Family Services – Local Offices

**OBJECTIVE B.1.7.4.a:** To document an absence of maltreatment within 6 months of initial validated cases for 95% of children under age per fiscal year.

**STRATEGIES:**

**STRATEGY B.1.7.4.a.i:** Implement processes and procedures to assure workers conduct timely home visits to families receiving Family Services, per policy.

**PERFORMANCE INDICATORS:**

**BASELINE:** 95% is based on an average of 6 months data.

**INDICATOR(S):** 23651, 23092, 23093

**Outcome:** Absence (in percent) of maltreatment of children receiving Family Services for 6 months after validated CPI report.

### **B.1.8 Child Welfare Training Academy**

**MISSION:** The Louisiana Child Welfare Training Academy (LCWTA) works collaboratively to strengthen the recruitment, training, and retention of child welfare professionals to achieve safety, permanency and well-being of children and families in Louisiana.

#### **GOAL(S):**

- I. Learning: Offer comprehensive learning opportunities.
- II. Recruitment: Recruit competent, qualified, dedicated child welfare professionals.
- III. Retention: Support the retention of child welfare professionals.
- IV. Infrastructure: Build capacity to effectively and efficiently fulfill the LCWTA University Alliance mission.

**PROGRAM ACTIVITY:** Training; Talent/Workforce Development

**OBJECTIVE B.1.8:** Increase the number of competent, dedicated social workers entering DCFS/CW by 3-5% each year over the next 5 years ending June 30, 2024.

#### **STRATEGIES:**

**STRATEGY B.1.8 i:** Develop a comprehensive recruitment plan by June 30, 2020 to recruit a diversity of current and prospective students into child welfare.

**STRATEGY B.1.8 ii:** Offer training and professional development opportunities to equip prospective and current child welfare professionals for their roles.

#### **PERFORMANCE INDICATORS:**

**BASELINE:** 85%

**INDICATOR:** N/A

Outcome: % of prospective and current child welfare staff who agree that the content of trainings provide them with knowledge and skills they need for their role.

### **C. DIVISION OF FAMILY SUPPORT**

- C.1 Economic Stability
  - C.1.1 SNAP (Nutrition Assistance)
  - C.1.2 STEP (Employability Development)
  - C.1.3 FITAP (Income Subsidy)

- C.1.4 KCSP (Kinship Care Subsidy)
- C.2 Child Support Enforcement
- C.3 Disability Determinations
- C.4 Fraud and Recovery Unit
- C.5 Tri-Region and Local Offices
- C.6 Call Center

**C.1 Economic Stability**

**C.1.1 Supplemental Nutrition Assistance Program (SNAP)**

**MISSION:** The Supplemental Nutrition Assistance Program (SNAP) Section is working to help families become self-sufficient by assisting them to meet their nutritional needs.

**GOAL(S):**

- I. Ensure that operations supervisors and staff are knowledgeable in program policies, procedures and regulatory requirements.
- II. Conduct reviews to assure compliance, reduce errors and improve customer service accuracy.

**PROGRAM ACTIVITY:** Supplemental Nutrition Assistance Program

**OBJECTIVE C.1.1.a:** Conduct quarterly case reviews to determine training needs in order to conduct training to ensure program policies are understood and correctly applied.

**STRATEGIES:**

**STRATEGY C.1.1.a.i:** Conduct case readings to determine understanding of policy.

**STRATEGY C.1.1.a.ii:** Use error factor trends to determine training needs.

**STRATEGY C.1.1.a.iii:** Provide training on new policies and to address problem areas.

**STRATEGY C.1.1.a.iv:** Incorporate existing and updated practice standards into training curriculum.

**PERFORMANCE INDICATORS:**

**BASELINE:** 4,320 per year – based on an internal management standard of 120 per region per quarter.

**INDICATOR:** 26321

**Output:** The number of case reviews conducted per quarter.

**C.1.2 Strategies To Empower People (STEP)**

**MISSION:** The Strategies to Empower People (STEP) Program Section is working to help families become self-sufficient by assisting in meeting their educational and financial needs while transitioning them into employment and self-sufficiency.

**GOAL(S):**

- I. To provide administration and support for programming that delivers training for cash assistance recipients to enable them to transition from welfare to work.

**PROGRAM ACTIVITY:** Strategies to Empower People (STEP)

**OBJECTIVE C.1.2.a:** Conduct quarterly reporting on programmatic educational or work activities and support services program participation by cash assistance recipients to assure cost efficiency.

**STRATEGIES:**

**STRATEGY C.1.2.a.i:** Complete and submit the department's annual program plan to the federal oversight agency describing the department's intended programmatic activities.

**STRATEGY C.1.2.a.ii:** To measure and report on program delivery department-wide.

**STRATEGY C.1.2.a.iii:** To monitor compliance with federal programmatic standards and participate in programmatic reviews oversight entities.

**PERFORMANCE INDICATORS:**

**BASELINE:** This is a new indicator for which the baseline was established with FY2014 reported data.

**INDICATOR:** 26187

**Efficiency:** Annual cost per program participant.

**C.1.3 Family Independence Temporary Assistance Program (FITAP) and Kinship Care Subsidy Program (KCSP) Income Subsidy**

**MISSION:** The Family Independence Temporary Assistance Program (FITAP) and Kinship Care Subsidy Program (KCSP) income subsidy programs are working to help families become self-sufficient by assisting in meeting their financial needs while transitioning them into employment.

**GOAL(S):**

- I. Ensure policy is clear so that field staff can make decisions that allow timely issuance of benefits.
- II. Conduct reviews to determine weaknesses and error prone areas, to improve the level of accuracy.

**PROGRAM ACTIVITY:** FITAP and KCSP

**OBJECTIVE C.1.3.a:** Conduct quarterly case reviews to determine training needs in order to conduct training to ensure program policies are understood and correctly applied.

**STRATEGIES:**

**STRATEGY C.1.3.a.i:** Conduct case readings to determine understanding of policy.

**STRATEGY C.1.3.a.ii:** Use error factor trends to determine training needs.

**STRATEGY C.1.3.a.iii:** Provide training on new policies and to address problem areas.

**STRATEGY C.1.3.a.iv:** Incorporate existing and updated practice standards into training curriculum.

**PERFORMANCE INDICATORS:**

**BASELINE:** 4,320 per year – based on an internal management standard of 120 per region per quarter.

**INDICATOR:** 26188

**Output:** The number of case reviews conducted per quarter.

**C.2 Child Support Enforcement (CSE)**

**MISSION:** The Child Support Enforcement section is working to put children first by helping parents assume responsibility for the economic and social well-being, health, and stability of their children.

**GOAL(S):**

- I. Ensure that support enforcement services are effectively and expeditiously provided.
- II. Ensure that children receive the child and medical support they need and are entitled to under the law.

**PROGRAM ACTIVITY:** Child Support Enforcement - Paternity

**PROGRAM ACTIVITY:** Child Support Enforcement – Support Collected

**OBJECTIVE C.2.a:** Increase the percent of child support collected in the current fiscal year by 2%.

**STRATEGIES:**

**STRATEGY C.2.a.i:** Improve automated tools to identify sources of income and assets of non-custodial parents.

**STRATEGY C.2.a.ii:** Focus on arrears only cases through a specialized unit at State Office.

**STRATEGY C.2.a.iii:** Establish and monitor contracts with District Attorneys engaging in these efforts.

**PERFORMANCE INDICATORS:**

**BASELINE:** 2% increase in the amount of support collected in the prior period.



**INDICATOR:** 26315

**Outcome:** The increase in the amount of support collected in the current year over the prior fiscal year.

### **C.3 Disability Determinations Services (DDS)**

**MISSION:** The Disability Determination Services Section is working to treat all customers with respect and courtesy at all times and to process all disability claims accurately within prescribed time frames.

#### **GOAL(S):**

- I. To process disability applications for those individuals in need of assistance while meeting federal and state guidelines.
- II. To process disability applications accurately and within prescribed time frames while providing quality customer service.

**PROGRAM ACTIVITY:** Disability Determination Services (DDS) – Processing Time

**OBJECTIVE C.3.a:** To maintain a mean processing time of 80 days for initial disability eligibility decisions.

#### **STRATEGIES:**

**STRATEGY C.3.a.i:** Monitor the amount of time it takes to process initial disability eligibility decisions.

**STRATEGY C.3.a.ii:** Begin case development the same day the case is received.

**STRATEGY C.3.a.iii:** Collect documents needed for case processing within required time frames.

**STRATEGY C.3.a.iv:** Obtain needed Medical Consultant case reviews promptly.

**STRATEGY C.3.a.v:** Analyze all available information and report an eligibility decision.

#### **PERFORMANCE INDICATORS:**

**BASELINE:** 80 days is a Social Security Administration (SSA) prescribed guideline.

**INDICATOR:** 25656

**Efficiency:** Process initial disability eligibility decisions within a quarterly mean processing time of 80 days

**PROGRAM ACTIVITY:** Disability Determination Services (DDS) – Processing Accuracy

**OBJECTIVE C.3.b:** To achieve 95.5% accuracy of initial disability eligibility decisions.

#### **STRATEGIES:**

**STRATEGY C.3.b.i:** Monitor the accuracy of initial disability eligibility decisions.

**STRATEGY C.3.b.ii:** Provide ongoing, adequate training.

**STRATEGY C.3.b.iii:** Utilize the Electronic Claims Analysis Tool (eCAT).

**PERFORMANCE INDICATORS:**

**BASELINE:** 95.5% is a SSA prescribed guideline.

**INDICATOR:** 3101

**Quality:** Achieve 95.5% accuracy of initial disability eligibility decisions quarterly.

**PROGRAM ACTIVITY:** Disability Determination Services (DDS) - Decisions

**OBJECTIVE C.3.c:** To complete 68,830 disability eligibility decisions annually.

**STRATEGIES:**

**STRATEGY C.3.c.i:** Begin case development the same day the case is received.

**STRATEGY C.3.c.ii:** Process disability case follow-ups timely.

**STRATEGY C.3.c.iii:** Provide ongoing, adequate training.

**STRATEGY C.3.c.iv:** Utilize the Electronic Claims Analysis Tool (eCAT).

**PERFORMANCE INDICATORS:**

**BASELINE:** 68,830 is a SSA prescribed guideline based on historical data.

**INDICATOR:** 3102

**Output:** The number of completed disability eligibility decisions annually.

**C.4 Fraud and Recovery Unit**

**MISSION:** The Fraud and Recovery Unit is working to eliminate fraud and abuse while ensuring that programs administered by the department are operating in compliance with state and federal statutes, rules, policies and regulations.

**GOAL(S):**

- I. Identify and document cases of fraud.
- II. Recover disbursed ineligible benefits.
- III. Disqualify intentional program violators.

**PROGRAM ACTIVITY:** Investigation

**OBJECTIVE C.4.a:** The Fraud & Recovery Unit will investigate and/or establish claims on 60% of cases that are referred for investigation and/or recovery action during the fiscal year.

**STRATEGIES:**

**STRATEGY C.4.a.i:** Review all referrals to determine which cases should be referred for investigation or for administrative disposition.

**STRATEGY C.4.a.ii:** Assign cases to a Recovery Specialists, Recovery Analysts or an Investigator based on case complexity.

**STRATEGY C.4.a.iii:** Investigate and obtain evidence to complete investigative reports.

**STRATEGY C.4.a.iv:** Initiate recovery actions as soon as such action is properly supported by documentation.

**PERFORMANCE INDICATOR:**

**BASELINE:** 60% is the historical average of the last 3 prior years.

**INDICATOR:** 26319

**Outcome:** The percentage of established claims and investigations completed during the fiscal year.

**PROGRAM ACTIVITY:** Collection

**OBJECTIVE C.4.b:** The Fraud & Recovery Unit will collect from a minimum of 60% of active recovery accounts during the fiscal year.

**STRATEGIES:**

**STRATEGY C.4.b.i:** Send demand letters.

**STRATEGY C.4.b.ii:** Initiate allotment reductions whenever appropriate.

**STRATEGY C.4.b.iii:** After 30 days delinquent; mail automated recovery notices.

**STRATEGY C.4.b.iv:** Refer recovery accounts over 120 days delinquent for the Treasury Offset Program.

**PERFORMANCE INDICATORS:**

**BASELINE:** 66% based on historical collections data

**INDICATOR:** 3046

**Output:** The number of cases recovered from during the fiscal year.

**PROGRAM ACTIVITY:** Prosecution

**OBJECTIVE C.4.c:** The Fraud & Recovery Unit will refer for prosecution a minimum of 25% of cases investigated during the fiscal year.

**STRATEGIES:**

**STRATEGY C.4.c.i:** Review all referrals to determine which cases should be referred for investigation or for administrative disposition.

**STRATEGY C.4.c.ii:** Assign the referral to the appropriate Fraud and Recovery Regional Unit for investigation.

**STRATEGY C.4.c.iii:** Review claims cases for possible criminal prosecution and assign those cases for further investigation.

**STRATEGY C.4.c.iv:** Prepare warrants and file charges in the parish where the offenses occurred.

**PERFORMANCE INDICATORS:**

**BASELINE:** 25% based on historical data

**INDICATOR(S):** 26318

**Outcome:** The percentage of cases referred for criminal prosecution during the fiscal year.

**C.5 Family Support Tri-Region and Local Offices**

- C.5 Regional and Local Offices
  - C.5.1 SNAP (Nutrition Assistance)
  - C.5.2 STEP (Employability Development)
  - C.5.3 FITAP (Income Subsidy)
  - C.5.4 KCSP (Kinship Care Subsidy)
  - C.5.5 CSE (Child Support Enforcement)

**C.5.1 Supplemental Nutrition Assistance Program (SNAP)**

**MISSION:** The Supplemental Nutrition Assistance Field Offices Section is working to promote safe and thriving children and families by providing assistance in their efforts to satisfy their basic nutritional needs.

**GOAL(S):**

- I. Determine eligibility for program participation and provide assistance in compliance with federally mandated criteria.
- II. Streamline operational practices to improve program delivery efficiency and effectiveness resulting in improved customer satisfaction.

**PROGRAM ACTIVITY:** Supplemental Nutrition Assistance Program (SNAP) – Field Offices – Eligibility

**OBJECTIVE C.5.1.a:** To provide eligibility determination for 95% of all SNAP applications received within 30 days of the date received.

**STRATEGIES:**

**STRATEGY C.5.1.a.i:** Supervisors will monitor the CAFÉ dashboard daily to ensure applications are processed timely.

**STRATEGY C.5.1.a.ii:** Supervisors will follow-up with Analysts by the 25th day from the application date to ensure cases are processed no later than the 30th day.

**STRATEGY C.5.1.a.iii:** Analysts, Supervisors, and Regional Program Consultants will review the LAMI Ad hoc Out-of-Conformity reports to ensure that any case processed after the 30th day is justified.

**PERFORMANCE INDICATORS:**

**BASELINE:** 95% of applications processed timely. (This is an internal management benchmark set to assure that the federal standard of in excess of the floating national average is attained).

**INDICATOR:** 3068

**Outcome:** The percentage of applications processed timely in the current fiscal year.

**PROGRAM ACTIVITY:** Supplemental Nutrition Assistance Program (SNAP) – Field Offices – Re-certification

**OBJECTIVE: C.5.1.b:** To process 95% of all SNAP re-certifications received within the month that they are due.

**STRATEGIES:**

**STRATEGY C.5.1.b.i:** Analyst Supervisors will monitor the CAFÉ dashboard daily to ensure re-certifications are processed timely.

**STRATEGY: C.5.1.b.ii** Supervisors will follow-up with Analysts by the 25th of the month to ensure cases are processed no later than the last day of the recertification month.

**STRATEGY C.5.1.b.iii:** Analysts, Analyst Supervisors, and Regional Program Consultants will review the LAMI ad hoc Out-of-Conformity reports to ensure that all cases processed prior to the last day of the month.

**PERFORMANCE INDICATORS:**

**BASELINE:** 95% - This is a program benchmark.

**INDICATOR:** 3067

**Outcome:** The percentage of re-certifications processed timely in the current year.

**PROGRAM ACTIVITY:** Supplemental Nutrition Assistance Program (SNAP) – Field Offices – Benefit Accuracy

**OBJECTIVE C.5.1.c:** To maintain an annual payment accuracy rate above 95% in the SNAP program through enrollment and eligibility activity.

**STRATEGIES:**

**STRATEGY C.5.1.c.i:** Supervisors will review 40 SNAP cases in accordance with the case review policy found in Chapter 7.

**STRATEGY C.5.1.c.ii:** Improve calculation accuracy through reliance on technology enhancements provided in the CAFÉ application.

**STRATEGY C.5.1.c.iii:** The Quality Control section reviews 1080 SNAP cases per year to validate the correctness of cases.

**PERFORMANCE INDICATORS:**

**BASELINE:** 96% of total benefit dollars accurately issued. (This is an internal management benchmark set to assure that the federal standard of in excess of the floating national average is attained).

**INDICATOR:** 3069

**Outcome:** The percentage of total benefit dollars accurately issued.

**C.5.2. Strategies to Empower People (STEP)**

**MISSION:** The Strategies to Empower People (STEP) Program Field Offices Section is working to help families become self-sufficient by assisting in meeting their educational and financial needs while transitioning them into employment and self-sufficiency.

**GOAL(S):**

- I. To provide training for cash assistance recipients to enable them to transition from welfare to work in compliance with federally mandated criteria.
- II. Streamline operational practices to improve program delivery efficiency and effectiveness resulting in improved customer satisfaction.

**PROGRAM ACTIVITY:** STEP – Field Offices – Assessment

**OBJECTIVE D.5.2.a:** To complete assessments on 85% of program participants within 30 days of initial program enrollment.

**STRATEGIES:**

**STRATEGY D.5.2.a.i:** Social Service Analysts Supervisors will review STEP cases in accordance with the case review policy.

**STRATEGY D.5.2.a.ii:** Regional Program Consultants will review 120 cases per quarter with 25% of those reviews focused solely on STEP cases.

**PERFORMANCE INDICATORS:**

**BASELINE:** 85% - This is a program benchmark standard.

**INDICATOR:** 13794

**Outcome:** Percentage of assessments completed within 60 days of enrollment.

**PROGRAM ACTIVITY:** STEP – Field Offices – Placement

**OBJECTIVE: D.5.2.b:** To engage 50% of STEP program participants in the current fiscal year in appropriate educational and work placement activities leading to employment retention.

**STRATEGIES:**

**STRATEGY D.5.2.b.i:** Supervisors will review reports prior to the system cutoff date to ensure all work and training hours are entered into the system correctly and timely.

**PERFORMANCE INDICATORS:**

**BASELINE:** 50% of STEP work eligible participants engaged in a countable activity leading to employment. This is a federal program benchmark.

**INDICATOR:** 13803

**Outcome:** Percentage of STEP work eligible participants engaged in a countable activity leading to employment.

**C.5.3 Family Independence Temporary Assistance Program (FITAP) and Kinship Care Subsidy Program (KCSP) Income Subsidy**

**MISSION:** The Family Independence Temporary Assistance Program (FITAP) and Kinship Care Subsidy Program (KCSP) income subsidy programs are working to help families become self-sufficient by assisting in meeting their financial needs while transitioning them into employment.

**GOAL(S):**

- I. Determine eligibility for program participation and provide assistance in compliance with federally mandated criteria.
- II. Streamline operational practices to improve program delivery efficiency and effectiveness resulting in improved customer satisfaction.

**PROGRAM ACTIVITY:** FITAP and KCSP – Field Offices – Eligibility

**OBJECTIVE C.5.3.a:** To provide cash assistance eligibility determinations within 30 days of application for 95% of program applications received per fiscal year.

**STRATEGIES:**

**STRATEGY C.5.3.a.i:** Supervisors will monitor the CAFÉ dashboard daily to ensure applications are processed timely.

**STRATEGY C.5.3.a.ii:** Supervisors will follow-up with Social Service Analysts by the 25th day from the application date to ensure cases are processed no later than the 30th day.

**STRATEGY C.5.3.a.iii:** Social Service Analysts, Supervisors, and Regional Program Consultants will review the LAMI Ad hoc Out-of-Conformity reports to ensure that any case processed after the 30th day is justified.

**PERFORMANCE INDICATORS:**

**BASELINE:** 95% of applications processed timely in the current year. This is the program benchmark.

**INDICATOR:** 8235

**Outcome:** The percentage of applications processed timely in the current year.

**PROGRAM ACTIVITY:** FITAP and KCSP – Field Offices – Re-certification

**OBJECTIVE C.5.3.b:** To process 95% of all FITAP/KCSP re-certifications received within the month that they are due.

**STRATEGIES:**

**STRATEGY C.5.3.b.i:** Supervisors will monitor the CAFÉ dashboard daily to ensure re-certifications are processed timely

**STRATEGY C.5.3.b.ii:** Supervisors will follow-up with Social Service Analysts by the 25th of the month to ensure cases are processed no later than the last day of the recertification month.

**STRATEGY C.5.3.b.iii:** Social Service Analysts, Supervisors, and Regional Program Consultants will review the LAMI Ad hoc Out-of-Conformity reports to ensure that all cases processed prior to the last day of the month.

**PERFORMANCE INDICATORS:**

**BASELINE:** 95% is an internal management benchmark establish relative to a federal benchmark.

**INDICATOR:** N/A

**Outcome:** The percentage of re-certifications processed timely in the current fiscal year.

**C.5.4 Child Support Enforcement (CSE)**

**MISSION:** The Child Support Enforcement section is working to put children first by helping parents assume responsibility for the economic and social well-being, health and stability of their children.

**GOAL(S):**



- I. Ensure that support enforcement services are effectively and expeditiously provided.
- II. Ensure that children receive the child and medical support they need and are entitled to under the law.

**PROGRAM ACTIVITY:** Child Support Enforcement – Field Offices – Paternity

**OBJECTIVE C.5.4.a:** Establish paternity for 90% of Children in the Title IV-D Caseload in the current fiscal year who were born out of wedlock.

**STRATEGIES:**

**STRATEGY C.5.4.a.i:** Increase efforts to identify fathers and children with the same last names and secure proper documentation to establish paternity.

**STRATEGY C.5.4.a.ii:** Increase referrals to the Bureau of General Counsel and the contract District Attorneys to establish paternity.

**STRATEGY C.5.4.a.iii:** Use form to send requests to LDH/Vital Records to obtain birth verifications or certificates in a timely manner.

**STRATEGY C.5.4.a.iv:** Work system generated reports on a monthly basis to close cases that meet case closure criteria to reduce caseloads to better focus on cases requiring paternity establishment.

**PERFORMANCE INDICATORS:**

**BASELINE:** 90% of children born out of wedlock in the Title IV-D caseload in the current fiscal year.

**INDICATOR:** 26317

**Outcome:** The percentage of children born out of wedlock in the IV-D caseload with paternity established in the current year.

**PROGRAM ACTIVITY:** Child Support Enforcement – Field Offices – Support Orders

**OBJECTIVE C.5.4.b:** Establish child and medical support orders in 78% of cases in the Title IV-D caseload annually.

**STRATEGIES:**

**STRATEGY C.5.4.b.i:** Increase referrals to the Bureau of General Counsel and the contract District Attorneys to establish support orders.

**STRATEGY C.5.4.b.ii:** Working system generated reports on a monthly basis to focus on cases requiring order establishment.

**PERFORMANCE INDICATORS:**

**BASELINE:** 78% of cases in the case load at the end of the current year.

**INDICATOR:**

**Outcome:** Percentage of cases with a support order at the end of the current fiscal year.

**C.6 Call Center**

**PROGRAM ACTIVITY:** Customer Service Center

- I. Monitor and evaluate the Customer Services Center in order to assure an effective and efficient entry point into the Department's programs.
- II. Log constituent inquiries and send them to the appropriate DCFS section contact.

**OBJECTIVE C.6:** To assure that 95% of specified performance standards of the contract for the Customer Service Center are attained each quarter.

**STRATEGIES:**

**STRATEGY C.6.a.i:** Monitor calls of the Customer Service Center on a daily basis to ensure quality service is given.

**STRATEGY C.6.a.ii:** Conduct bi-weekly conference calls with the contractor to discuss matters of concern.

**STRATEGY C.6.a.iii:** Review Contractor submitted monthly report outlining the performance standards met and plan to correct any standards not met.

**PERFORMANCE INDICATORS:**

**BASELINE:** 95 % of performance standards attained each quarter.

**INDICATOR:** 26320

**Outcome:** Percentage of all performance standards met by the call center each quarter.

## APPENDIX I: PERFORMANCE INDICATOR DOCUMENTATION

### A. DIVISION MANAGEMENT AND FINANCE (1000)

#### A.1.1 Audit and Compliance Services

**Program:** Division of Management and Finance

**Activity:** Internal Audit Unit

**Objective:** **OBJECTIVE A.1.1:** Coordination of department efforts by providing leadership, information, and oversight to all DCFS programs. Administrative and Support promotes efficient, professional and timely responses to employees, partners and consumers and for the elimination of fraud waste and abuse.

**Indicator Name:** The percentage of major federal program audits completed as defined by the Louisiana Single Audit.

**Indicator LaPAS PI Code:** 23642

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Conducting DCFS internal audits promotes the reduction of fraud, waste, abuse, and non-compliance by providing early detection and deterrence.
3. **Use:** The findings and observations noted during internal audits identify departmental risk and exposure. Internal Audits serve as a basis for improving DCFS processes and implementing corrective action to enhance processes, compliance with federal program requirements, and increase efficiency
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Internal Audit Plan and monthly executive management committee briefings.
6. **Calculation Methodology:** The total number of major federal program audits completed divided by the total number of major federal programs defined in the Louisiana Single Audit for the fiscal year. The performance standard is 75%.
7. **Scope:** This is a department-wide measure.
8. **Caveats:** The number of audits conducted is constrained by staffing capacity and can be increased with additional staffing authorization.
9. **Accuracy, Maintenance, Support:** The Louisiana Legislative Auditor reviews DCFS BACS annually. Results are reported in the Louisiana Single Audit.
10. **Responsible Person:** Tammy Starnes, Bureau of Audit and Compliance Services  
Director  
Tammy.Starnes.DCFS@la.gov  
(225) 342-1043

## **A.1.2 Audit and Compliance Services**

**Program:** Division of Management and Finance

**Activity:** Compliance Services Unit

**Objective:** **OBJECTIVE A.1.2:** Coordination of department efforts by providing leadership, information, and oversight to all DCFS programs. Administrative and Support promotes efficient, professional and timely responses to employees, partners and consumers and for the elimination of fraud waste and abuse.

**Indicator Name:** The percentage of contractor compliance reviews performed on DCFS qualifying programmatic contracts annually.

**Indicator LaPAS PI Code:** 24414

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Conducting DCFS programmatic contractor compliance reviews promotes regulatory and contractual compliance while reducing fraud, waste, and abuse.
3. **Use:** The findings and deficiencies noted within contractor compliance review reports identify departmental and contractor risk and exposure. These reviews serve as a basis for improving contractor performance and enhancing processes and efficiency while providing DCFS oversight.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Annual state fiscal year monthly executive management briefing.
6. **Calculation Methodology:** The total number of annual contractor compliance reviews conducted divided by the total number of qualifying programmatic contracts department-wide in the subject year. The performance standard is 13%.
7. **Scope:** This is a department-wide measure.
8. **Caveats:** The number of contract reviews conducted is constrained by staffing capacity and can be increased with additional staffing authorization.
9. **Accuracy, Maintenance, Support:** The Louisiana Legislative Auditor reviews DCFS BACS annually. Results are reported in the Louisiana Single Audit.
10. **Responsible Person:** Tammy Starnes, Bureau of Audit and Compliance Services  
Director  
Tammy.Starnes.DCFS@la.gov  
(225) 342-1043 (office)

### **A.1.3 Appeals**

**Program:** Division of Management and Finance

**Activity:** Appeals – ADH and PA Appeals

**Objective:** **OBJECTIVE A.1.3:** Coordination of department efforts by providing leadership, information, and oversight to all DCFS programs. Administrative and Support promotes efficient, professional and timely responses to employees, partners.

**Indicator Name:** Percentage of all ADH and PA appeal cases processed in compliance with federal and state regulations.

**Indicator LaPAS PI Code:** 25648

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** To monitor timely processing of appeals cases in order to protect clients' rights and evaluate staff productivity.
3. **Use:** The Department can evaluate every facet of the appeals process in order to comply with state and federal guidelines.
4. **Clarity:** The Indicator is clear.
5. **Data Source, Collection and Reporting:** Tracking Reports produced in the Appeals Data Management System.
6. **Calculation Methodology:** The number of cases ADH and PA recommended decisions processed timely divided by the total number of ADH and PA recommended decision appeal cases requested in a fiscal year as reported quarterly.
7. **Scope:** Statewide.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** The data is pulled from the Appeals Mainframe system and is reviewed weekly for accuracy by the Appeals Unit manager.
10. **Responsible Person:** Doris M. Weston, Managing Attorney  
[Doris.Weston.DCFS@la.gov](mailto:Doris.Weston.DCFS@la.gov)  
(225) 342-3276

### **A.1.4 Appeals**

**Program:** Division of Management and Finance

**Activity:** Appeals – SNAP Fair Hearing Appeals

**Objective:** **OBJECTIVE A.1.4:** Coordination of department efforts by providing leadership, information, and oversight to all DCFS programs. Administrative and Support promotes efficient, professional and timely responses to employees, partners.

**Indicator Name:** Percentage of all SNAP appeal cases processed in compliance with federal and state regulations.

**Indicator LaPAS PI Code:** 25649

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** To monitor timely processing of appeals cases in order to protect clients' rights and evaluate staff productivity.
3. **Use:** The Department can evaluate every facet of the appeals process in order to comply with state and federal guidelines.
4. **Clarity:** The Indicator is clear.
5. **Data Source, Collection and Reporting:** Tracking Reports produced in the Appeals Data Management System.
6. **Calculation Methodology:** The number of SNAP appeal cases processed within 60 days of receipt divided by the total number of SNAP decision appeal cases requested in a fiscal year as reported quarterly.
7. **Scope:** Statewide.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** The data is pulled from the Appeals Mainframe system and is reviewed weekly for accuracy by the Appeals Unit manager.
10. **Responsible Person:** Doris M. Weston, Managing Attorney  
[Doris.Weston.DCFS@la.gov](mailto:Doris.Weston.DCFS@la.gov)  
(225) 342-3276

## **A.2.1 Emergency Preparedness**

**Program:** Division of Management and Finance

**Activity:** Emergency Preparedness

**Objective:** **OBJECTIVE A.2.1:** To address the mass care, emergency assistance, mass feeding, housing and human services needs in response to all hazardous and emergency events and working sheltering operations collaboratively with other state agencies, local governments, federal government, NGOs and other states.

**Indicator Name** Train 90% of assigned ESF-6 staff on approved Emergency Preparedness courses per fiscal year.

**Indicator LaPAS PI Code:** 26185

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** DCFS is charged with Lead of Emergency Support Function 6 (Mass Care). As lead it is our responsibility to manage and operate state run shelter, register clients and provide assistance with seeking long term housing solutions for affected clients. Having trained staff to accomplish these missions has proven itself over past events and continues to build confidence in staff to accomplished their mission
3. **Use:** The outcomes will be used to adjust training yearly and to meet the needs of the missions assigned.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Regional LAMs and RCs maintain accountability of their staff that require training. Spreadsheet is used to keep track. Data is tracked from Regional EP Databases.
6. **Calculation Methodology:** Number of trained ESF-6 staff divided by number assigned.
7. **Scope:** Statewide
8. **Caveats:** Training is adjusted as needed in Yearly Training Guidance published by DCFS-EP.
9. **Accuracy, Maintenance, Support:** DCFS-EP EOC staff maintain accuracy of training.
10. **Responsible Person:** Ricky Montet, Emergency Preparedness Director  
[Ricky.Montet.DCFS@la.gov](mailto:Ricky.Montet.DCFS@la.gov)  
(225) 342-1306

## **A.2.2 Emergency Preparedness**

**Program:** Division of Management and Finance

**Activity:** Emergency Preparedness - Disaster Supplemental Nutritional Assistance Program (DSNAP) Site Readiness

**Objective:** **OBJECTIVE A.2.2:** To address the mass care, emergency assistance, mass feeding, housing and human services needs in response to all hazardous and emergency events and working sheltering operations collaboratively with other state agencies, local governments, federal government, NGOs and other states.

**Indicator Name:** Provide 67 sites for Disaster Supplemental Nutritional Assistance Program through assessments and Cooperative Endeavor agreement.

**Indicator LaPAS PI Code:** 23646.

1. **Indicator Type and Level:** Output; Supporting.
2. **Rationale, Relevance, Reliability:** Attainment of agreements at designated sites will allow for thorough planning and exercising and will result in a well-developed Concept of Operations Plan (CONOPS) and Standard Operating Procedure (SOP).
3. **Use:** The outcomes and figures will be utilized for strategic planning and development of a course of action to access the needs of additional sites in order to assure that needs will be met during disaster response events.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Current list of sites in each parish is reported to and monitored by Regional Administrators and maintained by DCFS EOC staff.
6. **Calculation Methodology:** Total number of sites for each parish must be equal to or greater than 1 and the total number of sites must be equal to or greater than 67 (61 parishes have 1 site each plus 3 parishes have 2 sites each).
7. **Scope:** Statewide.
8. **Caveats:** Funding for large sites require a lease agreement and payment throughout the year and emergency lease does not allow for funding throughout the year.
9. **Accuracy, Maintenance, Support:** Site inventory information is determined by and maintained by the Department EOC staff in coordination with Economic Stability Section staff.
10. **Responsible Person:** Ricky Montet, Emergency Preparedness Director  
[Ricky.Montet.DCFS@la.gov](mailto:Ricky.Montet.DCFS@la.gov)  
(225) 342-1306



## **A.2.3 DOES NOT EXIST**

### **A.2.4 Emergency Preparedness**

**Program:** Management and Finance

**Activity:** Emergency Preparedness – Shelter Readiness

**Objective:** **OBJECTIVE A.2.4:** To address the mass care, emergency assistance, mass feeding, housing and human services needs in response to all hazardous and emergency events and working sheltering operations collaboratively with other state agencies, local governments, federal government, NGOs and other states.

**Indicator Name:** Number of in-state shelter space.

**Indicator LaPAS PI Code:** 23644

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** The GOHSEP standard is to be shelter independent for Critical Transportation Needs (CTN) evacuees based on a 50,000 person need thereby reducing the need for out of state sheltering capabilities annually, resulting in overall shelter independence.
3. **Use:** Acquisition of additional shelter space will ultimately result in shelter independence.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Tracking reports as to the current number of designated shelter spaces for CTN and MSN evacuees are maintained by DCFS EOC staff and routinely provided for Executive level review.
6. **Calculation Methodology:** The current number of available in-state shelter spaces plus number of spaces acquired in new-year determines the newly acquired in-state space for the year.
7. **Scope:** This is a statewide figure.
8. **Caveats:** Increased state funding will be necessary to attain the 50,000 space goal.
9. **Accuracy, Maintenance, Support:** These figures are included in leases and cooperative endeavors and maintained by the unit and GOSEP.
10. **Responsible Person:** Ricky Montet, Emergency Preparedness Director  
Ricky.Montet.DCFS@la.gov  
(225) 342-1306

## **B. DIVISION OF CHILD WELFARE (2000)**

### **B.1.1 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Foster Children

**Objective:** **OBJECTIVE B.1.1:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Percentage of foster children placed in the same parish as the court of jurisdiction.

**Indicator LaPAS PI Code:** 23090

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Meeting federal expectations assures safety of children.
3. **Use:** The data obtained will drive programmatic practice.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Data extraction criteria is the last day of the reporting period. It is a point in time measure. Reporting for this measure is quarterly. Calculated by looking at the placement of each child in foster care on the last day of the quarter. This parish is compared to the parish in which the child entered foster care (looking at the parish of the removal court). Therefore, the percentage of children who are placed in the same parish as the parish of their removal court. (Number of children in Foster Care with the same Entry Parish and Placement Parish / Number of Children in foster care on that day x100)
7. **Scope:** This is a state-wide measure.
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** The data will be maintained and reviewed by DCFS staff.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Program Manager  
LaTrese.LeCour.DCFS@la.gov  
(225) 342-2416

## **B.1.2 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Foster Care

**Objective:** **OBJECTIVE B.1.2:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Of all children who were served in foster care during reporting period and who were in foster care for at least eight days but less than 12 months, the percent who had two or fewer placement settings.

**Indicator LaPAS PI Code:** 13322

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Meeting federal expectations assures safety of children.
3. **Use:** The data obtained will drive programmatic practice.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Extract the count of children served in Foster Care during the 12-month period, who had been in foster care for 8 days or more. Calculate the percentage of those children with 2 placement settings or less based on a field within TIPS that calculates the count of placements. (# of children with 2 or fewer placement settings / # of children served in foster care during the 12-month period x100)
7. **Scope:** This is a statewide measure.
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** The data will be maintained by DCFS staff.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Program Manager  
LaTrese.LeCour.DCFS@la.gov  
(225) 342-2416

### **B.1.3 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Foster Care Services

**Objective:** **OBJECTIVE B.1.3:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Of all children who were served in foster care during the reporting period, and who were in foster care for at least 12 months but less than 24 months, the percentage who had two or fewer placement settings.

**Indicator LaPAS PI Code:** 3194

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Meeting federal expectations assures safety of children and families.
3. **Use:** The data obtained will drive programmatic practice.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** The percent of children who were served in foster care during the reporting period and who were in foster care for at least 12 months but less than 24 months, who had two or fewer placement settings.
7. **Scope:** This is a state-wide measure.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** The data will be maintained by DCFS staff.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Program Manager  
[LaTrese.LeCour.DCFS@la.gov](mailto:LaTrese.LeCour.DCFS@la.gov)  
(225) 342-2416

## **B.1.4 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Foster Care

**Objective:** **OBJECTIVE B.1.4:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Of all children who were served in foster care for at least 24 months, the percent who had two or fewer placement settings.

**Indicator LaPAS PI Code:** 13323

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Meeting federal expectation assures safety of children.
3. **Use:** This data obtained will be used to drive programmatic practice.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Extract the count of children served in Foster Care during the 24-month period, who had been in foster care for 8 days or more. Calculate the percentage of those children with 2 placement settings or less based on a field within TIPS that calculates the count of placements. (# of children with 2 or fewer placement settings / # of children served in foster care during the 24-month period x100)
7. **Scope:** This is a statewide measure.
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** This data will be maintained by DCFS staff.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Program Manager  
LaTrese.LeCour.DCFS@la.gov  
(225) 342-2416

## **B.1.5 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Foster Care

**Objective:** **OBJECTIVE B.1.5:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Percentage of children reunified in less than 12 months from latest removal.

**Indicator LaPAS PI Code:** 13326

1. **Indicator Type and Level:** Outcome; Supporting.
2. **Rationale, Relevance, Reliability:** Federal outcome measure
3. **Use:** The data obtained will drive programmatic practice.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** This is exit cohort data for the current year. Of all children who exited foster care during the year, the number of had been in foster care 12 months or less and exited with a closure reason of Custody to a Relative (LWR) or Reunified with Family (CRH). (Children who exited foster in less than 12 months with an Exit Reason of LWR or CRH / All Children who exited foster care x100)
7. **Scope:** This is a statewide measure.
8. **Caveats:** The success of this objective is based on accurate and timely TIPS entries.
9. **Accuracy, Maintenance, Support:** The data will be maintained by DCFS staff.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Program Manager  
LaTrese.LeCour.DCFS@la.gov  
(225) 342-2416

## **B.1.6 Foster Care**

**Program:** Child Welfare

**Activity:** Foster Care – Field Offices

**Objective:** **OBJECTIVE B.1.6:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Number of children existing during the fiscal year.

**Indicator LaPAS PI Code:** 13333

1. **Indicator Type and Level:** Outcome; General
2. **Rationale, Relevance, Reliability:** Count of children in foster care with a closure date within the fiscal year.
3. **Use:** Data obtained will drive programmatic practice.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** The success of this objective is based on accurate and timely entries.
7. **Scope:** This is a statewide measure.
8. **Caveats:** The success of this objective is based on accurate and timely entries.
9. **Accuracy, Maintenance, Support:** This data will be maintained by DCFS staff.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Program Manager  
LaTrese.LeCour.DCFS@la.gov  
(225) 342-2416

### **B.1.7 Adoption Services**

**Program:** Division of Child Welfare

**Activity:** Adoptions Services

**Objective:** **OBJECTIVE B.1.7:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Increase of number of newly certified foster/adoptive homes in current fiscal year over prior year.

**Indicator LaPAS PI code:** 25870

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** An increased number of certified foster/adoptive homes will enhance placement options for children in custody of the state.
3. **Use:** The data obtained will drive programmatic practice.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS. WebFocus reports, TIPS, DCFS dash intranet dashboard.
6. **Calculation Methodology:** Calculate quarterly target by counting number of newly certified homes for previous year reporting period +2%.
7. **Scope:** This is an activity specific measure.
8. **Caveats:** The success of this objective is based on accurate and timely TIPS entries by staff.
9. **Accuracy, Maintenance, Support:** The data will be maintained by DCFS staff.
10. **Responsible Person:** Sylvia Gray, Child Welfare Manager 1/Adoptions  
Sylvia.Gray.DCFS@la.gov  
(225) 342-2299



## **B.1.8 Family Services**

**Program:** Division of Child Welfare

**Activity:** Child Protection Investigation

**Objective:** **OBJECTIVE B.1.8:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Percentage of new Family Services cases with children who remain home without a valid CPI case within six months of closure.

**Indicator LaPAS PI code:** 23091

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** To measure the results of DCFS assessment and monitoring to assure that children are maintained safely in their homes.
3. **Use:** This will drive programmatic practice.
4. **Clarity:** This indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** The number of children who were opened in a Family Services case during the reporting period and the number of children who did not have a valid CPS Investigation within 6 months of their in-home services case closure. (The number of children without a Valid CPS Investigation within 6 months of Family Services case closure. / The number of children opened in a new family services case within the reporting period x100).
7. **Scope:** This is a statewide measure.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** The data will be maintained by DCFS staff.
10. **Responsible Person:** Jacqueline Brown, Program Manager  
[Jacqueline.Brown.DCFS@la.gov](mailto:Jacqueline.Brown.DCFS@la.gov)  
(225) 342-5199

## **B.1.9 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Child Protection Investigation

**Objective:** **OBJECTIVE B.1.9:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Of children exiting foster care during the time period, the average length of time to permanency (in months).

**Indicator LaPAS PI code:** 23094

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Federal measure
3. **Use:** This will be the basis for improving safely returning children home when possible.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is TIPS; WebFocus Developer Studio is used to extract data from TIPS.
6. **Calculation Methodology:** Calculate length of time, in months, each child who exited care spent in foster care. Derive the average by summing the total number of months the children were in Foster Care and divide by the total number of children who exited foster care during that time.
7. **Scope:** This is a statewide measure.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** DCFS will maintain this data.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Manager/FC  
LaTrese.LaCour.DCFS@la.gov  
(225) 342-2416

## **B.1.10 Child Protection Investigation**

**Program:** Division of Child Welfare

**Activity:** Child Protection Investigation

**Objective:** **OBJECTIVE B.1.10:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Average number of new cases per Child Protection Investigation (CPI) worker per month.

**Indicator LaPAS PI code:** 3173

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** To measure workload of staff.
3. **Use:** This will be the basis for improving safety for children while remaining in their homes.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is ACESS; the reporting capabilities in ACESS are used to extract data from ACESS.
6. **Calculation Methodology:** After collecting data from ACESS, count the number of months and number of cases in which a worker received 10 or more cases within a single month during the reporting period to capture '*full time worker months*'. Use the number of cases assigned to these workers during these months divided by the number of '*full time worker months*' to get the average number of new cases per Child Protection Investigation (CPI) worker per month.
7. **Scope:** This is a statewide measure.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** The regional leadership will review this data monthly.
10. **Responsible Person:** Lori Miller, Child Welfare Manager/CPS  
Lori.Miller.DCFS@la.gov  
(225) 342-9928

### **B.1.11 Child Protection Investigation**

**Program:** Division of Child Welfare

**Activity:** Child Protection Investigation

**Objective:** **OBJECTIVE B.1.11:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Percentage of investigations completed within 60 days.

**Indicator LaPAS PI code:** 3175

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** To measure the results of DCFS interventions to assure children are safe.
3. **Use:** This will be the basis for improving safety for children.
4. **Clarity: The indicator is clear.**
5. **Data Source, Collection and Reporting:** System of Origin is ACESS 2.0, currently use of reporting within the Salesforce application is used to extract this data.
6. **Calculation Methodology:** For all investigations completed within the period, the number of cases that were completed within 60 days of the receipt of the report. (Number of cases closed within 60 days of report / total number of cases closed within the period x100).
7. **Scope:** This is a statewide measure by region.
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** The regional leadership will review this data.
10. **Responsible Person:** Lori Miller, Child Welfare Manager/CPS  
Lori.Miller.DCFS@la.gov  
(225) 342-9928

## **B.1.12 Child Protection Investigation**

**Program:** Division of Child Welfare

**Activity:** Child Protection Investigation

**Objective:** **OBJECTIVE B.1.12:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Percentage of alleged victims seen in child protection investigations.

**Indicator LaPAS PI code:** 15769

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** To measure the results of DCFS monitoring efforts to assure that children are maintained safely in their homes.
3. **Use:** This will be the basis for improving safety for children while remaining in their homes.
4. **Clarity:** This indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is ACESS; the reporting capabilities in ACESS are used to extract data from ACESS.
6. **Calculation Methodology:** After collecting data from ACESS during the reporting period, count the number of alleged victims in child protection investigations and count the number of these children with at least one interview. Divide the total number of alleged victims in child protection investigations by the total number of children with at least one interview.
7. **Scope:** This is a statewide measure.
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** DCFS will maintain this data.
10. **Responsible Person:** Lori Miller, Child Welfare Manager/CPS  
Lori.Miller.DCFS@la.gov  
(225) 342-9928

### **B.1.13 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Reunification

**Objective:** **OBJECTIVE B.1.13:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Of all children who were discharged from foster care to reunification in the report period, the percent, re-entered in foster care in less than 12 months from the date of discharge.

**Indicator LaPAS PI code:** 13325

1. **Indicator Type and Level:** Outcome; Supporting.
2. **Rationale, Relevance, Reliability:** This measure will drive programmatic practice.
3. **Use:** To measure the results of DCFS monitoring efforts to assure that children are maintained safely in their homes.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Of all children who exited foster care within the reporting period, how many children re-entered foster care within 12 months of their foster care exit date. (The number of children who re-entered foster care within 12 months of exit from foster care / total number of children who exited foster care during the period x100).
7. **Scope:** This is a statewide measure.
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** The regional leadership will review this data regularly.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Manager/FC  
[LaTrese.LeCour.DCFS@la.gov](mailto:LaTrese.LeCour.DCFS@la.gov)  
(225) 342-2416

## **B.2.1 Family Services**

**Program:** Division of Child Welfare

**Activity:** Family Services – Field Offices

**Objective:** **OBJECTIVE B.2.1:** To document an absence of maltreatment within 6 months of initial validated cases for 95% of children under age per fiscal year.

**Indicator Name:** Absence (in percent) of maltreatment of children receiving Family Services for 6 months after validated CPI report.

**Indicator LaPAS PI Code:** 23651

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** To measure the results of DCFS monitoring efforts to assure that children are maintained safely in their own homes.
3. **Use:** This will be the basis for improving safety for children while remaining in their own homes.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Total number of children entering family services minus the number of valid maltreatment reports from those children divided by total number of children entering family services.
7. **Scope:** This is a statewide measure by region.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** The Regional leadership will review this data monthly.
10. **Responsible Person:** Jacqueline Brown, Child Welfare Manager/Family Services  
Jacqueline.Brown.DCFS@la.gov  
(225) 342-5199

## **B.2.2 Centralized Intake**

**Program:** Division of Child Welfare

**Activity:** Centralized Intake – Field Offices – Child Protection

**Objective:** **OBJECTIVE B.2.2:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Average speed to answer calls by available Intake worker (in seconds).

**Indicator LaPAS PI Code:** 26313

1. **Indicator Type and Level:** Outcome; Supporting.
2. **Rationale, Relevance, Reliability:** Speed to answer calls supports customer satisfaction and child safety.
3. **Use:** The information will be the basis for improving call response and increasing efficiency.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Data report from contractor.
6. **Calculation Methodology:** Number of calls divided by total time to answer all calls (once the calls enter the call queue) will provide the average speed.
7. **Scope:** This is a statewide measure by region.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** The Centralized Intake Program Operations Managers and the Director review this information weekly.
10. **Responsible Person:** Miki Berger, Child Welfare Manager  
Miki.Berger.DCFS@la.gov  
(985) 792-5533



### **B.2.3 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Adoption

**Objective:** **OBJECTIVE B.2.3:** To promote the safety, permanency and well-being of children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Percentage of children in foster care that exit foster care by adoption within 24 months per quarter.

**Indicator LaPAS PI code:** 13327

1. **Indicator Type and Level:** Outcome, Key.
2. **Rationale, Relevance, Reliability:** This is a federal measure.
3. **Use:** This objective will be used to measure programmatic practice.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of Origin is TIPS; Webfocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Calculate the number of children with a finalized adoption within the quarter; calculate the total time (in months) that each child spent in care (closure date – open date). (Number of children with a finalized adoption within 24 months / Total number of children with a finalized adoption x100).
7. **Scope:** This is a statewide measure.
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** The regional leadership will review this data regularly.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Manager/FC  
LaTrese.LeCour.DCFS@la.gov  
(225) 342-2416

## **B.2.4 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Foster Care Services – Field Offices

**Objective:** **OBJECTIVE B.2.4:** To improve service delivery to children and families by completing a minimum of one monthly home-visit with each child who is receiving foster care services.

**Indicator Name:** The percentage of foster children who receive monthly home visits.

**Indicator LaPAS PI Code:** 26314

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Monthly home visits to foster children support the safety of children.
3. **Use:** This indicator will be used to measure safety of children.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of origin is TIPS; WebFocus Developer Studio is used to extract the data from FATS.
6. **Calculation Methodology:** Number of children who received a documented home visit divided by the total possible number of children in foster care during that time requiring a home visit. To fall into this category the child must be in foster care for the entire month for the child to require a visit for that month.
7. **Scope:** This is a statewide measure by region.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Regional leadership will review reports monthly.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Program Manager  
[LaTrese.LeCour.DCFS@la.gov](mailto:LaTrese.LeCour.DCFS@la.gov)  
(225) 342-2416

## **B.2.5 Child Protection Investigation**

**Program:** Child Welfare

**Activity:** Child Protection Investigation (CPI) – Field Offices

**Objective:** **OBJECTIVE 2.5:** To respond to reported allegations of abuse and/or neglect within the assigned response priority timeframe in 80% of cases opened within the quarter.

**Indicator Name:** Percentage of alleged victims seen within the assigned response priority on a quarterly basis.

**Indicator LaPAS PI Code:** 15770

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Timely response to see alleged victims supports safety of children.
3. **Use:** The outcome will be used to measure safety to children.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** WebFocus reports.
6. **Calculation Methodology:** System of origin is ACESS; WebFocus Developer Studio is used to extract the data from ACESS data tables.
7. **Scope:** This is a statewide measure by region.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Regional leadership will review reports monthly.
10. **Responsible Person:** Lori Miller, CPS Program Manager  
[Lori.Miller.DCFS@la.gov](mailto:Lori.Miller.DCFS@la.gov)  
(225) 342-9928

## **B.2.6 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Foster Care

**Objective:** **OBJECTIVE B.2.6:** To improve service delivery to children and families by completing a minimum of one monthly home-visit with each child who is receiving foster care services.

**Indicator Name:** Of all children in foster care for 17 continuous months or longer, what percent were discharged from foster care to a finalized adoption by the last day.

**Indicator LaPAS PI code:** 23660

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** This is a measure of permanency, which is a federal focus.
3. **Use:** This objective will be used to drive programmatic practice.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of origin is TIPS; WebFocus Developer Studio is used to extract the data.
6. **Calculation Methodology:** Calculate the number of children who were in care on the first day of the reporting period and had been in care for 17 continuous months or longer; determine the number of children who exited foster care to a finalized adoption by the last day of the reporting period. (Number of children in care 17+ months with a finalized adoption within the reporting period / number of children in care 17+ months as of the first day of the reporting period x100).
7. **Scope:** This is a statewide measure.
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** Regional leadership will review the data regularly.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Program Manager  
[LaTrese.LeCour.DCFS@la.gov](mailto:LaTrese.LeCour.DCFS@la.gov)  
(225) 342-2416

## **B.2.7 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Reunification

**Objective:** **OBJECTIVE B.2.7:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Of all children who entered foster care for the first time one year prior to the report period, and who remained in foster care for 8 days or longer, what percent were discharged from foster care to reunification in less than 12 months from the date.

**Indicator LaPAS PI code:** 23661

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Federal measure.
3. **Use:** This will be used to drive programmatic improvement.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Calculate the number of children who entered Foster Care for the first time one year before the reporting period start date; calculate the number of children who exited foster care to reunification (Closure code of CRH or LWR – reunified or custody to a relative) within 12 months of entering care. (Number of children who exited foster care with a reason of reunification / number of children who entered care during the timeframe x100).
7. **Scope:** This is a statewide measure.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** This data will be reviewed by DCFS leadership.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Program Manager  
[LaTrese.LeCour.DCFS@la.gov](mailto:LaTrese.LeCour.DCFS@la.gov)  
(225) 342-2416

## **B.2.8 Child Protection Investigation**

**Program:** Division of Child Welfare

**Activity:** Abuse

**Objective:** **OBJECTIVE B.2.8:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Of all children who were victims of substantiated or indicated maltreatment allegation during the first 6 months of reporting period, the percent that were not victims of another of substantiated or indicated maltreatment allegation within the 6-months.

**Indicator LaPAS PI code:** 23092

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** To measure the results of children being maintained safely in their homes.
3. **Use:** This measure will drive programmatic practice.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Only those children who have a valid allegation with an overall case finding of Valid are included in the data set. The unduplicated number of valid child victims with an open date in the first six months of the report start date who have a second valid allegation within 6 months, case open date to case open date, divided by the unduplicated number of valid child victims with an open date in the first six months of the report start date.
7. **Scope:** This is a statewide measure.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** This data will be reviewed by DCFS leadership
10. **Responsible Person:** Lori Miller, Child Welfare Manager/CPS  
[Lori.Miller.DCFS@la.gov](mailto:Lori.Miller.DCFS@la.gov)  
(225) 342-9928

## **B.2.9 Child Protection Investigation**

**Program:** Division of Child Welfare

**Activity:** Reunification

**Objective:** **OBJECTIVE B.2.9:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Of all children served in foster care, percentage of children who were not victims of substantiated or indicated maltreatment allegation by a foster parent or facility staff member.

**Indicator LaPAS PI code:** 23093

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** The objective will be utilized to drive programmatic practice.
3. **Use:** This will be the basis for improving safety for children while in foster care.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Calculate the number of children in foster care during the period; calculate the number of foster children who were the victim of maltreatment during the period by a foster caregiver or facility staff member. (Number of children with a CPS case with a Valid Closure Code and a sub program of 'foster care victim' / number of children served in foster care x100).
7. **Scope:** This is a statewide measure.
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** Regional leadership will review the data regularly.
10. **Responsible Person:** Lori Miller, Child Welfare Manager/CPS  
[Lori.Miller.DCFS@la.gov](mailto:Lori.Miller.DCFS@la.gov)  
(225) 342-9928

## **B.2.10 Centralized Intake**

**Program:** Division of Child Welfare

**Activity:** Centralized Intake

**Objective:** **OBJECTIVE B.2.10:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Percent of calls to Centralized Intake Hotline answered by intake workers (no voicemail or message).

**Indicator LaPAS PI code:** 25078

1. **Indicator Type and Level:** Outcome; Supporting.
2. **Rationale, Relevance, Reliability:** To measure the results of DCFS monitoring efforts to assure that children are maintained safely in their homes.
3. **Use:** This is the basis for monitoring safety.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Data report from contractor.
6. **Calculation Methodology:** Number of calls answered divided by total calls received.
7. **Scope:** This is a statewide measure.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** State leadership will review this data regularly.
10. **Responsible Person:** Miki Berger, Child Welfare Manager/CI  
Miki.Berger.DCFS@la.gov  
(985) 792-5533



## **B.2.11 Centralized Intake**

**Program:** Division of Child Welfare

**Activity:** Centralized Intake

**Objective:** **OBJECTIVE B.2.11:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Percent of calls to Centralized Intake Hotline answered within **four minutes**.

**Indicator LaPAS PI code:** 25079

1. **Indicator Type and Level:** Outcome; Supporting.
2. **Rationale, Relevance, Reliability:** Speed to answer calls supports customer service.
3. **Use:** Information used to improve efficiency.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Call center data reports.
6. **Calculation Methodology:** Number of calls divided by time to answer.
7. **Scope:** This is a statewide measure.
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** Centralized Intake managers review this data weekly.
10. **Responsible Person:** Miki Berger, Child Welfare Manager  
Miki.Berger.DCFS@la.gov  
(985) 792-5533

**\*REQUEST TO CHANGE - Previous Indicator Name:** Percent of calls to Centralized Intake Hotline answered within **one minute**.

**JUSTIFICATION STATEMENT** - The "Interactive Voice Response (IVR)" greeting message system is longer than one minute depending on the prompts chosen, therefore the centralized intake hotline call cannot be answered within one minute.

## **B.2.12 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Foster Care

**Objective:** **OBJECTIVE B.2.12:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Average daily payments of 24 hour foster care board payments.

**Indicator LaPAS PI code:** 15998

1. **Indicator Type and Level:** Output; General
2. **Rationale, Relevance, Reliability:** The information is used to support sufficient board rate pay levels.
3. **Use:** Information used to support rate increase.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:**
6. **Calculation Methodology:** This measure is calculated from the standard board rates that are published in the DCFS policy. There are four board rates based on the age of the child. These four daily rates are summed and divided by 4 to obtain the average board rate. Unless a specific action occurs to increase the board payment, this figure will not change from year to year.
7. **Scope:** This is a statewide amount.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** This is reviewed by DCFS annually.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Manager/FC  
[LaTrese.LeCour.DCFS@la.gov](mailto:LaTrese.LeCour.DCFS@la.gov)  
(225) 342-2416

## **B.2.13 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Foster Care

**Objective:** **OBJECTIVE B.2.13:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Number of children receiving foster services per year (cumulative).

**Indicator LaPAS PI code:** 3186

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** This number will indicate the workload capacity.
3. **Use:** This will be the basis for determining staffing numbers.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Calculate the number of children served in foster care during the State Fiscal Year. The number of children with a foster care closure date after the beginning of the state fiscal year or a foster care open date prior to the end of the state fiscal year.
7. **Scope:** This is a statewide measure.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** DCFS leadership will review this data.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Manager/FC  
[LaTrese.LeCour.DCFS@la.gov](mailto:LaTrese.LeCour.DCFS@la.gov)  
(225) 342-2416

## **B.2.14 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Foster Care

**Objective:** **OBJECTIVE B.2.14:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Percentage of USDA average cost for Urban South, which is paid as family foster care board in Louisiana.

**Indicator LaPAS PI code:** 13468

1. **Indicator Type and Level:** Output; General.
2. **Rationale, Relevance, Reliability:** This information is used to support La board rates for foster parents.
3. **Use:** Information used to support board rate for Louisiana.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** USDA reports.
6. **Calculation Methodology:** The measure is derived from a publication of the US Dept. of Agriculture entitled: Expenditures on Children by Families, Table: Estimated Annual expenditures on a child by husband-wife families, Urban South, [annual publication]. Google search is done to locate the current volume.
7. **Scope:** This has national scope.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** This is reviewed annually by DCFS.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Manager/FC  
LaTrese.LeCour.DCFS@la.gov  
(225) 342-2416

## **B.2.15 Foster Care**

**Program:** Division of Child Welfare

**Activity:** Foster Care

**Objective:** **OBJECTIVE B.2.15:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Average cost of foster care per child (annual).

**Indicator LaPAS PI code:** 3187

1. **Indicator Type and Level:** Output; General
2. **Rationale, Relevance, Reliability:** This information is used to support the budget.
3. **Use: Budget purposes.**
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Data is obtained from the fiscal unit in State Office and IVE unit in State Office.
6. **Calculation Methodology:** Obtain the total administrative costs from fiscal and the total foster care hits from IVE unit to determine Foster Care expenditures; calculate the total number of Foster Care days (total days within the year all children spent in Foster Care). Divide the foster care days into the FC expenditures to calculate a daily cost. Multiply the daily cost by 365 to get annual cost.
7. **Scope:** This is a statewide indicator.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** This is reviewed by DCFS annually.
10. **Responsible Person:** LaTrese LeCour, Child Welfare Manager/FC  
LaTrese.LeCour.DCFS@la.gov  
(225) 342-2416

## **B.2.16 Adoption**

**Program:** Division of Child Welfare

**Activity:** Adoption

**Objective:** **OBJECTIVE B.2.16:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Number of children who are available for adoption and who are in a prospective adoptive placement.

**Indicator LaPAS PI code:** 13332

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** This indicator is related to a federal measure.
3. **Use:** This indicator is used to drive programmatic practice.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection, Reporting:** System of origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Data extraction includes children with an open Adoption Case with a sub-program of APL – Adoptive Placement. Also, children counted within this are children with an open Adoption Case related to a subsidy where the Foster Care case is still open, as long as the Adoption case opened after the foster care case to ensure the child did not re-enter foster care after an adoption
7. **Scope:** This is a statewide indicator.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** This data is reviewed by DCFS regularly.
10. **Responsible Person:** Sylvia Gray, Child Welfare Manager/AD  
Sylvia.Gray.DCFS@la.gov  
(225) 342-2299

## **B.2.17 Child Protective Services**

**Program:** Division of Child Welfare

**Activity:** Child Protective Services

**Objective:** **OBJECTIVE B.2.17:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Total number of children served in protective day care per month (cumulative).

**Indicator LaPAS PI code:** 3183

1. **Indicator Type and Level:** Output; General.
2. **Rationale, Relevance, Reliability:** Providing protective daycare supports safety for children in their own homes.
3. **Use:** The indicator is for budgeting purposes.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Unduplicated count of children receiving daycare services; determined by children with an open DC (daycare) program line.
7. **Scope:** This is a statewide measure.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** This indicator is reviewed annually by DCFS.
10. **Responsible Person:** Lori Miller, Child Welfare Manager/CPS  
Lori.Miller.DCFS@la.gov  
(225) 342-9928

## **B.2.18 Child Protective Services**

**Program:** Division of Child Welfare

**Activity:** Child Protective Services

**Objective:** **OBJECTIVE B.2.18:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Average number of new child protection investigation cases per month.

**Indicator LaPAS PI code:** 3176

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** To determine numbers served.
3. **Use:** This number will be utilized to determine staffing needs.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of origin is ACESS; the reporting capabilities in ACESS are used to extract data from ACESS.
6. **Calculation Methodology:** After collecting data from ACESS during the reporting period, count the number of investigations created excluding those open in error. Divide this total by the number of months within the reporting period to get an average number of new child protection investigation cases per month.
7. **Scope:** This is a statewide number.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** DCFS leadership will review this data.
10. **Responsible Person:** Lori Miller, Child Welfare Manager/CPS  
Lori.Miller.DCFS@la.gov  
(225) 342-9928



## **B.2.19 Child Protective Services**

**Program:** Division of Child Welfare

**Activity:** Child Protective Services

**Objective:** **OBJECTIVE B.2.19:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Total number of validated cases annually.

**Indicator LaPAS PI code:** 3178

1. **Indicator Type and Level:** Outcome; General
2. **Rationale, Relevance, Reliability:** This measure will demonstrate trends.
3. **Use:** The data obtained will be utilized to determine staffing needs.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** ACCESS 2.0 is the current system of origin.
6. **Calculation Methodology:** The total number of cases during the period with a valid overall.
7. **Scope:** This is a statewide measure.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** DCFS leadership will review this data.
10. **Responsible Person:** Lori Miller, Child Welfare Manager/CPS  
[Lori.Miller.DCFS@la.gov](mailto:Lori.Miller.DCFS@la.gov)  
(225) 342-9928

## **B.2.20 Family Services**

**Program:** Division of Child Welfare

**Activity:** Family Services

**Objective:** **OBJECTIVE B.2.20:** To improve service delivery to children and youth who are at-risk of or have been abused or neglected through a high-quality, comprehensive Child Welfare Program.

**Indicator Name:** Percentage of valid findings referred to family services.

**Indicator LaPAS PI code:** 13295

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** This data will assist in keeping children safe in their families.
3. **Use:** This indicator will drive programmatic practice.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** System of origin is TIPS; WebFocus Developer Studio is used to extract the data from TIPS.
6. **Calculation Methodology:** Calculate the children involved in CPS investigations; determine families with a case that opened in Family Services during the same time period, plus extend period by 3 months to account delay in findings from CPS investigation. (Number of children with a valid allegation that opened in FS / Total number of children with a valid allegation x100).
7. **Scope:** This is a statewide measure.
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** This data will be reviewed by DCFS.
10. **Responsible Person:** Jacqueline Brown, Child Welfare Manager/FS  
Jacqueline.Brown.DCFS@la.gov  
(225) 342-5199

## **C. DIVISION OF FAMILY SUPPORT (3000)**

### **C.1.1 Child Support Enforcement (CSE)**

**Program:** Division of Family Support

**Activity:** Child Support Enforcement – Support Collected

**Objective:** **OBJECTIVE C.1.1:** Provide efficient child support enforcement services on an ongoing basis, increase paternity and obligation establishments and increase collections by 2% per year and ensure self-sufficiency program availability.

**Indicator Name:** Percent increase in the amount of support collected.

**Indicator LaPAS PI Code:** 26315

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** All children are entitled to receive the financial and medical support. In Louisiana, both parents have a legal obligation to support their children.
3. **Use:** To establish a legal obligation for the non-custodial parents to provide financial and medical support to assist in moving the families toward self-sufficiency.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Louisiana Automated Support Enforcement System (LASES), Reported Monthly, Quarterly, and Annually.
6. **Calculation Methodology:** The number of cases in the annual caseload with support orders established is divided by the total number of cases in the annual caseload to determine the percentage of cases with support orders established in the current year.
7. **Scope:** This is a state-wide child support enforcement measure.
8. **Caveats:** This is the same statistic as reported in section C.2 of the department's plan because these two sections work jointly to accomplish the stated objective in ways that cannot be separated for reporting purposes.
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually.
10. **Responsible Person:** Lydia Scales, CSE Director  
[Lydia.scales.dcf@la.gov](mailto:Lydia.scales.dcf@la.gov)  
(225) 342-1312

### **C.1.2 Child Support Enforcement (CSE)**

**Program:** Division of Family Support

**Activity:** Child Support Enforcement – Field Offices – Support Orders

**Objective:** **OBJECTIVE C.1.2:** To establish child and medical support orders in 87% of cases in the caseload annually.

**Indicator Name:** Percentage of cases with a support order at the end of the current fiscal year.

**Indicator LaPAS PI Code:** 26316

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** All children are entitled to receive the financial and medical support and in Louisiana, both parents have a legal obligation to support their children.
3. **Use:** To establish a legal obligation for the non-custodial parents to provide financial and medical support to assist in moving the families toward self-sufficiency.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Louisiana Automated Support Enforcement System (LASES), Reported Monthly, Quarterly, and Annually.
6. **Calculation Methodology:** The number of cases in the annual caseload with support orders established is divided by the total number of cases in the annual caseload to determine the percentage of cases with support orders established in the current year.
7. **Scope:** This is a state-wide child support enforcement measure.
8. **Caveats:** This is the same statistic as reported in section C.2 of the department's plan because these two sections work jointly to accomplish the stated objective in ways that cannot be separated for reporting purposes.
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually.
10. **Responsible Person:** Sammy Guillory, Deputy Assistant Secretary  
Sammy.Guillory.DCFS@la.gov  
(225) 342-3961

### **C.1.3 Child Support Enforcement (CSE)**

**Program:** Division of Family Support

**Activity:** Child Support Enforcement – Field Offices – Paternity

**Objective:** **OBJECTIVE C.1.3:** Establish paternity for 90% of children in the Title IV-D Caseload in the current fiscal year who were born out of wedlock.

**Indicator Name:** The percentage of children born out of wedlock in the Title IV-D caseload with paternity established in the current fiscal year.

**Indicator LaPAS PI Code:** 26317

1. **Indicator Type and Level:** Outcome; Supporting.
2. **Rationale, Relevance, Reliability:** All children are entitled to receive the financial, medical, and emotional assistance they need to grow to adulthood, whether or not they are born of a legal marriage. In Louisiana, both parents have a legal obligation to support their children.
3. **Use:** Provides legal basis for the establishment of a support order.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Louisiana Automated Support Enforcement System (LASES), Reported Monthly, Quarterly, and Annually.
6. **Calculation Methodology:** The total number of children with paternity established or acknowledged in the current year divided by the total number of Children in Title IV-D Caseload in the fiscal year who were born out of wedlock.
7. **Scope:** This is a state-wide measurement.
8. **Caveats:** This is the same statistic as reported in section C.2 of the department's plan because these two sections work jointly to accomplish the stated objective in ways that cannot be separated for reporting purposes.
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually.
10. **Responsible Person:** Sammy Guillory, Deputy Assistant Secretary  
Sammy.Guillory.DCFS@la.gov  
(225) 342-3961

### **C.1.4 Child Support Enforcement (CSE)**

**Program:** Division of Family Support

**Activity:** Child Support Enforcement – Field Offices – Collections

**Objective:** **OBJECTIVE C.1.4:** Provide efficient child support enforcement services on an ongoing basis, increase paternity and obligation establishments and increase collections by 2% per year and ensure self-sufficiency program availability.

**Indicator Name:** Total support enforcement collection (in millions).

**Indicator LaPAS PI Code:** 20957

1. **Indicator Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** All children are entitled to receive the financial, medical, and emotional assistance they need to grow to adulthood, whether or not they are born of a legal marriage. In Louisiana, both parents have a legal obligation to support their children.
3. **Use:** To assist in the collections and distribution of financial and medical support by the non-custodial parent to keep families moving toward self-sufficiency.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection, Reporting:** Louisiana Automated Support Enforcement System (LASES), Reported Monthly, Quarterly, and Annually.
6. **Calculation Methodology:** The total amount of child support collected (in millions)
7. **Scope:** This is a state-wide measurement.
8. **Caveats:** This is the same statistic as reported in section C.2 of the department's plan because these two sections work jointly to accomplish the stated objective in ways that cannot be separated for reporting purposes.
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually
10. **Responsible Person:** Sammy Guillory, Deputy Assistant Secretary  
[Sammy.Guillory.dcf@la.gov](mailto:Sammy.Guillory.dcf@la.gov)  
(225) 342-3961

### **C.1.5 Child Support Enforcement (CSE)**

**Program:** Division of Family Support

**Activity:** Child Support Enforcement – Field Offices – Paternity

**Objective:** **OBJECTIVE C.1.5:** Provide efficient child support enforcement services on an ongoing basis, increase paternity and obligation establishments and increase collections by 2% per year and ensure self-sufficiency program availability.

**Indicator Name:** Total number of paternities established.

**Indicator LaPAS PI Code:** 3085

1. **Indicator Type and Level:** Outcome, Key.
2. **Rationale, Relevance, Reliability:** All children are entitled to receive the financial, medical, and emotional assistance they need to grow to adulthood, whether or not they are born of a legal marriage. In Louisiana, both parents have a legal obligation to support their children.
3. **Use:** Provides legal basis for the establishment of a support order.
4. **Clarity: The indicator is clear.**
5. **Data Source, Collection and Reporting:** Louisiana Automated Support Enforcement System (LASES), Reported Monthly, Quarterly, and Annually.
6. **Calculation Methodology:** The total number of children with paternity established or acknowledged in the current year divided by the total number of Children in Title IV-D Caseload in the fiscal year who were born out of wedlock.
7. **Scope:** This is a state-wide measurement.
8. **Caveats:** This is the same statistic as reported in section C.2 of the department's plan because these two sections work jointly to accomplish the stated objective in ways that cannot be separated for reporting purposes.
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually
10. **Responsible Person:** Sammy Guillory, Deputy Assistant Secretary  
[Sammy.guillory.dcms@la.gov](mailto:Sammy.guillory.dcms@la.gov)  
(225) 342-3961

### **C.1.6 Child Support Enforcement (CSE)**

**Program:** Division of Family Support

**Activity:** Child Support Enforcement – Field Offices – Paternity

**Objective:** **OBJECTIVE C.1.6:** Provide efficient child support enforcement services on an ongoing basis, increase paternity and obligation establishments and increase collections by 2% per year and ensure self-sufficiency program availability.

**Indicator Name:** Percentage of current support collected.

**Indicator LaPAS PI Code:** 20954

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** According to the Office of the Administration for Children and Families, child support accounts for about half the average income of low income parents who receive it, lifting ¾ million people nationally out of poverty in 2016. Current support is child support collected on a current obligation. This money goes directly to the support of minor children.
3. **Use:** To collect the current child support obligation that is due each month. To provide financial and medical support to assist in moving families toward self-sufficiency.
4. **Clarity:** The indicator is clear
5. **Data Source, Collection and Reporting:** Louisiana Automated Support Enforcement System (LASES). Reported monthly, quarterly and annually.
6. **Calculation Methodology:** Total current support collected divided by Total current support obligations due
7. **Scope:** This is a Statewide measure that can be broken down by regional child support office
8. **Caveats:** N/A
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually
10. **Responsible Person:** Sammy Guillory, Deputy Assistant Secretary  
[Sammy.guillor.dcf@la.gov](mailto:Sammy.guillor.dcf@la.gov)  
(225) 342-3961



### **C.1.7 Child Support Enforcement (CSE)**

**Program:** Division of Family Support

**Activity:** Child Support Enforcement – Field Offices – Collections

**Objective:** **OBJECTIVE C.1.7:** Provide efficient child support enforcement services on an ongoing basis, increase paternity and obligation establishments and increase collections by 2% per year and ensure self-sufficiency program availability.

**Indicator Name:** Percentage of cases with past due support collected.

**Indicator LaPAS PI Code:** 20955

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Arrears are past due child support meaning the family did not receive the full court ordered child support for a given period.
3. **Use:** This indicator is one of the Federal Incentive Measure indicators
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Louisiana Automated Support Enforcement System (LASES). Reported monthly, quarterly and annually
6. **Calculation Methodology:** Total number of arrears cases with a collection divided by total number of arrears cases
7. **Scope:** This is a Statewide measure that can be broken down by child support regional office
8. **Caveats:** N/A
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually
10. **Responsible Person:** Sammy Guillory, Deputy Assistant Secretary  
[Sammy.Guillory.dcf@la.gov](mailto:Sammy.Guillory.dcf@la.gov)  
(225) 342-3961

## **C.2.1 Fraud and Recovery**

**Program:** Division of Family Support

**Activity:** Program Integrity and Improvement – Collection

**Objective:** **OBJECTIVE C.2.1:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** The number of cases referred for recovery action during the fiscal year.

**Indicator LaPAS PI Code:** 3046

1. **Indicator Type and Level:** Output; Key.
2. **Rationale, Relevance, Reliability:** The Department is committed to reducing fraud and abuse. Federal regulations require the pursuit of recovery of over-issuances in the assistance program.
3. **Use:** This information is reported to the U.S. Department of Agriculture, Food and Nutrition Services agency (FNS).
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Established losses are tracked in the Fraud and Recovery Account System. Payments and interceptions are posted by the DCFS Fiscal Services Section when received, allotment reductions from cases are tracked in the programs' data systems and internal management reports are generated.
6. **Calculation Methodology:** The number of recovery accounts for which payments are received divided by the total number of active recovery accounts.
7. **Scope:** Statewide.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** FNS and State auditors review Fraud and Recovery Unit cases annually to insure accuracy and that policy is applied correctly. No deficiencies have been reported.
10. **Responsible Person:** Jesse Wright, Fraud and Recovery Unit Director  
[Jesse.Wright.DCFS@la.gov](mailto:Jesse.Wright.DCFS@la.gov)  
(225) 342-4267

## **C.2.2 Fraud and Recovery**

**Program:** Division of Family Support

**Activity:** Program Integrity and Improvement – Prosecution

**Objective:** **OBJECTIVE C.2.2:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** The percentage of cases referred for criminal prosecution.

**Indicator LaPAS PI Code:** 26318

1. **Indicator Type and Level:** Outcome; Supporting.
2. **Rationale, Relevance, Reliability:** The prosecution of fraud in the agency's assistance programs demonstrates the agency's commitment to reduce fraud and abuse and increases the dollar value of recovery collections.
3. **Use:** This performance indicator is used to evaluate the success of investigations and recovery efforts.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** The number of cases above the \$2,000 threshold that are investigated and subsequently referred for criminal prosecution are tracked and monitored in Fraud and Recovery Unit's Case Management Information System.
6. **Calculation Methodology:** The number of cases referred for criminal prosecution divided by the total number of cases assigned for investigation.
7. **Scope:** Statewide.
8. **Caveats:** The criteria for referrals for further investigation and possible prosecution are 1) over-issuances of \$2,000 or more (less than \$2000 with mitigating circumstances); 2) the period of loss is within the four year prescription period for criminal prosecution in State court; 3) the period of loss is within the five year prescription period for criminal prosecution in federal court. The number of cases referred for criminal prosecution can be affected by priority special projects (Disaster cases, Duplicate Participation, Employee Fraud, etc.).
9. **Accuracy, Maintenance, Support:** FNS and State auditors review Fraud and Recovery Unit cases annually to insure accuracy and that policy is applied correctly. No deficiencies have been reported.
10. **Responsible Person:** Jesse Wright, Fraud and Recovery Unit Director  
[Jesse.Wright.DCFS@la.gov](mailto:Jesse.Wright.DCFS@la.gov)  
(225) 342-4267

### **C.2.3 Fraud and Recovery**

**Program:** Division of Family Support

**Activity:** Program Integrity and Improvement – Investigation

**Objective:** **OBJECTIVE C.2.3** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** The percentage of established claims and investigations completed.

**Indicator LaPAS PI Code:** 26319

1. **Indicator Type and Level:** Outcome; Supporting.
2. **Rationale, Relevance, Reliability:** Federal regulations require Fraud and Recovery Unit to pursue recovery of over-issuances in the assistance programs administered by the Department of Children and Family Services.
3. **Use:** This performance indicator is used to evaluate the effectiveness of the department's efforts to safeguard federal and state resources.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** The number of cases which are referred for recovery action are reported, tracked and monitored in Fraud and Recovery Unit's Case Management Information System.
6. **Calculation Methodology:** The number of completed investigations and claims established for recovery action divided by the total number of cases referred for recovery action and/or investigation.
7. **Scope:** Statewide.
8. **Caveats:** Referrals from the parish office are presently greatly reduced due to changes in policy and the workload experienced in the parish offices.
9. **Accuracy, Maintenance, Support:** The number of cases that are assigned for recovery action are tracked and monitored in Fraud and Recovery Unit's Case Management Information System. The data is immediately available for query and ad hoc reports can be generated upon request to management, auditors or federal agencies.
10. **Responsible Person:** Jesse Wright, Fraud and Recovery Unit Director  
[Jesse.Wright.DCFS@la.gov](mailto:Jesse.Wright.DCFS@la.gov)  
(225) 342-4267

## **C.2.4 Fraud and Recovery**

**Program:** Division of Family Support

**Activity:** Program Integrity and Improvement – Collections

**Objective:** **OBJECTIVE C.2.4:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** Collections made by the Fraud and Recovery Unit.

**Indicator LaPAS PI Code:** 3047

1. **Indicator Type and Level:** Output; Key.
2. **Rationale, Relevance, Reliability:** Federal regulations require Fraud and Recovery Unit to pursue recovery of over-issuances in the assistance programs administered by the Department of Children and Family Services.
3. **Use:** This performance indicator is used to evaluate the success of recovery efforts.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Established losses are tracked in the Recovery Accounts System. Payments and interceptions are posted by the DCFS Fiscal Services Section when received. Allotment reductions from cases are tracked in the programs' data system and internal management reports are generated.
6. **Calculation Methodology:** Total dollar amount of collections, intercepts and allotment reductions.
7. **Scope:** Statewide.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** The dollar amount of collections are tracked in the Recovery Accounts System. The data is immediately available for query and ad hoc reports can be generated upon request to management, auditors or federal agencies.
10. **Responsible Person:** Jesse Wright, Fraud and Recovery Unit Director  
[Jesse.Wright.DCFS@la.gov](mailto:Jesse.Wright.DCFS@la.gov)  
(225) 342-4267

## **C.2.5 Fraud and Recovery**

**Program:** Division of Family Support

**Activity:** Program Integrity and Improvement – Investigation

**Objective:** **OBJECTIVE C.2.5:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** Number of cases received for investigation.

**Indicator LaPAS PI Code:** 3043

1. **Indicator Type and Level:** Output; Supporting.
2. **Rationale, Relevance, Reliability:** The Department is committed to reducing fraud and abuse. Federal regulations require Fraud and Recovery Unit to pursue recovery of over-issuances in the assistance programs administered by the Department of Children and Family Services.
3. **Use:** This performance indicator is used to evaluate the effectiveness of the department's efforts to safeguard federal and state resources.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** The number of cases which are referred for investigation are reported, tracked and monitored in the Fraud and Recovery Unit's Case Management Information System.
6. **Calculation Methodology:** Total number of cases referred for investigation.
7. **Scope:** Statewide.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** The number of cases referred for investigation are tracked and monitored in Fraud and Recovery Unit's Case Management Information System. The data is immediately available for query and ad hoc reports can be generated upon request to management, auditors and federal agencies.
10. **Responsible Person:** Jesse Wright, Fraud and Recovery Unit Director  
Jesse.Wright.DCFS@la.gov  
(225) 342-4267

## **C.2.6 Fraud and Recovery**

**Program:** Division of Family Support

**Activity:** Program Integrity and Improvement – Prosecution

**Objective:** **OBJECTIVE C.2.6:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** Number of prosecutions completed.

**Indicator LaPAS PI Code:** 3044

1. **Indicator Type and Level:** Output; Supporting.
2. **Rationale, Relevance, Reliability:** The prosecution of fraud in the agency's assistance programs demonstrates the agency's commitment to reduce fraud and abuse.
3. **Use:** This performance indicator is used to evaluate the success of investigations and recovery efforts.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** The number of cases above the \$2,000 threshold and that meet other established requirements are subsequently referred for criminal prosecution are tracked and monitored in Fraud and Recovery Unit's Case Management Information System.
6. **Calculation Methodology:** Total number of cases referred for criminal prosecution.
7. **Scope:** Statewide.
8. **Caveats:** The criteria for referrals for further investigation and possible prosecution are: 1) over-issuances of \$2,000 or more (less than \$2,000 with mitigating circumstances); 2) the period of loss is within the four year prescription period for criminal prosecution in State court; 3) the period of loss is within the five year prescription period for criminal prosecution in federal court. The number of cases referred for criminal prosecution can be affected by priority special projects (Disaster cases, Duplicate Participation, Employee Fraud, etc.).
9. **Accuracy, Maintenance, Support:** FNS and State auditors review Fraud and Recovery Unit cases annually to insure accuracy and that policy is applied correctly. No deficiencies have been reported.
10. **Responsible Person:** Jesse Wright, Fraud and Recovery Unit Director  
Jesse.Wright.DCFS@la.gov  
(225) 342-4267

## **C.2.7 Fraud and Recovery**

**Program:** Division of Family Support

**Activity:** Program Integrity and Improvement – Investigation

**Objective:** **OBJECTIVE C.2.7:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** Number of program recipients disqualified due to fraud.

**Indicator LaPAS PI Code:** 3042

1. **Indicator Type and Level:** Output; Supporting.
2. **Rationale, Relevance, Reliability:** The Department is committed to reducing fraud and abuse. Federal regulations require the pursuit of recovery of over-issuances in the assistance program.
3. **Use:** This performance indicator is used to evaluate the effectiveness of the department's efforts to safeguard federal and state resources.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** The number of program recipients disqualified due to fraud are reported, tracked and monitored in the Fraud and Recovery Unit's Case Management Information System.
6. **Calculation Methodology:** The total number of program recipients disqualified due to fraud.
7. **Scope:** Statewide.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** The number of cases that are assigned for recovery action are tracked and monitored in the Fraud and Recovery Unit's Case Management Information System. The data is immediately available for query and ad hoc reports can be generated upon request to management, auditors or federal agencies.
10. **Responsible Person:** Jesse Wright, Fraud and Recovery Unit Director  
Jesse.Wright.DCFS@la.gov  
(225) 342-4267



## **C.2.8 Fraud and Recovery**

**Program:** Division of Family Support

**Activity:** Program Integrity and Improvement – Investigation

**Objective:** **OBJECTIVE C.2.8:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** Losses established.

**Indicator LaPAS PI Code:** 3048

1. **Indicator Type and Level:** Output; Supporting.
2. **Rationale, Relevance, Reliability:** The Department is committed to reducing fraud and abuse. Federal regulations require the pursuit of recovery of over-issuances in the assistance program.
3. **Use:** This information is reported to the U.S. Department of Agriculture, Food and Nutrition Service (FNS).
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Established losses are tracked in the Recovery Accounts System. Payments and interceptions are posted by the DCFS Fiscal Services Section when received, allotment reductions from cases are tracked in the programs' data system and internal management reports are generated.
6. **Calculation Methodology:** Total dollar amount of losses established.
7. **Scope:** Statewide.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** FNS and State auditors review Fraud and Recovery Unit cases annually to insure accuracy and that policy is applied correctly. No deficiencies have been reported.
10. **Responsible Person:** Jesse Wright, Fraud and Recovery Unit Director  
Jesse.Wright.DCFS@la.gov  
(225) 342-4267

## **C.2.9 Customer Service Center**

**Program:** Division of Family Support

**Activity:** Customer Service Center

**Objective:** **OBJECTIVE C.2.9:** To assure that 95% of specified performance standards of the contract for the Customer Service Center are attained each quarter.

**Indicator Name:** Percentage of all performance standards met by the call center each quarter.

**Indicator LaPAS PI Code:** 26320

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** The indicator must be met by the contractor in order to maintain an effective operation of the services provided to the general public by this department.
3. **Use:** This indicator will be used to evaluate the contract for the call center.
4. **Clarity:** This indicator is clear.
5. **Data Source, Collection and Reporting:** Reports are generated from the contractor's automated system and provided as a part of the invoicing process.
6. **Calculation Methodology:** The number of performance measures met by the call center in the subject quarter is divided by the total number of Performance Measures outlined in the Customer Service Center contract to calculate the percentage of performance measures met per quarter.
7. **Scope:** The indicator is aggregated.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Internal monthly review of Customer Service Center data reported.
10. **Responsible Person:** Shellie Boen, Customer Service Manager  
Shellie.boenclement.dcf@la.gov  
225-342-2741

## **C.2.10 Child Support Enforcement**

**Program:** Division of Family Support

**Activity:** Collections

**Objective:** **OBJECTIVE C.2.10:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** Total number of collection cases.

**Indicator LaPAS PI Code:** 3084

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** All children are entitled to receive financial and medical support and in Louisiana both parents have a legal obligation to support their children.
3. **Use:** The legal obligation for the non-custodial parent to provide financial and medical support to assist in moving the families toward self-sufficiency.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Louisiana Automated Support Enforcement System (LASES). Reported monthly, quarterly and annually.
6. **Calculation Methodology:** All IV-D cases that have a child support order established.
7. **Scope:** This is a Statewide measure that can be broken down by regional office.
8. **Caveats:** N/A
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually.
10. **Responsible Person:** Lydia Scales  
[Lydia.scales.dcf@la.gov](mailto:Lydia.scales.dcf@la.gov)  
225-342-1312

## **C.2.11 Child Support Enforcement**

**Program:** Division of Family Support

**Activity:** Collections

**Objective:** **OBJECTIVE C.2.11:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** Total number of intake cases.

**Indicator LaPAS PI Code:** 3087

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** Establishing legal paternity for children born outside a marriage is critical to children and families.
3. **Use:** Paternity establishment is encouraged and provides healthy families with involvement from both parents. It is the first necessary step to obtaining child support.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Louisiana Automated Support Enforcement System (LASES). Reported monthly, quarterly and annually.
6. **Calculation Methodology:** All IV-D cases that have paternity established.
7. **Scope:** This is a statewide measure that can be broken down by regional office.
8. **Caveats:** N/A
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually.
10. **Responsible Person:** Lydia Scales  
[Lydia.scales.dcf@la.gov](mailto:Lydia.scales.dcf@la.gov)  
(225) 342-1312

## **C.2.12 Child Support Enforcement**

**Program:** Division of Family Support

**Activity:** Collections

**Objective:** **OBJECTIVE C.2.12:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** Staff FTEs (full-time equivalents) allocated.

**Indicator LaPAS PI Code:** 3088

1. **Indicator Type and Level:** Outcome; General
2. **Rationale, Relevance, Reliability:** All children are entitled to receive financial and medical support and in Louisiana both parents have a legal obligation to support their children.
3. **Use:** Needed to work the child support cases timely and to assure that the families are obtaining and getting financial and medical support.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Monthly reports distributed.
6. **Calculation Methodology:** Louisiana Automated Support Enforcement System (LASES). Reported monthly, quarterly and annually.
7. **Scope:** This is a statewide measure that can be broken down by regional office.
8. **Caveats:** May not have enough staff to work cases timely. There is a need for significant number of FTEs in order to performance designated goals. Those goals are measures at the end of the federal fiscal year.
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually.
10. **Responsible Person:** Lydia Scales, CSE Director  
[Lydia.scales.dcf@la.gov](mailto:Lydia.scales.dcf@la.gov)  
225-342-1312

## **C.2.13 Child Support Enforcement**

**Program:** Division of Family Support

**Activity:** Collections

**Objective:** **OBJECTIVE C.2.13:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** Collections per staff member.

**Indicator LaPAS PI Code:** 3094

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** All children are entitled to receive financial and medical support and in Louisiana both parents have a legal obligation to support their children. With adequate staffing, we can provide timely and efficient support for the family.
3. **Use:** Utilized to determine if more staff is needed as the caseloads increase.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Monthly reports and Louisiana Automated Support Enforcement System (LASES). Reported monthly, quarterly and annually.
6. **Calculation Methodology:** Total collections divided by total staff FTE.
7. **Scope:** This is a statewide measure that can be broken down by regional offices.
8. **Caveats:** Number of cases divided by the number of staff as well as performance goals which are measures at the end of the fiscal year. Performance goals include the amount of current collections, number of cases paid on current support, number of cases paid on arrears cases.
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually.
10. **Responsible Person:** Lydia Scales, CSE Director  
[Lydia.scales.dcf@la.gov](mailto:Lydia.scales.dcf@la.gov)  
225-342-1312

## **C.2.14 Child Support Enforcement**

**Program:** Division of Family Support

**Activity:** Collections

**Objective:** **OBJECTIVE C.2.14:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** Total Non-IV-D C (Child Support) Collections.

**Indicator LaPAS PI Code:** 3095

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** The child support office helps with Non-IV-D collections by keeping track of all payment records; helping with payment distribution; and promoting consistent, ongoing payments via direct deposit and bank direct payment cards.
3. **Use:** Lessens burden on employers by allowing them to send all Non-IV-D child support payments to one place thereby expediting receipt by the custodial parent.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** OCSE 34-A. Reported quarterly.
6. **Calculation Methodology:** N/A
7. **Scope:** All Non-IV-D cases are handled in CSE State Office.
8. **Caveats:** N/A
9. **Accuracy, Maintenance, Support:** Federal auditors perform reliability audits.
10. **Responsible Person:** Lydia Scales, CSE Director  
[Lydia.scales.dcf@la.gov](mailto:Lydia.scales.dcf@la.gov)  
225-342-1312

## **C.2.15 Child Support Enforcement**

**Program:** Division of Family Support

**Activity:** Collections

**Objective:** **OBJECTIVE C.2.15:** To provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs.

**Indicator Name:** Total number of Non-IV-D collection cases.

**Indicator LaPAS PI Code:** 3096

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** The child support office helps with Non-IV-D collections by keeping track of all payment records; helping with payment distribution; and promoting consistent, ongoing payments via direct deposit and bank direct payment cards.
3. **Use:** Lessens burden on employers by allowing them to send all Non-IV-D child support payments to one place thereby expediting receipt by the custodial parent.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Louisiana Automated Support Enforcement System (LASES). Reported monthly.
6. **Calculation Methodology:** N/A
7. **Scope:** All Non-IV-D cases are handled in CSE State Office.
8. **Caveats:** N/A
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually.
10. **Responsible Person:** Lydia Scales, CSE Director  
[Lydia.scales.dcf@la.gov](mailto:Lydia.scales.dcf@la.gov)  
225-342-1312



### **C.3.1 Supplemental Nutrition Assistance Program (SNAP)**

**Program:** Division of Family Support

**Activity:** Supplemental Nutrition Assistance Program

**Objective:** **OBJECTIVE C.3.1:** To ensure that eligible clients receive assistance to promote self-sufficiency through SNAP (Food Stamps Program).

**Indicator Name:** SNAP Recipiency Rate.

**Indicator LaPAS PI Code:** 20939

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measuring the percentage of residents living below the poverty level and are potentially eligible for SNAP who actually receive SNAP.
3. **Use:** To improve program services to citizens in need.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Census data versus percentage of people living below poverty level versus those receiving SNAP.
6. **Calculation Methodology:** Number of SNAP recipients divided by the number of people below 125% of the poverty level.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Allison Rigsby, Program Manager  
[Allison.Rigsby.dcf@la.gov](mailto:Allison.Rigsby.dcf@la.gov)  
(225) 342-2530

### **C.3.2 Supplemental Nutrition Assistance Program (SNAP)**

**Program:** Division of Family Support

**Activity:** Supplemental Nutrition Assistance Program

**Objective:** **OBJECTIVE C.3.2:** To ensure that eligible clients receive assistance to promote self-sufficiency through SNAP (Food Stamps Program).

**Indicator Name:** Total value of Food Stamps (yearly in millions).

**Indicator LaPAS PI Code:** 3072

1. **Indicator Type and Level:** Outcome; Supporting.
2. **Rationale, Relevance, Reliability:** Measure the total dollar amount of SNAP benefits issued annually.
3. **Use:** This information is reported to the federal oversight agency and is used to track caseload trends.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information provided in the LAMI system is aggregated through INFOPAC reports for further analysis.
6. **Calculation Methodology:** The total amount of SNAP benefits issued monthly for the Fiscal Year.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Allison Rigsby, Program Manager  
Allison.Rigsby.dcf@la.gov  
(225) 342-2530

### **C.4.1 Supplemental Nutrition Assistance Program (SNAP)**

**Program:** Division of Family Support

**Activity:** Supplemental Nutrition Assistance Program – Field Offices – Benefit Accuracy

**Objective:** **OBJECTIVE C.4.1:** Process redeterminations and applications within required timeframes and maintain or improve the payment accuracy rates in the SNAP (Food Stamps Program).

**Indicator Name:** The percentage of total benefit dollars accurately issued.

**Indicator LaPAS PI Code:** 3069

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measuring the accuracy of benefit processed provides an indication that the department is maintaining efforts to reduce programmatic fraud and abuse while maintaining the service delivery threshold provided by federal mandate and is promptly addressing identified need.
3. **Use:** This information is reported to the federal oversight agency and is used to improve programmatic service delivery to citizens in need.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** The Quality Control Section within the Division of Programs conducts payment accuracy reviews of 1,080 SNAP cases per federal fiscal year to determine if the case and benefit level are correct.
6. **Calculation Methodology:** The correct dollar amount of benefits issued in the same review divided by the total dollar amount of benefits issued in that review.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** QC staff sample and review case calculations monthly to determine if the benefits issued are correct.
10. **Responsible Person:** Kim Matherne, ES Director  
kim.matherne.DCFS@la.gov  
(225) 219-2428

## **C.4.2 Supplemental Nutrition Assistance Program (SNAP)**

**Program:** Division of Family Support

**Activity:** Supplemental Nutrition Assistance Program (SNAP) – Field Offices – Eligibility

**Objective:** **OBJECTIVE C.4.2:** Process redeterminations and applications within required timeframes and maintain or improve the payment accuracy rates in the SNAP (Food Stamps Program).

**Indicator Name:** The percentage of applications processed timely in the current year.

**Indicator LaPAS PI Code:** 3068

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measuring the percent of cash SNAP cases processed within 30 days of the application date provides an indication that the department is maintaining quality services and meeting federal and state deadlines
3. **Use:** This information is used to assure timely processing of the SNAP applications in compliance with state and federal rules. Also this information is reported to the Louisiana State Legislature.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection, Reporting:** Information provided in the LAMI system is aggregated through INFOPAC reports for further analysis.
6. **Calculation Methodology:** The total number of SNAP cases certified within 30 days divided by the total number of SNAP cases eligible for benefits in the same time period.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
kim.matherne.DCFS@la.gov  
(225) 219-2428

### **C.4.3 Supplemental Nutrition Assistance Program (SNAP)**

**Program:** Division of Family Support

**Activity:** Supplemental Nutrition Assistance Program – Field Offices – Re-certification

**Objective:** **OBJECTIVE C.4.3:** Process redeterminations and applications within required timeframes and maintain or improve the payment accuracy rates in the SNAP (Food Stamps Program).

**Indicator Name:** The percentage of re-certifications processed timely in the current year.

**Indicator LaPAS PI Code:** 3067

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measuring the percent of cash SNAP re-certifications processed within the month that the recertification is due provides an indication that the department is maintaining quality services and meeting federal and state deadlines.
3. **Use:** This information is used to assure timely processing of the SNAP redetermination application in compliance with state and federal rules. Also this information is reported to the Louisiana State Legislature.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information provided in the LAMI system is aggregated through INFOPAC reports for further analysis.
6. **Calculation Methodology:** The total number of SNAP cases recertified within the month divided by total the number of re-certifications in that month.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
Kim.matherne.DCFS@la.gov  
(225) 219-2428

#### **C.4.4 Strategies to Empower People (STEP)**

**Program:** Division of Family Support

**Activity:** STEP – Field Offices – Assessment

**Objective:** **OBJECTIVE C.4.4:** Process redeterminations and applications within required timeframes and maintain or improve the payment accuracy rates in the SNAP (Food Stamps Program).

**Indicator Name:** Percentage of Strategies To Empower People (STEP) assessments occurring within 60-day timeframe.

**Indicator LaPAS PI Code:** 13794

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** Measuring the number of STEP participants that are assessed within 30 days of FITAP certification provides an indication that the department is maintaining efforts to exceed the service delivery threshold and is promptly addressing identified needs so that the client can become self-sufficient.
3. **Use:** This information is reported to the federal oversight agency and is used to improve programmatic service delivery to citizens in need.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information is reported through JAS legacy system.
6. **Calculation Methodology:** Number of STEP work eligible participants assessed within 30 days of FITAP certification divided by the total number of STEP work eligible participants assessed in the same timeframe.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Continued compliance with audits and federal requirements.
10. **Responsible Person:** James Vidacovich, Program Manager  
James.Vidacovich.dcf@la.gov  
(225) 342-0495

### **C.4.5 Redeterminations**

**Program:** Division of Family Support

**Activity:** SNAP Case Reviews– Field Offices

**Objective:** **OBJECTIVE C.4.5:** Process redeterminations and applications within required timeframes and maintain or improve the payment accuracy rates in the SNAP (Food Stamp Program).

**Indicator Name:** Number of case reviews conducted per quarter (SNAP).

**Indicator LaPAS PI Code:** 26321

1. **Indicator Type and Level:** Efficiency; General.
2. **Rationale, Relevance, Reliability:** Measuring the accuracy of the eligibility decision made on a SNAP case by reviewing the case.
3. **Use:** To improve the integrity of the programming by finding and correcting errors timely.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** The cases are reviewed in the Online Case Reading System and LAMI.
6. **Calculation Methodology:** Each supervisor, Social Services Analyst 3 and Program Consultant are mandated to review a specific number of cases each month.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
kim.matherne.DCFS@la.gov  
(225) 219-2428

## **C.4.6 Redeterminations**

**Program:** Division of Family Support

**Activity:** Enrollment and Eligibility

**Objective:** **OBJECTIVE C.4.6:** To provide cash assistance and case management so that STEP recipients can become self-sufficient.

**Indicator Name:** Annual cost per program participant (STEP).

**Indicator LaPAS PI Code:** 26187

1. **Indicator Type and Level:** Efficiency; General.
2. **Rationale, Relevance, Reliability:** Updating FITAP policy as announced will keep Economic Stability staff abreast of new laws and regulations to enhance program procedures and practice, thereby ensuring compliance with new/change state and federal laws and regulations.
3. **Use:** This information will assist in analysis of program service delivery effectiveness and efficiency.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Annual costs are aggregated and reported for this program through the statewide automated accounting system. The department's client data systems will provide reports on the number of participating recipients in a fiscal year. This will be tracked quarterly and reported annually.
6. **Calculation Methodology:** Total amount of money expended to provide services annually will be divided by the number of recipients served annually to indicate the annual cost per program participant.
7. **Scope:** The indicator is statewide.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Programmatic participation and expenditure data are routinely subjected to internal audit and federal oversight agency reviews. No adverse findings have been reported on the reliability of this data.
10. **Responsible Person:** Kim Matherne, ES Director  
[Kim.Matherne.DCFSS@la.gov](mailto:Kim.Matherne.DCFSS@la.gov)  
(225) 219-2428



### **C.4.7 Redeterminations**

**Program:** Division of Family Support

**Activity:** STEP – Field Offices – Assessment

**Objective:** **OBJECTIVE C.4.7:** Process redeterminations and applications within required timeframes and maintain or improve the payment accuracy rates in the FITAP/KCSP Programs.

**Indicator Name:** Number of case reviews conducted per quarter (FITAP/KCSP).

**Indicator LaPAS PI Code:** 26188

1. **Indicator Type and Level:** Efficiency; General .
2. **Rationale, Relevance, Reliability:** Measuring the accuracy of the eligibility decisions mad on FITAP/KCSP CASE by reviewing the case.
3. **Use:** To improve the integrity of the programming by finding and correcting errors timely.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection, Reporting:** The cases are reviewed in the Online Case Reading system and LAMI.
6. **Calculation Methodology:** Each Social Services Analyst 3 and Program Consultant are mandated to review a specific number of cases each month.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
kim.matherne.DCFS@la.gov  
(225) 219-2428

### **C.5.1 Strategies to Empower People (STEP)**

**Program:** Division of Family Support

**Activity:** STEP – Field Offices – Assessment

**Objective:** **OBJECTIVE C.5.1:** Ensure that the Strategies To Empower People (STEP) Program clients are served and engaged in appropriate educational and work placement activities leading to self-sufficiency.

**Indicator Name:** Average number of STEP participants (monthly).

**Indicator LaPAS PI Code:** 3077

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measuring the number of work eligible participants actively engaged in countable activity provides an indication that the department is maintaining efforts to exceed the service delivery threshold mandated by federal regulation and is promptly addressing identified needs so that the client can become self-sufficient.
3. **Use:** This information is reported to the federal oversight agency and is used to improve programmatic service delivery to citizens in need.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information is reported through the JAS legacy system.
6. **Calculation Methodology:** Number of STEP work eligible participants in work activity for at least one hour per month divided by the number of work eligible participants.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Continued compliance with audits and federal requirements.
10. **Responsible Person:** Kim Matherne, ES Director  
kim.matherne.DCFS@la.gov  
(225) 219-2428

## **C.5.2 Strategies to Empower People (STEP)**

**Program:** Division of Family Support

**Activity:** STEP – Field Offices – Placement

**Objective:** **OBJECTIVE C.5.2:** Ensure that the Strategies To Empower People (STEP) Program clients are served and engaged in appropriate educational and work placement activities leading to self-sufficiency.

**Indicator Name:** Percentage of STEP work-eligible participants meeting requirement.

**Indicator LaPAS PI Code:** 13803

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measuring the number of work eligible participants actively engaged in a countable activity provides an indication that the department is maintaining efforts to exceed the service delivery threshold mandated by federal regulation and is promptly addressing identified needs so that the client can become self-sufficient.
3. **Use:** This information is reported to the federal oversight agency and is used to improve programmatic service delivery to citizens in need.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information is reported through the JAS legacy system.
6. **Calculation Methodology:** Number of STEP work eligible participants meeting the required number of hours divided by the number of STEP work eligible participants required to meet the number of hours.
7. **Scope:** Statewide but program-specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Continued compliance with audits and federal requirements.
10. **Responsible Person:** Kim Matherne, ES Director  
kim.matherne.DCFS@la.gov  
(225) 219-2428

### **C.5.3 Strategies to Empower People (STEP)**

**Program:** Division of Family Support

**Activity:** STEP – Field Offices – Assessment

**Objective:** **OBJECTIVE C.5.3:** Ensure that the Strategies To Empower People (STEP) Program clients are served and engaged in appropriate educational and work placement activities leading to self-sufficiency.

**Indicator Name:** Percentage of non-sanction STEP families with employment.

**Indicator LaPAS PI Code:** 13807

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measuring the number of STEP participants who have earned income and providing case management and supportive services so that these individuals become and maintain self-sufficiency.
3. **Use:** This information is reported to the federal oversight agency and is used to improve programmatic service delivery to citizens in need.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information is reported through the JAS legacy system.
6. **Calculation Methodology:** Number of STEP participants in a work activity of unsubsidized employment divided by number of mandatory work eligible.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None
9. **Accuracy, Maintenance, Support:** Continued compliance with audits and federal requirements.
10. **Responsible Person:** Kim Matherne, ES Director  
kim.matherne.DCFS@la.gov  
(225) 219-2428

## **C.5.4 Strategies to Empower People (STEP)**

**Program:** Division of Family Support

**Activity:** STEP – Field Offices – Assessment

**Objective:** **OBJECTIVE C.5.4:** Ensure that the Strategies To Empower People (STEP) Program clients are served and engaged in appropriate educational and work placement activities leading to self-sufficiency.

**Indicator Name:** Percentage of individuals leaving cash assistance that returned to the program within 12 months.

**Indicator LaPAS PI Code:** 13808

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measuring the number of STEP work eligible that reapply for case assistance within 12 months of their case closing.
3. **Use:** This information is reported to the federal oversight agency and is used to improve programmatic service delivery to citizens in need.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information is reported through the JAS and LAMI legacy systems.
6. **Calculation Methodology:** INFOPAC reports are used to show cases reopened within 12 months.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Continued compliance with audits and federal regulations.
10. **Responsible Person:** Kim Matherne, ES Director  
[kim.matherne.DCFS@la.gov](mailto:kim.matherne.DCFS@la.gov)  
(225) 219-2428

## **C.5.5 Strategies to Empower People (STEP)**

**Program:** Division of Family Support

**Activity:** STEP – Field Offices – Assessment

**Objective:** **OBJECTIVE C.5.5:** Ensure that the Strategies To Empower People (STEP) Program clients are served and engaged in appropriate educational and work placement activities leading to self-sufficiency.

**Indicator Name:** Percentage of adult STEP clients lacking high school diploma/HiSET who are engaged in work activities leading to completion of diploma or HiSET.

**Indicator LaPAS PI Code:** 13809

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measuring the number of work eligible STEP clients who lack a high school diploma or HiSET, placing them in component to help them get their HiSET so that they can begin to attain self-sufficiency.
3. **Use:** This information is reported to the federal oversight agency and is used to improve programmatic service delivery to citizens in need.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information is reported through JAS legacy system.
6. **Calculation Methodology:** Number of STEP recipients place in a work activity of HiSET divided by the number of STEP work eligible recipients.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Continued compliance with audits and federal regulations.
10. **Responsible Person:** Kim Matherne, ES Director  
[kim.matherne.DCFS@la.gov](mailto:kim.matherne.DCFS@la.gov)  
(225) 219-2428

## **C.5.6 Strategies to Empower People (STEP)**

**Program:** Division of Family Support

**Activity:** STEP – Field Offices – Assessment

**Objective:** **OBJECTIVE C.5.6:** Ensure that the Strategies To Empower People (STEP) Program clients are served and engaged in appropriate educational and work placement activities leading to self-sufficiency.

**Indicator Name:** Percentage of minor-aged, FITAP parents lacking high school diploma/HiSET who are engaged in work activities leading to completion of diploma or HiSET.

**Indicator LaPAS PI Code:** 13810

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measuring the number of eligible STEP minor clients who lack a high school diploma or HiSET, placing them in a component to help them get their HiSET so that they can begin to attain self-sufficiency.
3. **Use:** This information is reported to the federal oversight agency and is used to improve programmatic service to minor citizens in need.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information is reported through JAS legacy system.
6. **Calculation Methodology:** Number of STEP minor recipients placed in a work activity of HiSET divided by the number of STEP work eligible minor recipients.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Continued compliance with audits and federal requirements.
10. **Responsible Person:** Kim Matherne, ES Director  
[kim.matherne.DCFS@la.gov](mailto:kim.matherne.DCFS@la.gov)  
(225) 219-2428

## **C.5.7 Strategies to Empower People (STEP)**

**Program:** Division of Family Support

**Activity:** STEP – Field Offices – Assessment

**Objective:** **OBJECTIVE C.5.7:** Ensure that the Strategies To Empower People (STEP) Program clients are served and engaged in appropriate educational and work placement activities leading to self-sufficiency.

**Indicator Name:** Percentage of STEP cases closed with employment.

**Indicator LaPAS PI Code:** 17043

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measuring the number of FITAP cases with open JAS cases that close due to earned income
3. **Use:** This information is used to determine if the case management provided is successfully aiding clients in becoming self-sufficient
4. **Clarity:** The indicator is clear
5. **Data Source, Collection and Reporting:** Information is reported through the LAMI legacy system.
6. **Calculation Methodology:** The number of FITAP cases closed with earned income divided by the number of other reason codes for FITAP closures.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Continued compliance with audits and federal requirements.
10. **Responsible Person:** Kim Matherne, ES Director  
[kim.matherne.DCFS@la.gov](mailto:kim.matherne.DCFS@la.gov)  
(225) 219-2428



## **C.6.1 FITAP and KCSP Income Subsidy**

**Program:** Division of Family Support

**Activity:** FITAP and KCSP – Field Offices – Payments

**Objective:** **OBJECTIVE C.6.1:** Provide cash assistance, STEP program assistance and supportive service payments to eligible families.

**Indicator Name:** Total FITAP and Kinship Care annual payments (in millions).

**Indicator LaPAS PI Code:** 8235

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measure the total dollars of TANF benefits paid out annually to eligible recipients.
3. **Use:** This information is used to monitor caseload trends.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information provided in the LAMI system is aggregated through INFOPAC reports for further analysis.
6. **Calculation Methodology:** The total amount of FITAP/KCSP benefits issued monthly for the Fiscal Year.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
[kim.matherne.DCFS@la.gov](mailto:kim.matherne.DCFS@la.gov)  
(225) 219-2428

## **C.6.2 FITAP and KCSP Income Subsidy**

**Program:** Division of Family Support

**Activity:** FITAP and KCSP – Field Offices – Payments

**Objective:** **OBJECTIVE C.6.2:** Provide cash assistance, STEP program assistance and supportive service payments to eligible families.

**Indicator Name:** Average FITAP monthly payments.

**Indicator LaPAS PI Code:** 3110

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** Measure the monthly amount of TANF dollars issued to all FITAP households.
3. **Use:** This information is reported to the federal oversight agency and is used to track caseload trends.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information provided in the LAMI system is aggregated through INFOPAC reports for further analysis.
6. **Calculation Methodology:** The total amount of FITAP/KCSP benefits issued monthly for the Fiscal Year.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance with recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
kim.matherne.DCFS@la.gov  
(225) 219-2428

### **C.6.3 FITAP and KCSP Income Subsidy**

**Program:** Division of Family Support

**Activity:** FITAP and KCSP – Field Offices – Payments

**Objective:** **OBJECTIVE C.6.3:** Provide cash assistance, STEP program assistance and supportive service payments to eligible families.

**Indicator Name:** Total annual STEP payment (in millions).

**Indicator LaPAS PI Code:** 8236

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** The total annual dollars spent on all supportive services for STEP clients.
3. **Use:** This information is used to determine budgets for the following year.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information is provided from the JAS system.
6. **Calculation Methodology:** The total amount of STEP supportive payments, STEP transportation payments, and STEP educational and training payments are added together.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
[kim.matherne.DCFS@la.gov](mailto:kim.matherne.DCFS@la.gov)  
(225) 219-2428

## **C.6.4 FITAP and KCSP Income Subsidy**

**Program:** Division of Family Support

**Activity:** FITAP and KCSP – Field Offices – Payments

**Objective:** **OBJECTIVE C.6.4:** Provide cash assistance, STEP program assistance and supportive service payments to eligible families.

**Indicator Name:** STEP payments for education and training.

**Indicator LaPAS PI Code:** 8237

1. **Indicator Type and Level:** Outcome; Supporting.
2. **Rationale, Relevance, Reliability:** The total dollars expended on STEP clients in an educational or training component.
3. **Use:** To determine the dollar amount for the contract with Louisiana Student Financial Aid Division (LASFA).
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Information is provided by the JAS system.
6. **Calculation Methodology:** All payments from LASFA are added together.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
[kim.matherne.DCFS@la.gov](mailto:kim.matherne.DCFS@la.gov)  
(225) 219-2428

## **C.6.5 FITAP and KCSP Income Subsidy**

**Program:** Division of Family Support

**Activity:** FITAP and KCSP – Field Offices – Payments

**Objective:** **OBJECTIVE C.6.5:** Provide cash assistance, STEP program assistance and supportive service payments to eligible families.

**Indicator Name:** STEP payments for transportation.

**Indicator LaPAS PI Code:** 8238

1. **Indicator Type and Level:** Outcome; Supporting.
2. **Rationale, Relevance, Reliability:** The total amount of transportation stipends issued to STEP clients participating for at least one hour in an approved activity.
3. **Use:** This information is used to determine future budgets.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** The information is provided from the JAS system.
6. **Calculation Methodology:** The number of transportation stipends issued multiplied by \$100.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
[kim.matherne.DCFS@la.gov](mailto:kim.matherne.DCFS@la.gov)  
(225) 219-2428

### **C.6.6 Child Support Enforcement**

**Program:** Division of Family Support

**Activity:** Child Support Enforcement

**Objective:** **OBJECTIVE C.6.6:** Provide cash assistance, STEP program assistance and supportive service payments to eligible families.

**Indicator Name:** Average number of Support Enforcement cases with orders.

**Indicator LaPAS PI Code:** 3118

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** All families/children are entitled to receive financial support. Both parents have a legal obligation to support their children.
3. **Use:** The legal obligation for the non-custodial parent to provide financial and medical support to assist in moving the families toward self-sufficiency.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** Louisiana Automated Support Enforcement System (LASES). Reported monthly, quarterly and annually.
6. **Calculation Methodology:** FITA and KCSP cases are referred to the IV-D program to establish and enforce child support orders.
7. **Scope:** This is a statewide measure that can be broken down by regional office.
8. **Caveats:** N/A
9. **Accuracy, Maintenance, Support:** Federal auditors perform data reliability audits annually.
10. **Responsible Person:** Lydia Scales, CSE Director  
[lydia.scales.DCFS@la.gov](mailto:lydia.scales.DCFS@la.gov)  
225-342-1312

## **C.7.1 Disability Determination**

**Program:** Division of Family Support

**Activity:** Disability Determination Services (DDS) – Processing Time

**Objective:** **OBJECTIVE C.7.1:** Provide high-quality citizen-centered service by balancing productivity, cost timeliness, service satisfaction, and achieve an accuracy rate of 95.5% in making determinations for disability benefits.

**Indicator Name:** Quarterly mean processing time for initial disability eligibility decisions (in hours).

**Indicator LaPAS PI Code:** 25656

1. **Indicator Type and Level:** Efficiency; Key.
2. **Rationale, Relevance, Reliability:** To measure the mean processing time (in days) of initial disability eligibility decisions to provide an indicator of timeliness and good customer service.
3. **Use:** To monitor the amount of time it takes DDS to process initial disability eligibility decisions to assure compliance with the federally mandated standard.
4. **Clarity:** No clarification needed.
5. **Data Source, Collection and Reporting:** Data source is the AS400 Quarterly Agency Operations Report Summary. Reports are collected quarterly. Information is collected according to federal fiscal reporting periods and is reported the next working day following the end of the federal fiscal reporting period. Information for the 1<sup>st</sup> quarter of the SFY is taken from the AS400 Quarterly Agency Operations Report Summary. For quarters 2, 3 and 4, the actual values for the quarters are added together then averaged for the state reporting period.
6. **Calculation Methodology:** The AS400 Quarterly Agency Operations Report tracks applications and decisions and mean processing time.
7. **Scope:** Indicator based on statewide information.
8. **Caveats:** The reports that are used combine federal fiscal reporting periods to insure information covers a state fiscal year.
9. **Accuracy, Maintenance, Support:** No findings reported as a result of any audits.
10. **Responsible Person:** Christopher “Chris” Kirby, DDS Director  
[Christopher.Kirby.DCFS@la.gov](mailto:Christopher.Kirby.DCFS@la.gov)  
(225) 342-2242

## **C.7.2 Disability Determination**

**Program:** Division of Family Support

**Activity:** Disability Determination Services (DDS) – Processing Accuracy

**Objective:** **OBJECTIVE C.7.2:** Provide high-quality citizen-centered service by balancing productivity, cost timeliness, service satisfaction, and achieve an accuracy rate of 95.5% in making determinations for disability benefits.

**Indicator Name:** Accuracy of initial disability eligibility decisions quarterly.

**Indicator LaPAS PI Code:** 3101

1. **Indicator Type and Level:** Quality; Key.
2. **Rationale, Relevance, Reliability:** To measure the accuracy of initial disability eligibility decisions that provides an indicator of the quality of work performed by DDS staff.
3. **Use:** To monitor the accuracy of initial disability eligibility decisions.
4. **Clarity:** No clarification needed.
5. **Data Source, Collection and Reporting:** Data source is the Federal Initial Accuracy Report. Reports are collected monthly. Information for the 1<sup>st</sup> quarter of the SFY is taken from the Federal Initial Accuracy report and is an average of each month of the reporting quarter. For quarters 2, 3 and 4, the quarterly figures are added together then averaged for the state reporting period.
6. **Calculation Methodology:** Calculated and reported by the federal Social Security Administration in their Federal Initial Accuracy Report.
7. **Scope:** Indicator based on statewide information.
8. **Caveats:** The reports that are used combine federal fiscal reporting periods to insure information covers a state fiscal year.
9. **Accuracy, Maintenance, Support:** SSA randomly pulls cases for quality assurance reviews. SSA will determine if the case is error free or not error free by reviewing the case documentation and the decision made. No findings reported as a result of any audits.
10. **Responsible Person:** Christopher “Chris” Kirby, DDS Director  
[Christopher.Kirby.DCFS@la.gov](mailto:Christopher.Kirby.DCFS@la.gov)  
(225) 342-2242



### **C.7.3 Disability Determination**

**Program:** Division of Family Support

**Activity:** Disability Determination Services (DDS) - Decisions

**Objective:** **OBJECTIVE C.7.3:** Provide high-quality citizen-centered service by balancing productivity, cost timeliness, service satisfaction, and achieve an accuracy rate of 95.5% in making determinations for disability benefits.

**Indicator Name:** The number of completed disability eligibility decisions annually.

**Indicator LaPAS PI Code:** 3102

1. **Indicator Type and Level:** Output; General.
2. **Rationale, Relevance, Reliability:** Counting the number of disability eligibility decisions completed which an indicator of applicants assisted annually.
3. **Use:** To measure the number of decisions completed.
4. **Clarity:** No clarification needed.
5. **Data Source, Collection and Reporting:** Data source is the Federal State Agency Operations Report (SAOR). Reports are collected quarterly. Information is collected according to federal fiscal reporting periods and is reported the next working day following the end of the federal fiscal reporting period. Information for the 1<sup>st</sup> quarter of the SFY is taken from the Federal SAOR. For quarters 2, 3 and 4, the actual values for the quarters are added to the number from the previous quarter.
6. **Calculation Methodology:** The Federal State Agency Operations Report (SAOR) tracks the number of disability eligibility decisions completed quarterly.
7. **Scope:** Indicator based on statewide information.
8. **Caveats:** The reports that are used combine federal fiscal reporting periods to insure information covers a state fiscal year.
9. **Accuracy, Maintenance, Support:** No findings reported as a result of any audits.
10. **Responsible Person:** Christopher "Chris" Kirby, DDS Director  
[Christopher.Kirby.DCFS@la.gov](mailto:Christopher.Kirby.DCFS@la.gov)  
(225) 342-2242

## **C.8.1 Family Violence**

**Program:** Division of Family Support

**Activity:** Family Violence

**Objective:** **OBJECTIVE C.8.1:** Stabilize in a safe home environment, children, families and individuals in crisis or, particularly those at risk of domestic violence

**Indicator Name:** Percentage of women served in domestic violence programs discharged with safety plans.

**Indicator LaPAS PI Code:** 23654

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** As part of the continuum of care, it is critical that domestic violence programs provide to women (and men) upon discharge from the program a comprehensive, personalized, and practical plan that can help them avoid dangerous situations, prepare for the possibility of an incident happening, know the best way to react when in danger, and how to get to safety.
3. **Use:** To monitor the Family Violence Prevention Services Agency (FVPSA) and state funded domestic violence programs' compliance with the FVPSA and state regulations regarding safety plans, and to ensure that all victims discharged from domestic violence programs are given the tools to keep themselves and their children safe.
4. **Clarity:** The indicator is clear
5. **Data Source, Collection and Reporting:** All domestic violence data is collected from the FVPSA and state funded domestic violence programs. The programs keep accurate and extensive data on their programs for domestic violence statistical purposes, and to report to the Louisiana Coalition Against Domestic Violence (LCADV) and their funding sources, including DCFS. DCFS is required to report this data to FVPSA annually.
6. **Calculation Methodology:** Domestic violence program grantees are required to submit monthly and annual performance plans and reports (PPR) to DCFS describing the activities carried out and an assessment of the effectiveness of those activities in achieving the purposes of the grant. Grantee PPR's are compiled by the State into a comprehensive report for submission to FVPSA annually.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
[Kim.matherne.DCFS@la.gov](mailto:Kim.matherne.DCFS@la.gov)  
(225) 219-2428

## **C.8.2 Family Violence**

**Program:** Division of Family Support

**Activity:** Family Violence

**Objective:** **OBJECTIVE C.8.2:** Stabilize in a safe home environment, children, families and individuals in crisis or, particularly those at risk of domestic violence.

**Indicator Name:** Number of people served in Family Violence Program.

**Indicator LaPAS PI Code:** 23296

1. **Indicator Type and Level:** Outcome; Key.
2. **Rationale, Relevance, Reliability:** As required by the Family Violence Prevention and Intervention Program Standards (LA:III. Chapter 69)< DCFS will administer the program to: 1) establish immediate and full-time trauma informed shelters for victims of family violence, domestic violence, and dating violence and their dependents; and 2) increase, improve, and coordinate the delivery of comprehensive support services to victims of family violence, domestic violence, and dating violence. Domestic violence program grantees are required to submit an annual performance plan and report (PPR) to DCFS describing the activities carried out and an assessment of the effectiveness of those activities in achieving the purposes of the grant. Included in the report are the number of people served, broken down by sex, age, and race/ethnicity.
3. **Use:** To monitor program compliance with FVSPA, state and the Family Violence Prevention and Intervention Solicitation for Offers (SFO) reporting requirements.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection and Reporting:** All domestic violence data is collected from the FVPSA and state funded domestic violence programs. The programs keep accurate and extensive data on their programs for domestic violence statistical purposes, and to report to the Louisiana Coalition Against Domestic Violence (LCADV) and their funding sources, including DCFS. DCFS is required to report this data to FVPSA annually.
6. **Calculation Methodology:** Domestic violence program grantees are required to submit monthly and annual performance plans and reports (PPR) to DCFS describing the activities carried out and an assessment of the effectiveness of those activities in achieving the purposes of the grant. Grantee PPRs are compiled by the State into a comprehensive report for submission to FVPSA annually.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
[Kim.matherneDCFS@la.gov](mailto:Kim.matherneDCFS@la.gov)  
(225) 219-2428

### **C.8.3 Family Violence**

**Program:** Division of Family Support

**Activity:** Family Violence

**Objective:** **OBJECTIVE C.8.3:** Stabilize in a safe home environment, children, families and individuals in crisis or, particularly those at risk of domestic violence.

**Indicator Name:** Percentage of individuals that have developed a safety plan as a result to services.

**Indicator LaPAS PI Code:** 23297

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** Safety plans are comprehensive, personalized, and practical plans critical to the ongoing safety of domestic violence victims and their children. They are created to help individuals avoid dangerous situations, prepare for the possibility of an incident happening, know the best way to react when in danger, and how to safely escape from the abuser. Safety plans promote the ongoing safety of women and children who have experienced domestic violence.
3. **Use:** To monitor the Family Violence Prevention Services Agency (FVPSA) and state funded domestic violence programs' compliance with the FVPSA and state regulations regarding safety plans, and to ensure that all victims discharged from domestic violence programs are given the tools to keep themselves and their children safe.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection, Reporting:** All domestic violence data is collected from the FVPSA and state funded domestic violence programs. The programs keep accurate and extensive data on their programs for domestic violence statistical purposes, and to report to the Louisiana Coalition Against Domestic Violence (LCADV) and their funding sources, including DCFS. DCFS is required to report this data to FVPSA annually.
6. **Calculation Methodology:** Domestic violence program grantees are required to submit monthly and annual performance plan and reports (PPR) to DCFS describing the activities carried out and an assessment of the effectiveness of those activities in achieving the purposes of the grant. Grantee PPRs are compiled by the State into a comprehensive report for submission to FVPSA annually.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
[Kim.matherne.DCFS@la.gov](mailto:Kim.matherne.DCFS@la.gov)  
(225) 219.2428

## **C.8.4 Family Violence**

**Program:** Division of Family Support

**Activity:** Family Violence

**Objective:** **OBJECTIVE C.8.4:** Stabilize in a safe home environment, children, families and individuals in crisis or, particularly those at risk of domestic violence

**Indicator Name:** Percentage of individuals that have more knowledge of the resources available to them and their families.

**Indicator LaPAS PI Code:** 23298

1. **Indicator Type and Level:** Outcome; General.
2. **Rationale, Relevance, Reliability:** The Family Violence Prevention and Intervention Solicitation for Offers (SFO) requires DCFS Family Violence Grant funded programs to use the funds for the provision of services, training, technical assistance, and outreach to increase awareness of domestic, family, and dating violence, and to increase the accessibility and awareness of family, domestic, and dating violence services.
3. **Use:** To ensure that individuals, families and communities have knowledge of the multitude of services offered by domestic violence programs throughout the state, and to ensure that programs are meeting the requirements set forth by the SFO providing the necessary outreach services to individuals and communities.
4. **Clarity:** The indicator is clear.
5. **Data Source, Collection, Reporting:** All domestic violence data is collected from the FVSPA and state funded domestic violence programs. The programs keep accurate and extensive data on their programs for domestic violence statistical purposes, and to report to the Louisiana Coalition Against Domestic Violence (LCADV) and their funding sources, including DCFS. DCFS is required to report this data to FVPSA annually.
6. **Calculation Methodology:** Domestic violence program grantees are required to submit monthly and annual performance plans and reports (PPR) to DCFS describing the activities carried out and an assessment of the effectiveness of those activities in achieving the purposes of the grant. Programs are required to administer surveys to their clients regarding knowledge of safety and resources, and this data is reported on the PPR. Grantee PPRs are compiled by the State into a comprehensive report for submission to FVPSA annually.
7. **Scope:** Statewide but program specific.
8. **Caveats:** None.
9. **Accuracy, Maintenance, Support:** Compliance in recent audits.
10. **Responsible Person:** Kim Matherne, ES Director  
[Kim.matherneDCFS@la.gov](mailto:Kim.matherneDCFS@la.gov)  
(225) 219-2428

## APPENDIX I: STRATEGIC PLANNING CHECKLIST

### Department of Children and Family Services

Category:	Activities and Actions:
Planning Process	<ul style="list-style-type: none"> <li>• Communications with department executives, section directors and unit managers</li> <li>• Technical assistance provided as needed</li> <li>• Workforce plans, technology plans and strategic initiatives considered by managers in developing their sections</li> </ul>
Analysis Tools Used	<ul style="list-style-type: none"> <li>• Financial and Performance audit reports reviewed</li> <li>• Benchmarking against federal standards routinely conducted in the department</li> <li>• The Undersecretary's Act 160 report was reviewed at the start of the planning process</li> <li>• Federal program plans and Guidelines as well as Department policy are used to define baselines</li> </ul>
Stakeholder Involvement	<ul style="list-style-type: none"> <li>• Solicited feedback from stakeholders in the planning process</li> <li>• All DCFS employees were provided an opportunity to review and comment on the plan document prior to submission via the intranet posting and email commenting process</li> </ul>
Authorization for Goals	<ul style="list-style-type: none"> <li>• The Department's current vision, mission, goals and values are clearly articulated, extensively published and routinely reviewed with staff</li> <li>• Included in the introduction section of the Strategic Plan document</li> </ul>
External Operating Environment	<ul style="list-style-type: none"> <li>• Program performance will be impacted by budget actions</li> <li>• Timeliness may be impacted by workflow schedules in the Judicial System</li> <li>• Disaster declarations and Emergency Activations will cause delays in normal workflow processing</li> </ul>
Formulation of Objectives	<ul style="list-style-type: none"> <li>• Program and policy variables were assessed with programs management staff while objectives and strategies were reviewed and approved for inclusion</li> <li>• Objectives were formulated using SMART techniques</li> </ul>
Building Strategies	<ul style="list-style-type: none"> <li>• Major reorganization of the Department was implemented in FY2011</li> <li>• In the 2016 Regular Legislative session the Louisiana Legislature passed Act 90, a measure that reorganized the management of programs and delivery of services in the department.</li> <li>• Ongoing implementation of strategies aimed at maximizing available resources continues</li> <li>• Implementation of technology enhancements to improve operational efficiency was completed in 2018-2019</li> <li>• Action plans and project work plans are routinely used in ongoing daily management and are available for review</li> </ul>
Building Accountability	<ul style="list-style-type: none"> <li>• Balanced indicators are included for all objectives</li> <li>• Documentation sheets are included for all indicators</li> <li>• Data systems are reliable in maintaining and producing reports as needed</li> <li>• Internal accountability for the strategic planning and reporting process is managed in the Budget Section that reports directly to the Undersecretary</li> </ul>
Fiscal Impact of Plan	<ul style="list-style-type: none"> <li>• This information will be used to guide development of the operating budget in future years</li> </ul>
Maintenance of Records	<ul style="list-style-type: none"> <li>• All documents used in the development of the strategic plan as well as data used for completion of quarterly performance progress reporting will be maintained according to the records retention laws applicable to the Department and the Record Retention Schedules included in DCFS policy</li> </ul>
Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• Each Section's mission, goals and objectives will be incorporated into the PES planning and evaluation documents for the employees of the section</li> <li>• Each Section's performance will be reported, analyzed and submitted quarterly to the Budget Section for monitoring &amp; aggregate reporting purposes</li> <li>• The Undersecretary will annually review &amp; analyze the Department's progress as indicated by the submitted reports for inclusion in the Act 160 report</li> </ul>

## STRATEGIC PLANNING CHECKLIST CERTIFICATION STATEMENT

This FY2020 – FY2025 Department of Children and Family Services Strategic Plan update is submitted in compliance with the Louisiana Revised Statutes, Title 39 requirement.


### Maintenance of Agency Records

- All documents used in the development of the strategic plan as well as data used for completion of quarterly performance progress reporting will be maintained according to the records retention laws applicable to the Department and the Record Retention Schedules included in DCFS policy.

### Monitoring and Evaluation Processes

- Each Section's mission, goals and objectives will be incorporated into the PES planning and evaluation documents for the employees of the section.
- Each Section's performance will be reported, analyzed and submitted quarterly to the Budget Section for monitoring & aggregate reporting purposes.
- The Undersecretary will annually review & analyze the Department's progress as indicated by the submitted reports for inclusion in the Act 160 report.

Respectfully Submitted:

  
\_\_\_\_\_  
Marketa G. Walters, Secretary

4/28/19  
\_\_\_\_\_  
Date