

## **Louisiana Streamlining Commission**

### **Suggested Recommendations to Advisory Committee Chairmen**

**Preamble:**

The following comments on this cover sheet have been prepared at the Mercatus Center by Hon. Maurice McTigue. The purpose of the analysis was to identify issues that the committee might pursue and finally develop into recommendations to the full commission.

- The suggested recommendations are based on very limited information and the committee's local knowledge may determine that the suggestions are not viable. In that case the Committee should discard the suggested recommendation.
- If the Committee thinks the suggestion has merit then they should refer it to officials for their analysis.
- Some of our suggestions may be recommending a practice that is already in place, in which case the recommendation may be put aside or may be worded to endorse that practice or to extend it further than is the current practice.

**Department of Social Services**

- The core business of this department is social services support.
- One way of looking at these programs is to identify the cost per client served and then compare that with the outcome per client. This would identify the cost per unit of success. The information provided does not allow for that analysis because a number of the programs identify the same cohort of people (597,038 served per month), and clearly they are not all being served by every program.
- There is a lack of outcome measures which prevents analysis of the success of each program in diminishing the problem being addressed.
- Office of the Secretary, Executive and Administrative Support: \$126/ client per annum (597,038 served per month)
- Office of Family Support, Executive and Administrative Support: \$90/client per annum (579,606 served per month)
- Office of Family Support, Client Services: \$418/client per annum (579,606 served per month)
- Office of Family Support, Client Payments: \$455/client per annum (579,606 served per month)
- The above figures are unreliable because there is some double counting of the people being served.
- The figures below are more believable as they seem to be related to the right cohort of people.
- Office of Community Service: \$1528/client per annum (13,115 served per month)
- Office of Community Service, Child Welfare Services: \$20,872/client per annum (13,115 served per month)

- Louisiana Rehabilitation Services, Administration and Executive Support: \$1404/client per annum (13,115 served per month)
- Louisiana Rehabilitation Services, Vocational Rehabilitation Services: \$22,002/client (2,405 served per month)
- Louisiana Rehabilitation Services, Specialized Rehabilitation Services: \$3845/client (1,912 served per month)
- For the Louisiana Rehabilitation Services, Vocational Rehabilitation Services: the measures of level of success need to have actual figures for each of the measurements. Phrases that describe these programs as having increased employment outcomes for individuals, or significantly increased the number of employers utilizing on the job training services is insufficient information.

**Savings: Figure provided \$994.506. Possible savings \$50 million. Much more if entitlement changes can be achieved.**

- Savings in financial support and transfer payments can only be achieved by changing entitlement and/or changing levels of financial support.
- A number of the programs are federally funded or qualify for partial federal funding. This makes it difficult, but not impossible, to change entitlement or the level of financial support.
- The other option is to eliminate entire programs. In the information I have, I can't pick an obvious candidate for elimination.
- The Office of the Secretary has a budget of \$75,287,182 to provide oversight to the other Offices who have administrative budgets of their own. The Secretary's Office's budget is too large by about \$50 million.
- The Office of Family Support has an administrative support cost of \$52.612 million for a program that totals \$506.484 million- giving a ratio of overhead to funds managed of \$1 to \$9.62 managed.
- The Office of Community Services has an administrative support cost of \$20.048 million for a program that totals \$273.744 million- giving a ratio of overhead to funds managed of \$1 to \$13.65 managed.
- Rehabilitation Services has an administrative support cost of \$6.064 million for programs that total \$60.267 million- giving a ratio of overhead to funds managed of \$1 to \$9.93 managed.



The Streamlining Government Commission would appreciate your assistance by having you complete the following worksheet. We understand that some of this information is available online and possibly in other documents, but we believe that it is important that you provide this data to ensure that you know what the Commission is reviewing regarding your Department, Agency, or Office. In order to review and compile the data before the next regularly scheduled meeting of the Commission, please complete and return these worksheets to [prathert@legis.state.la.us](mailto:prathert@legis.state.la.us) by September 8, 2009. Thank you for your cooperation.

Department name: DEPARTMENT OF SOCIAL SERVICES
State in one sentence the core business of your department: The transformational mission of DSS is to be "A Strong Business Enterprise that Ensures Safe and Thriving Families and Individuals".

For each program managed by your agency, provide the following information. Please limit your answers for each program to ***no more than half a page*** and simply write ***"unknown"*** next to each program question you are unable to answer.

**NOTE: All figures contained in this document are from state fiscal year 2008-2009.**

- **Program name:** Office of the Secretary, Executive and Administrative Support
- **Outcome addressed by this program:** Coordination of department efforts by providing leadership, information, administrative support and oversight to all DSS agencies. Moreover, Executive and Administrative Support continues to promote efficient, professional and timely responses to employees, partners and consumers. Additionally, Emergency preparedness is in this program charged with ESF-6 functions: works with parish and local governments, supporting state agencies and volunteer organizations to address the non-medical mass care, emergency assistance, mass feeding, housing and human services needs of victims of natural and/or technological disasters, which includes the responsibility of coordinating and managing state-sponsored Medical Special Needs Shelters (MSNS), Critical Transportation Needs Shelters (CTNS), and Sex Offender Shelters (SOS) as well as mass care during a disaster.

- **How many members of the public are directly involved in or affected by this program:** All clients receiving services are affected by this program as it sets and drives the strategic vision of the department. DSS averages 597,038 clients per month.
- **How much money was expended on this program in the last fiscal year (The most recent data available are acceptable even if they are from FY 07-08):** \$75,287,182.05
- **Measure used to determine success:** Transparent and accountable use of resources, improved service delivery, clear policies and procedures, professional workforce and; all individuals and families with critical sheltering needs will be evacuated, cared for and returned home safely.
- **Level of success during each of the last three years:** Developed a comprehensive sheltering plan, reorganized the Office of Management and Finance, developed a comprehensive modernization plan that will produce savings, reduce fraud and improve accuracy of data entry, developed strategic initiatives for the department to ensure accomplishment of the Governor's Social Services goal and **implementation** of an automated pre-application enrollment process for disaster food stamp clients.
- **The societal issue addressed by this program is getting *better, remaining static, or deteriorating*:** better

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- **Program name:** Office of Family Support, Executive and Administrative Support
- **Outcome addressed by this program:** Provide strategic direction to the Office of Family Support. Major functions include fraud detection and recovery, human resources, budget, business services, and planning. This activity supplies the guidance and infrastructure for all the agency's operations.
- **How many members of the public are directly involved in or affected by this program:** 579,606 clients per month
- **How much money was expended on this program in the last fiscal year (The most recent data available are acceptable even if they are from FY 07-08):** \$52,612,291.69

- **Measure used to determine success:** Detection and recovery of funds paid to providers and clients inappropriately, proper management of agency resources, compliance with federal and state rules, regulations, laws and performance standard; effective creation, issuance and implementation of policies and procedures, ensuring a properly trained work force, clients receiving services in a timely manner and; resources are maximized and protected.
- **Level of success during each of the last three years:** Improvements made over the last three years include implementation of fraud and detection modernization, implementation of an automated pre-application enrollment process for disaster food stamp clients and national recognition for development of Geographical Information System (GIS) used to identify potential cases of fraud.
- **The societal issue addressed by this program is getting *better, remaining static, or deteriorating*:** deteriorating
- **Program name:** Office of Family Support, Client Services
- **Outcome addressed by this program:** To assist low income individuals and families become self-sufficient and ensure children receive safe and quality early childhood development services.
- **How many members of the public are directly involved in or affected by this program:** 579,606 clients per month
- **How much money was expended on this program in the last fiscal year (The most recent data available are acceptable even if they are from FY 07-08):** \$242,664,829.12
- **Measure used to determine success:** Reduction in child fatalities, safer settings for children in out-of-home care, increased school readiness, higher graduation rates for at-risk youth, increased job readiness, placement & retention, income and asset development for low-income families and; reduced dependence on public assistance.
- **Level of success during each of the last three years:** Development of the quality star rating system for day care centers which is at approximately 40% in first year of operation, increased participation in LA Pathways Career Development System and related scholarships. Louisiana is the 15th state in the nation to develop a quality rating system and has developed the most comprehensive tax credit program to support quality improvement in child care. Efforts are focused on improving school readiness of children ages birth to five, increased

collaboration with state and community partners to provide increased access to comprehensive services, national recognition for child support enforcement efforts, national recognition of Social Security disability determination (DDU) efforts, DDU modernization of business processes, implementation of family assistance case review process, program integrity regional award for the Supplemental Nutrition Assistance Program (formerly the Food Stamp Program) resulting in award of \$1.1M in bonus funds, consistent success in meeting federal work participation requirements in the Temporary Assistance for Needy Families (TANF); and Support Enforcement Services met performance goals in number of paternities established, percentage of current support collected, percentage of cases with past due support collected, and percentage of cases with orders established.

- **The societal issue addressed by this program is getting *better, remaining static, or deteriorating*:** deteriorating
- **Program name:** Office of Family Support, Client Payments
- **Outcome addressed by this program:** Payment of financial benefits directly to, or on behalf of, those individuals and families who submit application and are found eligible according to the requirements of the program to which application was made to ensure families have the necessary assistance to move to self-sufficiency and children are cared for in a safe, supportive and educationally appropriate environment.
- **How many members of the public are directly involved in or affected by this program:** 579,606 clients per month
- **How much money was expended on this program in the last fiscal year (The most recent data available are acceptable even if they are from FY 07-08):** \$ 263,818,792.16
- **Measure used to determine success:** Reduction in child fatalities, safer settings for children in out-of-home care, increased school readiness, higher graduation rates for at-risk youth, increased job readiness, placement & retention, income and asset development for low-income families and; reduced dependence on public assistance
- **Level of success during each of the last three years:** Sustained number of slots for families needing child care assistance, development of services to assist families in achieving self-sufficiency, program integrity regional award for the Supplemental Nutrition Assistance Program, development and award of a contract to detect fraud in the child care assistance program, continued decline

in TANF (public assistance) caseloads, continued success in maintaining low level of return to receipt of TANF assistance, and increase in child support collections since hurricanes of 2005

- **The societal issue addressed by this program is getting *better, remaining static, or deteriorating*:** deteriorating

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- **Program name:** Office of Community Services, Administration and Support
- **Outcome addressed by this program:** The Administration and Executive Support Program is to maximize resources by operating the agency in an effective and efficient manner to achieve quality services.
- **How many members of the public are directly involved in or affected by this program:** 13,115 clients per month
- **How much money was expended on this program in the last fiscal year (The most recent data available are acceptable even if they are from FY 07-08):** \$ 20,047,788.04
- **Measure used to determine success:** Proper management of agency resources, compliance with federal and state rules, regulations, laws and performance standard; effective creation, issuance and implementation of policies and procedures, ensuring a properly trained work force, clients receiving services in a timely manner and; resources are maximized and protected.
- **Level of success during each of the last three years:** Collaboration with Northwestern University to obtain trained social workers, development of a training consortium, and significant compliance with Title IV-E reviews, areas of improvement noted in some of the federal outcome measures, staff mobilization project pilot implemented, and implementation of evidence based and other best practice models to improve outcomes for children.
- **The societal issue addressed by this program is getting *better, remaining static, or deteriorating*:** better
- **Program name:** Office of Community Services, Child Welfare Services
- **Outcome addressed by this program:** To protect Louisiana's children for abuse and neglect, to provide youth removed from their homes with a safe and stable environment in which to grow and thrive, to provide child abuse/neglect

prevention services and to provide services to youth and their families in the least restrictive environment.

- **How many members of the public are directly involved in or affected by this program:** 13,115
- **How much money was expended on this program in the last fiscal year (The most recent data available are acceptable even if they are from FY 07-08):** \$ 273,743,767.48
- **Measure used to determine success:** Reduction in repeat child abuse and neglect, reduction in child fatalities, safer settings for children in at-home and out-of-home care, increased school readiness, higher graduation rates for at-risk youth, increased job readiness, placement & retention, income and asset development for youth transitioning from care and; reduced dependence on public assistance, and greater levels of permanency for children in care
- **Level of success during each of the last three years:** Fewer children removed from home, implementation of structured decision making in child welfare cases, less reliance on residential or restrictive care settings with more children and families served in their own homes, increased utilization of intensive home based services programs, implementation of alternative response intervention, increased supervisory skills with all supervisors having received core supervisory training, and supervisory coaching program implemented. Improvement documented in 14 of 17 federal outcome measures related safety, permanency, and well being of children in child welfare system.
- **The societal issue addressed by this program is getting *better, remaining static, or deteriorating*:** better

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- **Program name:** Louisiana Rehabilitation Services, Administration and Executive Support
- **Outcome addressed by this program:** The Administration and Executive Support Program is to maximize resources by operating the agency in an effective and efficient manner to achieve quality services.
- **How many members of the public are directly involved in or affected by this program:** approximately 4,317 clients per month

- **How much money was expended on this program in the last fiscal year (The most recent data available are acceptable even if they are from FY 07-08):** \$ 6,064,324.33
- **Measure used to determine success:** Proper management of agency resources, compliance with federal and state rules, regulations, laws and performance standard; effective creation, issuance and implementation of policies and procedures, ensuring a properly trained work force, clients receiving services in a timely manner and; resources are maximized and protected.
- **Level of success during each of the last three years:** Restructured service delivery processes that resulted in increases in numbers served for several programs; Streamlined procedures to reduce paperwork and increase staff productivity; Agency received no findings from the most recent Legislative Audit; Implemented cost savings to the VR program while assuring continuity of services to individuals with the most significant disabilities (OOS Groups 1 and 2)
- **The societal issue addressed by this program is getting *better, remaining static, or deteriorating*:** better
- **Program name:** Louisiana Rehabilitation Services, Vocational Rehabilitation Services
- **Outcome addressed by this program:** The Vocational Rehabilitation program is a career development process that offers individuals with disabilities a wide range of services designed to provide them with the skills, resources, and expectations needed to compete in the interview process, get the job, keep the job, and develop a lifetime career; increase in the ability of individuals with disabilities to live independently; providing business and industry with qualified candidates for employment; and serving as a resource for employers with regard to the rehabilitation needs of persons with disabilities.
- **How many members of the public are directly involved in or affected by this program:** 2,405 clients monthly
- **How much money was expended on this program in the last fiscal year (The most recent data available are acceptable even if they are from FY 07-08):** \$ 52,915,187.62
- **Measure used to determine success:** Higher graduation rates for disabled youth, increased job readiness, placement & retention, income and asset development for low-income disabled individuals and; reduced dependence on public assistance

- **Level of success during each of the last three years:** Services provided to individuals in all 5 levels in the order of selection (levels delineated by the level of personal disability and its effect on daily functioning), increased employment outcomes for individuals with disabilities in each of the last three years, partnered with a nationwide employer who hired a significant number of vocational rehabilitation consumers, and significantly increased the number of employers utilizing On the Job Training services.
- **The societal issue addressed by this program is getting *better, remaining static, or deteriorating*:** remaining static
- **Program name:** Louisiana Rehabilitation Services, Specialized Rehabilitation Services
- **Outcome addressed by this program:** provides an orderly sequence of rehabilitation services to eligible physically and/or mentally disabled citizens of Louisiana to include community rehabilitation program services, independent living services, personal care attendants, telecommunication services, interpreter services, and supported living services and; the outcomes are access to public and private services, enabling individuals to return to a reasonable level of functioning and independent living in their homes and communities, and avoid inappropriate and unnecessary institutionalization.
- **How many members of the public are directly involved in or affected by this program:** 1,912 clients monthly
- **How much money was expended on this program in the last fiscal year (The most recent data available are acceptable even if they are from FY 07-08):** \$ 7,351,876.32
- **Measure used to determine success:** Increased ability of disabled persons to live independently in their homes
- **Level of success during each of the last three years:** Waiting list for the Traumatic Head and Spinal Cord Injury Trust Fund has significantly decreased in each of the last three years. The numbers served have decreased in the Independent Living programs because of utilization of Medicaid Waiver programs; however, there is still a waiting list.
- **The societal issue addressed by this program is getting *better, remaining static, or deteriorating*:** remaining static

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