



## Department of Human Services

Division of Aging Services | Division of Child Support Services | Division of Family & Children Services

# Strategic Plan

FISCAL YEARS

2020 - 2024

YEAR 2 REVISION

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# Message from the Commissioner

Through each of its programs and services, the Georgia Department of Human Services (DHS) strives to fulfill its vision of creating Stronger Families for a Stronger Georgia.

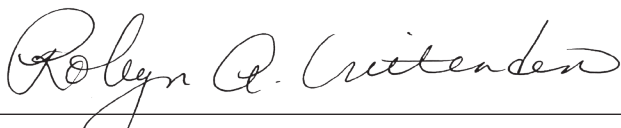
To ensure that the Department's services positively impact individuals who seek to live safer, more independent lives, it is incumbent upon the leaders of the organization to continually develop and evaluate strategies to make government leaner and more efficient and to strengthen Georgia by strengthening its families.

Enclosed is a multi-year plan that supports Gov. Brian P. Kemp's strategic goals for Georgia to make Georgia No. 1 for small business, reform state government, strengthen rural Georgia and put Georgians first.

The Department's strategic goals include:

1. Build a workforce that supports a strong business environment and small business by removing bureaucratic barriers to public-private partnerships.
2. Strengthen strategic partnerships and utilize technology to improve service delivery.
3. Increase access to programs and services that meet the cognitive and educational needs of Georgia's most vulnerable residents.
4. Promote programs that empower Georgians to improve their economic, medical and mental well-being.

As Commissioner of the Department, I am committed to ensuring each of these goals effectively supports the Governor's efforts to make Georgia a better place to live, work and play, especially as we seek to improve the lives of the most vulnerable in Georgia.



**Robyn A. Crittenden**  
Commissioner, Department of Human Services

9/1/2020

**Date**

This Strategic Plan comprises the results from **State Fiscal Year 2020** and updates for **State Fiscal Year 2021**.

# Vision, mission and core values

## Vision

Stronger families for a stronger Georgia

## Mission

Strengthen Georgia by providing individuals and families access to services that promote self-sufficiency, independence and protect Georgia's vulnerable children and adults.

## Core Values

- Provide access to resources that offer support and empower Georgians and their families.
- Deliver services professionally and treat all clients with dignity and respect.
- Manage business operations effectively and efficiently by aligning resources across DHS.
- Promote accountability, transparency and quality in all services we deliver and the programs we administer.
- Develop employees at all levels of DHS.

# Strategic goals

Gov. Brian P. Kemp established four key priorities for the state in the State Fiscal Years (SFY) 2020-2024 strategic planning cycle. DHS established its goals to align with each of Gov. Kemp's priorities.

## Governor's Goal:

### Make Georgia #1 for small business.

#### DHS Goal:

1. Build a workforce that supports a strong business environment and small business by removing bureaucratic barriers to public-private partnerships.

## Governor's Goal:

### Reform state government.

#### DHS Goal:

2. Strengthen strategic partnerships and utilize technology to improve service delivery.

## Governor's Goal:

### Strengthen rural Georgia.

#### DHS Goal:

3. Increase access to programs and services that meet the cognitive and educational needs of Georgia's most vulnerable residents.

## Governor's Goal:

### Put Georgians first.

#### DHS Goal:

4. Promote programs that empower Georgians to improve their economic, medical and mental well-being.

# SWOT analysis

## Strengths, Weaknesses, Opportunities and Threats

The SWOT analysis is an environmental scan conducted during the strategic planning process that identifies and analyzes the strengths, weaknesses, opportunities and threats faced by DHS.

### **Strengths**

- Knowledgeable workforce
- Engaged stakeholders
- Data-rich environment
- Culture of continuous improvement

### **Weaknesses**

- Non-competitive salaries
- Human capital turnover and retirement
- Knowledge retention and bench strength
- Non-standardized processes

### **Opportunities**

- Provide workforce training and skill planning
- Leverage technology to create innovative programs
- Re-engineer processes
- Use data to drive decisions

### **Threats**

- Increased exposure to cybersecurity threats and breaches
- Loss of knowledge due to turnover and retirement
- Competitive job market
- Inconsistent access to services in all areas of the state

# Make Georgia #1 for small business.

## GOAL 1

Build a workforce that supports a strong business environment and small business by removing bureaucratic barriers to public-private partnerships.

### Measurable Objective 1.1

Increase the number of noncustodial parents referred to the General Education Development (GED) program from 1,766 to 1,907 (8%) by June 30, 2024.

| Year            | Target | Results        |
|-----------------|--------|----------------|
| Baseline: 1,766 |        |                |
| FFY 2020        | 1,854  | Q3 YTD: 1,158* |
| SFY 2021        | 1,801  |                |
| SFY 2022        | 1,836  |                |
| SFY 2023        | 1,871  |                |
| SFY 2024        | 1,907  |                |

*Data source: Division of Child Support Services (DCSS) Data Warehouse. \*Data reported on Federal Fiscal Year (FFY) cycle. Q3 YTD = 10/1 - 6/30.*

### Measurable Objective 1.2

Increase the number of noncustodial parents referred to short-term training from 175 to 219 (25%) by June 30, 2024.

| Year          | Target | Results      |
|---------------|--------|--------------|
| Baseline: 175 |        |              |
| FFY 2020      | 184    | Q3 YTD: 179* |
| SFY 2021      | 193    |              |
| SFY 2022      | 202    |              |
| SFY 2023      | 211    |              |
| SFY 2024      | 219    |              |

*Data source: Division of Child Support Services (DCSS) Data Warehouse. \*Data reported on Federal Fiscal Year (FFY) cycle. Q3 YTD = 10/1 - 6/30.*

### Strategy 1.1 - 1.2

Leverage programs and services to move the disengaged to work.

- Provide services to noncustodial parents (i.e., job assistance, placement, short-term training, coaching and mentoring, educational services and the Georgia Work Ready Program) by conducting individualized assessment reviews during eligibility interviews to prepare them for employment.
- Partner with workforce organizations and other agencies to provide referrals to noncustodial parents for employment opportunities.
- Educate customers on available tools and resources to obtain a GED.

## Measurable Objective 1.3

Increase the number of employers participating in the electronic Income Withholding Order (e-IWO) process from 4,066 to 6,566 (62%) by June 30, 2024.

| Year            | Target | Results        |
|-----------------|--------|----------------|
| Baseline: 4,066 |        |                |
| FFY 2020        | 4,147  | Q3 YTD: 4,601* |
| SFY 2021        | 5,066  |                |
| SFY 2022        | 5,566  |                |
| SFY 2023        | 6,066  |                |
| SFY 2024        | 6,566  |                |

Data source: DCSS Support Tracking Accounting Reporting System (\$TARS).  
\*Data reported on FFY cycle. Q3 YTD = 10/1 - 6/30.

## Strategy 1.3

Target small businesses and create awareness of the benefits of the Georgia Employer Hub<sup>1</sup> and participation in the e-IWO process.

- Utilize digital marketing strategies to provide education and guidance on the e-IWO process available to small businesses.
- Partner with the community, small businesses and other agencies to participate in events to educate employers about the benefits and services offered by the Georgia Employer Hub.
- Partner with workforce organizations and other agencies to disseminate information on the cost-savings and increased efficiencies for small businesses through utilization of the e-IWO process.
- Partner with the Small Business Administration to inform employers of the value of transitioning from a paper-driven process to an electronic process at no additional cost.

<sup>1</sup>The Georgia Employer Hub is a business-focused customer service initiative that creates a single point of contact for employers, giving them access to customer service agents who can help them comply with income withholding orders.



# Reform state government.

## GOAL 2

Strengthen strategic partnerships and utilize technology to improve service delivery.

### Measurable Objective 2.1

Increase the number of stakeholder and community groups partnering with the Division of Family & Children Services (DFCS) to provide services from 53 to 253 (378%) by June 30, 2024.

| Year         | Target | Results |
|--------------|--------|---------|
| Baseline: 53 |        |         |
| SFY 2020     | 93     | 138     |
| SFY 2021     | 133    |         |
| SFY 2022     | 173    |         |
| SFY 2023     | 213    |         |
| SFY 2024     | 253    |         |

Data source: State of Hope member sites. Data represents the number of sites added each year.

### Measurable Objective 2.2

Increase the number of active Division of Child Support Services (DCSS) mobile application users from 45,834 to 75,000 (64%) by June 30, 2024.

| Year             | Target | Results |
|------------------|--------|---------|
| Baseline: 45,834 |        |         |
| SFY 2020         | 48,401 | 58,992  |
| SFY 2021         | 66,000 |         |
| SFY 2022         | 69,000 |         |
| SFY 2023         | 72,000 |         |
| SFY 2024         | 75,000 |         |

Data source: Office of Information Technology

### Strategy 2.1

Implement the State of Hope initiative to prevent conditions that contribute to disparities in education, threaten a family's self-sufficiency and lead to child abuse and neglect.

- Develop and implement a plan to engage and partner with philanthropic organizations, faith-based entities and culturally specific groups in support of the Division and its priorities.
- Utilize the statewide Child Welfare Training Collaborative partnership with Georgia State University to provide stakeholders with regular opportunities for consistent and ongoing training.
- Implement regular community "Road Shows" to provide consistent and ongoing stakeholder engagement throughout the State.

### Strategy 2.2

Increase marketing efforts to educate constituents on self-service capabilities in the DCSS mobile application.

- Enhance the Interactive Voice Response (IVR) to provide constituents with information on self-service features of the mobile application.
- Use installed television monitors, the DHS websites, email blasts, scripted messages and other marketing activities to promote the mobile application.
- Launch direct mail marketing campaign to promote features of the application to current DCSS customers.

## Measurable Objective 2.3

Increase the number of constituents using self-service options from 378,195 to 850,939 (125%) by June 30, 2024.

| Year              | Target  | Results |
|-------------------|---------|---------|
| Baseline: 378,195 |         |         |
| SFY 2020          | 399,374 | 610,169 |
| SFY 2021          | 517,560 |         |
| SFY 2022          | 635,746 |         |
| SFY 2023          | 753,932 |         |
| SFY 2024          | 850,939 |         |

Data source: Platform 28

## Measurable Objective 2.4

Reduce the need for customer office visits at Child Support Services local offices from 268,449 to 241,604 (10%) by June 30, 2024.

| Year              | Target  | Results |
|-------------------|---------|---------|
| Baseline: 268,449 |         |         |
| SFY 2020          | 263,080 | 212,668 |
| SFY 2021          | 257,818 |         |
| SFY 2022          | 252,662 |         |
| SFY 2023          | 247,608 |         |
| SFY 2024          | 241,604 |         |

Data source: Customer Relationship Manager and Q-Matic

## Strategy 2.3

Ensure timely, courteous and efficient service delivery for constituents through the use of Interactive Voice Response (IVR) options.

- Strengthen strategic partnerships and use technology to improve service delivery.
- Implement a robust disposition tool through Platform 28 to accurately capture data and analytics from each call.
- Conduct refresher training for call center operators and local field office staff twice annually.
- Implement end-of-call constituent satisfaction surveys.
- Enhance the Interactive Voice Response (IVR) to provide constituents with information on self-service options (i.e. case status, payment information and court dates).

## Strategy 2.4

Leverage technology to increase the use of self-service options.

- Utilize digital marketing strategies to provide education and guidance on the self-service options available to customers.
- Launch a visibility campaign to increase customer awareness of the self-service options.
- Utilize data from office visit tracking systems to enhance self-service options for customers.

# Strengthen rural Georgia.

## GOAL 3

Increase access to programs and services that meet the cognitive and educational needs of Georgia’s most vulnerable residents.

### Measurable Objective 3.1

Increase the number of foster children (ages 0-5) who are enrolled in Early Head Start/Head Start, Pre-K, or any other Quality Rated Childcare Program, from 73% to 90% (17%) by June 30, 2024.

| Year          | Target | Results |
|---------------|--------|---------|
| Baseline: 73% |        |         |
| SFY 2020      | 76%    | 84%     |
| SFY 2021      | 79%    |         |
| SFY 2022      | 82%    |         |
| SFY 2023      | 86%    |         |
| SFY 2024      | 90%    |         |

Data source: The Child and Family Services trend report

### Measurable Objective 3.2\*

Decrease the number of Division of Aging Services (DAS) clients who report they eat fewer than two meals each day from 25% to 10% (15%) by June 30, 2024.

| Year          | Target | Results |
|---------------|--------|---------|
| Baseline: 20% |        |         |
| SFY 2020      | 18%    | 23%     |
| Baseline: 25% |        |         |
| SFY 2021      | 21%    |         |
| SFY 2022      | 17%    |         |
| SFY 2023      | 13%    |         |
| SFY 2024      | 10%    |         |

Data source: DAS Data System (DDS)

\* Measurable Objective 3.2 was revised at the end of SFY 2020. Measureable Objective 3.2 for SFY 2020: Decrease the number of Division of Aging Services (DAS) clients who are at risk of hunger from 20% to 10% (10%) by June 30, 2024.

### Strategy 3.1

Support the development of children in foster care by providing continuous Educational Academies to train Division of Family & Children Services (DFCS) staff, caregivers and partners on the Division’s educational policies, procedures and entitlements to promote successful educational outcomes for youth in foster care.

- Implement quality assurance monitoring protocol to ensure quality tutoring services are provided by contracted Education Support Specialists.
- Ensure youth are engaged in intensive educational support services.
- Track and monitor academic performance from the initial education assessment through exit from care.
- Implement the Connected by 21 initiative to ensure youth ages 18-21 in transition to adulthood are supported and self-sufficient.

### Strategy 3.2

Develop and expand targeted efforts to increase access to food and financial resources for vulnerable seniors to reduce hunger in rural Georgia.

- Provide training for the Nutrition Screening Initiative through the DHS Learning Management System by tracking the number of persons who take the training as new users are added.
- Provide bi-annual training for Area Agencies on Aging (AAAs) to determine how to increase meals consumed and provided if a client reports consuming less than two meals per day (e.g. apply for food stamps, offer therapeutic meals, etc.)
- Connect AAA coordinators with dietetic professionals to provide nutrition counseling to target specific client needs.

# Put Georgians first.

## GOAL 4

Promote programs that empower Georgians to improve their economic, medical and mental well-being.

### Measurable Objective 4.1

Increase the percentage of physical and mental health services provided for youth in foster care from 16% to 40% (24%) by June 30, 2024.

| Year          | Target | Results |
|---------------|--------|---------|
| Baseline: 16% |        |         |
| SFY 2020      | 20%    | 36%     |
| SFY 2021      | 25%    |         |
| SFY 2022      | 30%    |         |
| SFY 2023      | 35%    |         |
| SFY 2024      | 40%    |         |

Data source: SHINES (child welfare information system)

### Measurable Objective 4.2

Increase the number of Adult Protective Services (APS) cases completed within 45 days from 76% to 91% (15%) by June 30, 2024.

| Year          | Target | Results |
|---------------|--------|---------|
| Baseline: 76% |        |         |
| SFY 2020      | 79%    | 81%     |
| SFY 2021      | 82%    |         |
| SFY 2022      | 85%    |         |
| SFY 2023      | 88%    |         |
| SFY 2024      | 91%    |         |

Data source: DAS Data System (DDS)

### Strategy 4.1

Provide education and support to caregivers regarding the importance of health and wellness screenings for children in foster care to promote access to medical, physical and behavioral health services.

- Develop and implement innovative strategies with the Department of Community Health (DCH), Amerigroup and other stakeholders to facilitate youth access to medical, physical and behavioral health services.
- Implement the Connected by 21 Initiative to allow older foster care youth more time to prepare for a safe and stable transition into adulthood.
- Implement a Kinship Care Continuum to ensure that relatives caring for children and youth in foster care are provided services and support to maintain placement stability and continuation of benefits such as Temporary Assistance to Needy Families (TANF) and Medicaid.
- Implement a statewide foster care recruitment campaign to provide information about foster care to prospective foster parents and build awareness about the need.

### Strategy 4.2

Utilize the DAS Data System (DDS), Case Review Assessment and related reports to assist staff in using data to manage their caseloads.

- Create a tickler notification within the DDS that will alert staff when they are nearing case completion date.
- Make 45-day report available to staff directly via the DDS production for easy access.
- Train staff on system updates and time management skills.

### Measurable Objective 4.3

Increase the number of callers to the Aging and Disability Resource Connection (ADRC) who receive information on assistive technology from 1,589 to 2,678 (69%) by June 30, 2024.

| Year            | Target | Results |
|-----------------|--------|---------|
| Baseline: 1,589 |        |         |
| SFY 2020        | 1,621  | 2,123   |
| SFY 2021        | 2,231  |         |
| SFY 2022        | 2,338  |         |
| SFY 2023        | 2,444  |         |
| SFY 2024        | 2,678  |         |

Data source: DAS Data System (DDS)

### Strategy 4.3

Strengthen training of ADRC and Case Management staff and educate consumers on appropriate assistive technology to meet their needs.

- Implement refresher training for ADRC staff on available options.
- Train Area Agencies on Aging (AAA), Adult Protective Services (APS) and Guardianship case managers on available options.
- Connect individuals with assistive technology laboratories.
- Train ADRC staff on how to capture conversations about assistive technology in the DDS.