

DEPARTMENT OF CHILDREN AND FAMILY SERVICES  
RELEVANCE OF PERFORMANCE INFORMATION



PERFORMANCE AUDIT  
ISSUED MARCH 21, 2012

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KAREN LEBLANC, PERFORMANCE AUDIT MANAGER,  
AT 225-339-3800.**

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LOUISIANA LEGISLATIVE AUDITOR  
DARYL G. PURPERA, CPA, CFE

March 21, 2012

The Honorable John A. Alario,  
President of the Senate  
The Honorable Charles E. "Chuck" Kleckley,  
Speaker of the House of Representatives

Dear Senator Alario and Representative Kleckley:

This report provides the results of our performance audit on the relevance of performance information for the Children and Family Services and Field Services programs within the Department of Children and Family Services (DCFS).

The report contains our findings, conclusions, and recommendations. Appendix A contains DCFS' response to this report. I hope this report will benefit you in your legislative decision-making process.

We would like to express our appreciation to the management and staff of DCFS for their assistance during this audit.

Sincerely,

A handwritten signature in blue ink, reading "Daryl G. Purpera".

Daryl G. Purpera, CPA, CFE  
Legislative Auditor

DGP/ch

DCFS PI 2012

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# Louisiana Legislative Auditor

Daryl G. Purpera, CPA, CFE, Legislative Auditor



## Department of Children and Family Services Relevance of Performance Information

March 2012

Audit Control # 40100029

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### Executive Summary

Louisiana Revised Statute 39:87.3 (D) (E) directs the Louisiana Legislative Auditor to provide an assessment of state agencies' performance data. In accordance with this requirement, we scheduled an audit on the relevance and reliability of performance information at the Department of Children and Family Services (DCFS). However, because of its recent reorganization, we focused our audit only on the relevance of DCFS' mission, goals, objectives and performance indicators and we did not include an assessment of the performance information's reliability. Our assessment of relevance focused on the Community and Family Services (CFS) Program and the Field Services (FS) Program within the Office of Community and Family Services (OCFS).

Appendix A contains DCFS' response to the audit and Appendix B contains our scope and methodology. The audit objective and results of our work are as follows:

**Objective: Is DCFS' performance information for the CFS and FS programs relevant?**

**Results:** Overall, DCFS' performance information does not meet all criteria for relevance for the two programs we reviewed. We used the following criteria from the state's performance budgeting manual<sup>1</sup> and best practices to determine if the performance information was relevant:

- Performance information exists for all program activities required by law.
- Performance information is understandable and does not contain jargon that is not explained by explanatory notes.
- Objectives are measurable and time-bound (i.e., provide a target date to accomplish).
- Performance information is aligned (i.e., indicators answer objectives, objectives answer goals).
- At least one outcome indicator exists for each program objective.

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<sup>1</sup> *MANAGEWARE: A Practical Guide to Managing for Results*

Based upon these criteria, we found that DCFS met the criteria for having at least one outcome indicator for each program objective. However, DCFS did not meet the rest of the criteria for relevance. We identified the following weaknesses with DCFS' performance information for the CFS and FS programs:

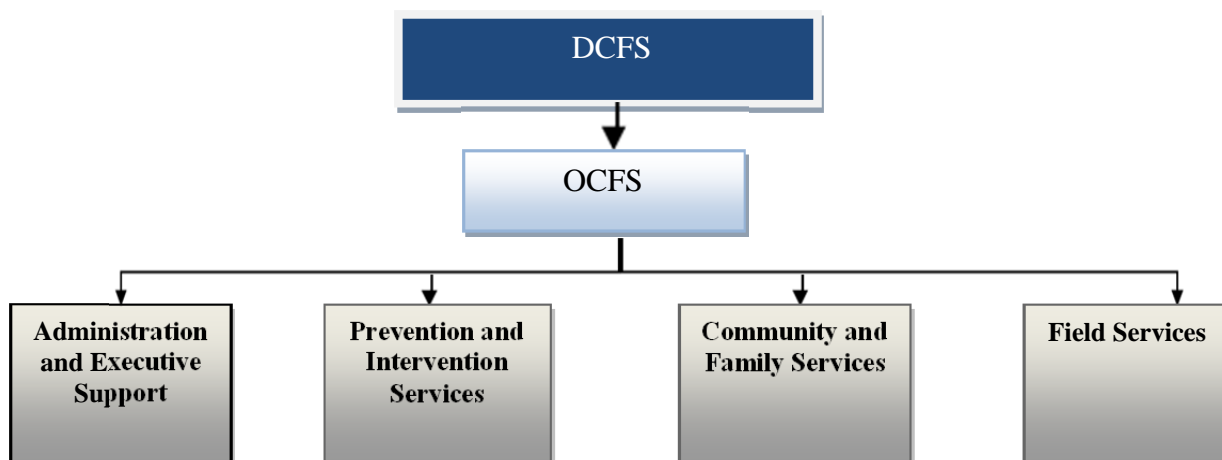
- The goals of both programs are broad and do not encompass all statutorily required functions and activities.
- The objectives of both programs are duplicative which makes it confusing for readers to understand the functions of the offices.
- The majority of objectives are not measurable or time-bound and included multiple performance aspects.
- Performance information was not always aligned.

DCFS' performance information is not relevant because DCFS recently reorganized and combined all of its previously separate functions into four programs under one office. However, it did not update performance information to fit the new structure.

## Background

The Department of Children and Family Services (DCFS) was previously called the Department of Social Services and was organized into the Office of the Secretary, the Office of Family Support, the Office of Community Services and Rehabilitation Services. In the 2010 legislative session, Louisiana Revised Statute 36:471 created DCFS. This reorganization resulted in DCFS organizing all of its functions under one office, the Office of Children and Family Services (OCFS). Our audit focuses on the Community and Family Services and Field Services programs within OCFS. Exhibit 1 shows DCFS' current organizational structure.

**Exhibit 1**  
**Current DCFS Organizational Structure**



**Source:** Prepared by legislative auditor's staff using information from the FY 2011-12 Executive Budget.

**Community and Family Services (CFS).** In FY 2012, the legislature appropriated this program approximately \$329.6 million and 132 authorized positions. According to the Executive Budget, the CFS program is responsible for the following activities:

- Eligibility and Enrollment activities for:
  - Family Independence Temporary Assistance Program (FITAP)
  - Disaster Relief
  - Strategies to Empower People (STEP) Program
  - Supplemental Nutrition Assistance Program (SNAP)
  - Childcare Services

- Economic Security for the Child Support Enforcement Program
- Disability Determinations Services, such as making qualified decisions on initial applications for disability benefits

**Field Services (FS).** In FY 2012, the legislature appropriated the FS program approximately \$215.6 million and 3,520 authorized positions. According to the Executive Budget, the FS program is responsible for the following activities:

- Eligibility and Enrollment for:
  - FITAP
  - Disaster Relief
  - STEP Program
  - SNAP
  - Childcare Services
- Economic Security for the Child Support Enforcement Program
- Disability Determinations Services, such as making determinations for disability benefits
- Child Welfare for child protection investigations, adoptions, and foster care
- Licensing of childcare facilities and residential care facilities

## **Objective: Is DCFS' performance information for the CFS and FS programs relevant?**

Overall, DCFS' performance information does not meet all criteria for relevance for the two programs we reviewed. We used the following criteria from the state's performance budgeting manual<sup>2</sup> and best practices to determine if the performance information was relevant:

- Performance information exists for all program activities required by law.
- Performance information is understandable and does not contain jargon that is not explained by explanatory notes.
- Objectives are measurable and time-bound (i.e., provide a target date to accomplish).
- Performance information is aligned (i.e., indicators answer objectives, objectives answer goals).
- At least one outcome indicator exists for each program objective.

Based upon these criteria, we found that DCFS met the criteria for having at least one outcome indicator for each program objective. However, DCFS did not meet the rest of the criteria for relevance. We identified the following weaknesses with DCFS' performance information for the CFS and FS programs:

- The goals of both programs are broad and do not encompass all statutorily required functions and activities.
- The objectives of both programs are duplicative which makes it confusing for readers to understand the functions of the offices.
- The majority of objectives are not measurable or time-bound and include multiple performance aspects.
- Performance information was not always aligned.

DCFS' performance information is not relevant because DCFS recently reorganized and combined all of its previously separate functions into four programs under one office. However, it did not update performance information to fit the new structure. Specific issues related to DCFS' performance information are summarized in the following sections.

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<sup>2</sup> *MANAGEWARE: A Practical Guide to Managing for Results*



## **DCFS' goals for the CFS and FS programs are broad and do not encompass all of its statutorily required functions.**

DCFS, through its CFS and FS programs, performs many functions required by law, such as administering a childcare assistance program, licensing and overseeing child and residential care facilities, enforcing child support orders by collecting and distributing payments, facilitating adoptions and foster care, and providing supplemental nutrition assistance through SNAP (Supplemental Nutrition Assistance Program - formerly Food Stamps). However, all of these functions are not clearly represented in DCFS' goals. For example, the goals do not include the functions of SNAP which is one of the department's largest programs. According to the state's performance budgeting manual, performance information should exist for all program activities required by law. Exhibit 2 shows the goals of each program and those functions which do not appear to be included in the current goals.

<b>Exhibit 2</b>		
<b>Program Goals and Functions Not Included</b>		
	<b>Program Goals</b>	<b>Functions Not Included</b>
<b>CFS</b>	<ul style="list-style-type: none"> <li>Align and coordinate the agency's programmatic investments based on the best available evidence and promising practice to produce the greatest impact on needy Louisiana families' abilities to achieve and sustain self-sufficiency through family, workforce, stabilization and education supports through the following:               <ul style="list-style-type: none"> <li>Less time in transitional housing</li> <li>Income and asset development for low-income families</li> <li>Increased job readiness, placement and retention</li> <li>Reduced dependence on public assistance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Disability determinations</li> <li>Child support enforcement</li> <li>SNAP</li> <li>Childcare Assistance Program (CCAP)</li> </ul>
<b>FS</b>	<ul style="list-style-type: none"> <li>To provide appropriate child safety risk assessment and evaluation</li> <li>To provide appropriate placement in the least restrictive environment</li> <li>To provide quality in-home based services to stabilize the family unit</li> <li>To ensure child safety in quality out of home care</li> <li>To focus on meeting the needs of high risk infants</li> <li>To ensure the successful transition to adulthood</li> <li>To provide opportunities to families that support asset building, career advancement and financial literacy</li> <li>To provide the appropriate level of crisis intervention, household supports and intensive supports that increase family stability</li> </ul>	<p>Most of these goals relate to child welfare functions of the office. Functions not included are:</p> <ul style="list-style-type: none"> <li>Disability determinations</li> <li>Child support enforcement</li> <li>SNAP</li> </ul>
<b>Source:</b> Prepared by legislative auditor's staff using information from the Executive Budget.		

**Recommendation 1:** DCFS should ensure its goals are specific and encompass all of its significant functions and required activities.

**Summary of Management's Response:** DCFS partially agrees with this recommendation and states that it “interprets goals as overarching descriptions of DCFS strategic direction and initiatives that are further supported by Programmatic, Operational, and Administrative activities and functions” and that the functions not included in goals are described elsewhere in their operational plan.

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**The CFS and FS programs have duplicative objectives which make it confusing for users to understand the functions of each program.**

The two programs have five objectives that are the same or similar. Having duplicate objectives makes it difficult to determine how the activities, functions, and responsibilities of the two programs differentiate from each other. According to the state's performance budgeting manual, performance information should be understandable or include explanatory notes which provide clarification. Exhibit 3 shows the objectives that the programs have in common with the differences bolded.

Exhibit 3 Duplicative Program Objectives	
CFS	FS
Through the Economic Security activity, to provide <b>efficient</b> child support enforcement services on an ongoing basis, increase collections by 2% per year and <b>ensure self-sufficiency program availability</b>	Through the Economic Security activity, to provide child support enforcement services on an ongoing basis and <b>increase paternity and obligation establishments</b> and increase collections by 2% per year
Through the Enrollment and Eligibility activity, to provide child care assistance to 45% of families on cash assistance	Through the Enrollment and Eligibility activity, to provide child care assistance to 45% of families on cash assistance <b>to encourage their self-sufficiency and provide childcare assistance to other low income families</b>
Through the Enrollment and Eligibility activity, to provide <b>cash assistance</b> to eligible families, provide STEP program assistance and supportive service payments, and provide child care payments	Through the Enrollment and Eligibility activity, to provide <b>services</b> to eligible families <b>including cash assistance</b> , STEP program assistance and supportive service payments, <b>child support collections and distributions</b> , and provide child care payments
Through the Enrollment and Eligibility activity, to provide for the efficient, accurate enrollment of eligible families and individuals <b>in government sponsored programs</b>	Through the Enrollment and Eligibility activity, to provide for the efficient, accurate, and <b>timely</b> enrollment of families and individuals <b>meeting specific state and federal eligibility guidelines for government sponsored programs</b>

Exhibit 3 Duplicative Program Objectives	
CFS	FS
Through the Disability Determinations Services activity, to provide high-quality, citizen-centered service <b>in a cost efficient manner to clients</b>	Through the Disability Determinations Services activity, to provide high-quality, citizen-centered service <b>by balancing productivity, cost, timeliness, service satisfaction, and achieving an accuracy rate of 95% in making determinations for disability benefits</b>
<b>Source:</b> Prepared by legislative auditor's staff using information from the FY 2011-12 Executive Budget.	

According to DCFS management, while the objectives are the same, the programs are not duplicative since they carry out different functions. The CFS program serves an administrative function and the FS program focuses on delivering the department's services to its clients. However, the Executive Budget does not contain any explanatory information that describes the differences between the CFS and FS programs. According to DCFS management, the operational plan that it submitted to the Office of Planning and Budget (OPB) provided some explanation of these differences; however, this information did not get included in the Executive Budget.

**Recommendation 2:** DCFS should review its objectives to ensure there is a clear delineation between programs and that the objectives relate to the functions and activities of each program.

**Summary of Management's Response:** DCFS does not agree with this recommendation. DCFS stated that its operational plan which is used by OPB to generate the Executive Budget did contain a description of the differences in the programs.

**LLA's Additional Comments:** We reviewed the operational plan and it did contain slightly different program descriptions of the two programs; however, this information, even if it had been included in the Executive Budget, was not sufficient to enable a reader to understand why there are duplicate objectives for two different programs.

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### **The majority of DCFS' objectives are not measurable and time-bound and include multiple performance aspects.**

According to the state's performance budgeting manual, objectives should be measurable and time-bound. However, we found the following:

- Seven of the eight (88%) CFS program's objectives are not measurable and time-bound.
- Nine of the 10 (90%) FS program's objectives are not measurable and time-bound.

In addition, objectives should measure only one performance aspect. However, we found that some of the objectives measure multiple performance aspects which makes it difficult to align the indicators with all of the performance aspects included in the objective. Specifically,

- Six of the eight (80%) CFS program's objectives measure multiple performance aspects.
- Seven of the 10 (70%) FS program's objectives measure multiple performance aspects.

Appendixes C and D provide more detail on our analysis of the objectives.

**Recommendation 3:** DCFS should ensure that all objectives contain measurable and specific targets and timeframes in which to accomplish those targets.

**Summary of Management's Response:** DCFS disagrees with this recommendation and states that because performance indicators for objectives are reported quarterly and annually, they are both measurable and time-bound.

**LLA's Additional Comments:** Objectives are not measurable simply because agencies report a number for them. According to the state's performance-based budgeting manual, objectives should contain a specific target. For example, one of DCFS' objectives states the following:

“Through the enrollment and eligibility activity, to provide for the efficient, accurate, enrollment of eligible families and individuals in government sponsored programs”

However, this objective has no measurable or specific targets that show how the terms efficient or accurate are defined. A more meaningful objective would include a standard for efficiency, such as “within 30 days,” and a standard for accurate, such as “error rate of less than 2%.” Without this information it is impossible to determine whether the agency met its objective.

**Recommendation 4:** For the objectives with multiple performance aspects, DCFS should consider developing simpler objectives. If simpler objectives cannot be developed, DCFS should ensure that it has an indicator for all aspects of performance mentioned in the objective.

**Summary of Management's Response:** DCFS agrees with this recommendation and stated that it has revised its performance information in its FY 2013 operational plan.

## **DCFS' performance information for the CFS and FS programs do not always align with their objectives.**

According to the state's performance budgeting manual, performance information should be aligned (i.e., indicators answer objectives, objectives answer goals). As a result of the issues we identified with the objectives, it was difficult to determine whether the performance indicators aligned with the objectives. However, we identified the following issues related to the alignment of the objectives and indicators.

- Five of the eight (75%) CFS program's performance indicators were not related to the objectives.
- Three of the 10 (30%) FS program's performance indicators were not related to the objectives.

Exhibit 4 provides an example of how objectives and indicators do not align for one objective under the CFS program. This objective includes various broad performance aspects and does not include any language related to fraud and recovery activities. However, the indicators are all related to fraud. Appendixes C and D provide more detail on our analysis of the indicators.

<b>Exhibit 4</b>	
<b>Example of Objective and Indicators not in Alignment</b>	
<b>Objective</b>	<b>Indicators</b>
Through the Economic Security activity, to provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs through the state fiscal year ending June 30, 2011.	<ul style="list-style-type: none"> <li>• Number of cases referred for prosecution</li> <li>• Number of cases referred for recovery action</li> <li>• Collections made by fraud and recovery section</li> <li>• Number of cases received for investigation</li> <li>• Number of investigations completed</li> <li>• Number of prosecutions completed</li> <li>• Number of program recipients disqualified due to fraud</li> <li>• Losses established</li> </ul>
<b>Source:</b> Prepared by legislative auditor's staff using information from the FY 2011-12 Executive Budget.	

**Recommendation 5:** For the indicators that are not aligned with objectives, DCFS should ensure that they are aligned so that its objectives can be answered by its indicators.

**Summary of Management's Response:** DCFS agrees with this recommendation and stated that it has revised its performance information in its FY 2013 operational plan.

## **APPENDIX A: MANAGEMENT'S RESPONSE**





Undersecretary  
Division of Management & Finance  
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Bobby Jindal, Governor  
Ruth Johnson, Secretary

February 24, 2012

Daryl G. Purpera, CPA, CFE  
Legislative Auditor  
Office of the Louisiana Legislative Auditor  
P.O. Box 94397  
Baton Rouge, LA 70804-9397

Attn: Nicole B. Edmonson, CIA, CGAP, MPA  
Director of Performance Audit Services

RE: LLA Performance Audit: DCFS Performance Indicators

Dear Mr. Purpera:

The following is submitted in response to your request dated February 1, 2012 in reference to the aforementioned Audit. The Department of Children & Family Services (DCFS) concurs-in-part with regard to the recommendations set forth in the Audit. As such, the following discloses DCFS's non-concurrence and corrective actions for applicable concurrences:

**Recommendation #1: DCFS should ensure its goals are specific and encompass all of its significant functions and required activities:**

DCFS concurs-in-part with this recommendation. The audit specifically references, in Exhibit 2, (4)-four Community & Family Services functions and (3)-three Field Service functions not included in the Program Goals. DCFS interprets Program Goals as overarching descriptions of DCFS strategic direction and initiatives that are further supported by specific Programmatic, Operational, and Administrative activities and functions. The audit notes the following 'functions' as not included: Disability Determinations, Child Support Enforcement, Supplemental Nutritional Assistance Program (SNAP), and Child Care Assistance Program (CCAP). DCFS has offered descriptions of each of these Program Activities with subsequent functions supporting said; as reflective in the DCFS Operational Plan.

DCFS does concur however, that the descriptions used: 'support services' and 'child care services' would offer more specification, clarity, and consistency with other program activities if noted as 'Child Support Enforcement' & 'Child Care Assistance Program'.

**Recommendation #2: DCFS should review its objectives to ensure there is a clear delineation between programs and that the objectives relate to the functions and activities of each program:**

DCFS does not concur with this recommendation. The audit identifies CFS and FS Programs as having (5)-five objectives that are the same or similar; as further illustrated in Exhibit 3. During the course of the audit DCFS clarified that DCFS's organizational structure reflects a Division of Program (CFS) and a Division of Operations (FS). The Division of Programs is charged with programmatic oversight; while the Division of Operations is charged with execution within DCFS's field offices. While the two functions are executed differently, it is essential to DCFS to ensure that the two Program Objectives are aligned. Further, DCFS advised that the Executive Budget contains highlights with regard to the DCFS reorganization and structure. Moreover, it was established that the distinctions between CFS & FS are offered in the Operational Plan which is submitted to the Office of Planning & Budget (OPB); however the translation of the Operational Plan to the Executive Budget is not the jurisdiction of DCFS. References to these clarifications were noted in the audit report as well.





**Recommendation #3: DCFS should ensure that all objectives contain measurable and specific targets and timeframes in which accomplish those targets:**

DCFS does not concur with this recommendation. The audit references examples of DCFS objectives that do/do not meet criteria of being measurable and time bound, in Exhibits C & D. Neither the exhibits nor the audit report clearly communicate if all citations are both immeasurable and not time bound and/or if a combination of either exists. Without this clarity DCFS asserts that performance indicators for the respective objectives are measured and reported quarterly therefore establishing its measurability. Further, the operational plan and associated objectives, indicators, etc. are submitted on an annual basis therefore establishing the time frame for managing such.

**Recommendation #4: For the objectives with multiple performance aspects, DCFS should consider developing simpler objectives. If simpler objectives cannot be developed, DCFS should ensure that it has an indicator for all aspects of performance mentioned in the objective:**

AND

**Recommendation 5: For the indicators that are not aligned with objectives, DCFS should ensure that they are aligned so that its objectives can be answered by its indicators:**

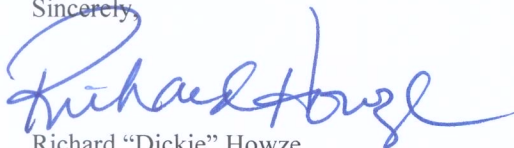
DCFS concurs with both these recommendations. As a result of the organizational changes attributed to DCFS enhancements (i.e. DCFS Reorganization, Modernization & Streamlining Initiatives) DCFS assesses the operational plan annually to implement enhancements that offer descriptions, objectives, activities, functions and performance indicators that more appropriately reflect DCFS vision and mission.

Specifically, in the 2012-2013 operational plan submission DCFS:

- Realigned and enhanced descriptions for approximately 17% of existing objectives and indicators; to offer better alignment across programmatic and operational functions and activities;
- Streamlined approximately 7% of redundancies in program functions, activities, and indicators;
- Deleted approximately 7% of objectives and indicators that reflect activities and functions that are duplicative, no longer aligned with the organizational structure, technology, or that can be better measured by other objectives, indicators and/or program areas; and
- Added approximately 4% new objectives and indicators to more clearly measure performance for newly established DCFS initiatives.

Please advise in the event that additional clarification and/or information are required.

Sincerely,



Richard "Dickie" Howze  
Undersecretary

RDH/KM/GK/dja

c: Ruth Johnson, Secretary  
Brent Villemarette, Deputy Secretary-Programs  
Sammy Guillory, Assistant Deputy Secretary-Programs  
Denise Fair, Deputy Secretary-Operations  
Connie Wagner, Assistant Deputy Secretary-Operations  
Kaaren Hebert, Policy Advisor  
Amy Colby, Executive Counsel  
Trey Williams, Director, Bureau of Communications & Governmental Affairs  
Del Augustus, Director Bureau of Audit & Compliance Services, DCFS Audit Liaison  
Karen Leblanc, CIA, CGAP, LLA Performance Audit Manager



## APPENDIX B: AUDIT INITIATION, SCOPE, AND METHODOLOGY

We conducted this performance audit under the provisions of Title 24 of the Louisiana Revised Statutes of 1950, as amended. Louisiana Revised Statute 39:87.3 (D) (E) directs the Legislative Auditor to provide an assessment of state agencies' performance data. To fulfill this requirement, we will periodically examine the relevance and/or the reliability of performance indicators and indicator data for various state agencies. Our audit focused on the relevance of the performance indicators and indicator data for the Community and Family Services (CFS) and Field Services (FS) programs within DCFS as reported in the FY 2011-12 Executive Budget.

We conducted this performance audit in accordance with generally accepted government auditing standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide reasonable basis for our findings and conclusions based on our audit objectives. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. To answer our objectives, we reviewed internal controls relevant to the audit objectives and performed the following audit steps for the objective:

**Objective: Is performance information for the CFS and FS programs relevant?**

- Conducted background research and a risk assessment, including reviewing state and federal laws relating to performance accountability
- Identified the federal and state legal authority for DCFS - CFS and FS programs, including their missions, goals and objectives
- Reviewed and identified OFS' performance indicators, mission, goals, and objectives in the Executive Budget Documents of FY 2012, as well as its major activities (initiatives)
- Reviewed all CFS and FS performance indicators of FY 2012 for relevancy
- Interviewed DCFS staff and management to determine how they use performance data to make decisions and manage its programs
- Reviewed Manageware, the Office of Planning and Budget's guidance documentation on performance indicators

## APPENDIX C: OBJECTIVES AND PERFORMANCE INDICATORS COMMUNITY AND FAMILY SERVICES PROGRAM

Community and Family Services				
Objectives	Measurable and Time-bound	Covers Single Performance Aspect	Related Performance Indicators	Indicators Answer Objective
Through the Economic Security activity, to provide efficient child support enforcement services on an ongoing basis, increase collections by 2% per year and ensure self-sufficiency program availability	Yes	No	<ul style="list-style-type: none"> <li>• Cost effectiveness (s)</li> <li>• Total support enforcement collections (k)</li> <li>• Percent of TANF investments targeted toward improved self-sufficiency (k)</li> </ul>	Yes
Through the Economic Security activity, to provide through Administrative activities direction, coordination, and control of the diverse operations of agency programs	No	No	<ul style="list-style-type: none"> <li>• Number of cases referred for prosecution (k)</li> <li>• Number of cases referred for recovery action (k)</li> <li>• Collections made by fraud and recovery section (k)</li> <li>• Number of cases received for investigation (s)</li> <li>• Number of investigations completed (s)</li> <li>• Number of prosecutions completed (s)</li> </ul>	No, need indicators related to administrative functions

Community and Family Services				
Objectives	Measurable and Time-bound	Covers Single Performance Aspect	Related Performance Indicators	Indicators Answer Objective
			<ul style="list-style-type: none"> <li>Number of program recipients disqualified due to fraud (s)</li> <li>Losses established (s)</li> </ul>	
Through the Enrollment and Eligibility activity, to ensure that eligible clients receive assistance to promote self-sufficiency through SNAP (Food Stamps Program)	No	Yes	<ul style="list-style-type: none"> <li>Total value of food stamps (s)</li> <li>Food stamp reciprocity rate (k)</li> </ul>	No, should have indicator related to self-sufficiency
Through the Enrollment and Eligibility activity, to ensure that eligible Strategies to Empower People (STEP) Program customers are served	No	Yes	<ul style="list-style-type: none"> <li>STEP Overall participation rate (k)</li> </ul>	Yes
Through the Enrollment and Eligibility activity, to provide child care assistance to 45% of families on cash assistance to encourage their self-sufficiency and provide child care assistance to other low income families	No	No	<ul style="list-style-type: none"> <li>Number of child care assistance program child care providers monthly (k)</li> <li>Average monthly cost per child (s)</li> </ul>	No, need indicator related to families receiving cash assistance
Through the Enrollment and Eligibility activity, to provide cash assistance to eligible families, provide STEP program assistance and supportive service payments, and provide child care payments	No	No	<ul style="list-style-type: none"> <li>Total FITAP and Kinship Care annual payments (k)</li> <li>Average FITAP monthly payment (k)</li> <li>Total annual FIND Work payments (k)</li> <li>STEP payments for education and training (s)</li> <li>STEP payments for transportation (s)</li> <li>Total annual child care payments</li> </ul>	Yes

Community and Family Services				
Objectives	Measurable and Time-bound	Covers Single Performance Aspect	Related Performance Indicators	Indicators Answer Objective
Through the Enrollment and Eligibility activity, to provide for the efficient, accurate enrollment of eligible families and individuals in government sponsored programs	No	No	<ul style="list-style-type: none"> <li>Number of family day care homes registered (k)</li> <li>Cost per case (k)</li> </ul>	No, need indicators related to efficiency and accuracy
Through the Disability Determinations Services activity, to provide high-quality, citizen-centered service in a cost efficient manner to clients	No	No	<ul style="list-style-type: none"> <li>Cost per case (k)</li> </ul>	No, need indicators related to quality
<b>Total Meeting Criteria</b>	<b>1 of 8</b>	<b>2 of 8</b>	<b>N/A</b>	<b>3 of 8</b>
<b>Percent Meeting Criteria</b>	<b>12.5%</b>	<b>25.00%</b>	<b>N/A</b>	<b>38.00%</b>
<b>Source:</b> Prepared by legislative auditor's staff using information from the FY 2011-12 Executive Budget.				

## APPENDIX D: OBJECTIVES AND PERFORMANCE INDICATORS FIELD SERVICES PROGRAM

Field Services				
Objectives	Measurable and Time-bound	Covers Single Performance Aspect	Related Performance Indicators	Indicators Answer Objective
Through the Child Welfare activity, to improve service delivery to children and youth who are at-risk or have been abused or neglected through a high-quality, comprehensive Child Welfare program	No	Yes	<ul style="list-style-type: none"> <li>Percentage of alleged victims seen within assigned response priority in child protection investigations (k)</li> <li>Of all children who were in foster care on the first day of the report period who were in foster care for 17 continuous months or longer, what percent were discharged from foster care to a finalized adoption by the last day (k)</li> <li>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 or latest removal from home (k)</li> <li>Of all children who were victims of a substantiated or indicated maltreatment allegation during the first 6 months of reporting period, the percent that were not victims of another substantiated or indicated maltreatment allegation within 6 months following the maltreatment incident (k)</li> </ul>	Yes

Field Services				
Objectives	Measurable and Time-bound	Covers Single Performance Aspect	Related Performance Indicators	Indicators Answer Objective
			<ul style="list-style-type: none"> <li>Of all children served in foster care, percentage of children who were not victims of a substantiated or indicated maltreatment by a foster parent or facility staff member (k)</li> <li>Total number of educational or support services provided in child abuse and neglect prevention (s)</li> <li>Number of grants awarded (s)</li> </ul>	
Through the Disability Determinations Services activity, to provide high-quality, citizen-centered service by balancing productivity, cost, timeliness, service satisfaction, and achieving an accuracy rate of 95% in making determinations for disability benefits	No	No	<ul style="list-style-type: none"> <li>Mean processing time for Title II (k)</li> <li>Mean processing time for Title XVI (k)</li> <li>Accuracy rating (k)</li> <li>Number of clients served (k)</li> </ul>	No, need indicators related to satisfaction
Through the Enrollment and Eligibility activity, to process cash assistance applications in an accurate and timely manner and refer eligible families to appropriate services	No	No	<ul style="list-style-type: none"> <li>Percentage of redeterminations within timeframes (k)</li> <li>Percentage of applications processed within timeframes (k)</li> <li>Average number of monthly cases in FITAP and Kinship Care program (k)</li> <li>Number of reconsiderations for FITAP and Kinship Care program (k)</li> <li>Percentage of STEP assessments occurring within 60-day timeframe (k)</li> <li>Percentage of STEP caseload who are employed and subsidized employment (k)</li> <li>Number of FITAP and Kinship Care applications processed (s)</li> </ul>	No, need indicators related to accuracy, not just efficiency

Field Services				
Objectives	Measurable and Time-bound	Covers Single Performance Aspect	Related Performance Indicators	Indicators Answer Objective
Through the Enrollment and Eligibility activity, to process redeterminations and applications within required timeframes and maintain to improve the payment accuracy and reciprocity rates in SNAP	No	No	<ul style="list-style-type: none"> <li>Food stamp accuracy rate (k)</li> <li>Percentage of redeterminations within timeframes (k)</li> <li>Percentage of applications processed within timeframes (k)</li> <li>Number of food stamps applications processed (s)</li> <li>Number of redeterminations for food stamps processed (s)</li> <li>Average number of households certified monthly for food stamps (s)</li> </ul>	Yes
Through the Enrollment and Eligibility activity, to ensure STEP program customers are engaged in appropriate educational and work placement activities leading to self-sufficiency as measured by an employment retention rate of 50%	No	Yes	<ul style="list-style-type: none"> <li>Average number of STEP participants (k)</li> <li>Percentage of non-sanctioned STEP families engaged in work activities (k)</li> <li>Employment retention rate (STEP participants) (k)</li> <li>Percentage of non-sanctioned STEP families with employment (k)</li> <li>Percentage of individuals leaving cash assistance that returned to the program within 12 months (k)</li> <li>Percentage of adult STEP clients lacking high school diploma/GED who are engaged in work activities leading to completion of diploma or GED (k)</li> <li>Percentage of minor-aged, FITAP parents lacking high school diploma/GED who are engaged in work activities leading to completion of diploma or GED (k)</li> <li>Percentage of STEP cases closed with employment (k)</li> </ul>	Yes



Field Services				
Objectives	Measurable and Time-bound	Covers Single Performance Aspect	Related Performance Indicators	Indicators Answer Objective
Through the Enrollment and Eligibility activity, to provide child care assistance to 45% of families on cash assistance to encourage their self-sufficiency and provide child care assistance to other low income families	No	No	<ul style="list-style-type: none"> <li>Number of children receiving child care assistance monthly (k)</li> <li>Percentage of cash assistance families that received transitional assistance (k)</li> <li>Number of cash assistance families eligible for child care assistance (s)</li> <li>Percentage of STEP eligible families that received child care assistance (k)</li> </ul>	Yes
Through the Enrollment and Eligibility activity, to provide services to eligible families including cash assistance, STEP program assistance and supportive payments, child support collections and distributions, and provide child care payments	No	No	<ul style="list-style-type: none"> <li>Average number of monthly cases in FITAP and Kinship Care (k)</li> <li>Average number of FIND Work participants (k)</li> <li>Average number of support enforcement cases (k)</li> </ul>	No, need indicators related to CCAP
Through the Enrollment and Eligibility activity, to provide for the efficient, accurate, and timely enrollment of families and individuals meeting specific state and federal eligibility guidelines for government sponsored programs	No	No	<ul style="list-style-type: none"> <li>Accuracy of eligibility determinations (k)</li> <li>Mean processing time for childcare applications (k)</li> </ul>	Yes
Through the Economic Security activity, to provide child support enforcement services on an ongoing basis and increase paternity and obligation establishments and increase collections by 2% per year	Yes	No	<ul style="list-style-type: none"> <li>Percent increase in collections and distributions over prior year collections (k)</li> <li>Total number of paternities established (k)</li> <li>Percentage of current support collected (k)</li> <li>Percentage of cases with past due support collected (k)</li> <li>Total number of in-house acknowledgements (k)</li> <li>Percent of cases with orders established (k)</li> </ul>	Yes
Through the Licensing activity, to assure that all licensed facilities maintain compliance with regulations identified as serious and provide tools, resources and information to achieve 100% compliance	No	Yes	<ul style="list-style-type: none"> <li>Percentage of facilities inspected timely (k)</li> <li>Percentage of facilities in compliance (k)</li> <li>Number of on-site visits conducted (s)</li> <li>Number of follow-up visits conducted (s)</li> </ul>	Yes

<b>Field Services</b>				
<b>Objectives</b>	<b>Measurable and Time-bound</b>	<b>Covers Single Performance Aspect</b>	<b>Related Performance Indicators</b>	<b>Indicators Answer Objective</b>
<b>Total Meeting Criteria</b>	<b>1 of 10</b>	<b>3 of 10</b>	<b>N/A</b>	<b>7 of 10</b>
<b>Percent Meeting Criteria</b>	<b>10.00%</b>	<b>30.00%</b>	<b>N/A</b>	<b>70.00%</b>
<b>Source:</b> Prepared by legislative auditor's staff using information from the FY 2011-12 Executive Budget.				