

**Georgia Department of Human Services**  
Office of Strategic Planning and Initiatives

# Strategic Plan Update

State Fiscal Year 2020 Results and  
State Fiscal Year 2021 (Year 2) Updates

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# stronger families

FOR A STRONGER GEORGIA



# Governor's Strategic Goals



**Make Georgia #1 for small business**



**Reform state government**



**Strengthen rural Georgia**

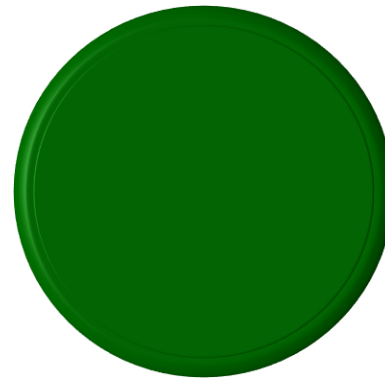


**Put Georgians first**

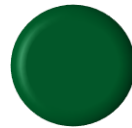


# STRATEGIC PLAN PERFORMANCE

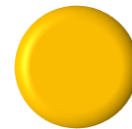
SFY 2020 Year to Date



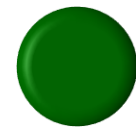
Make Georgia #1  
for small business



Reform state  
government



Strengthen rural  
Georgia



Put Georgians  
first



Below Baseline



Between Baseline and Target



At or Above Target



# 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.



# Make Georgia #1 for small business

1

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

## DIVISION OF CHILD SUPPORT SERVICES (DCSS)

### 1.1 General Education Development (GED) Referrals

Increase the number of noncustodial parents referred to the General Education Development (GED) program from 1,766 to 2,206 (25%) by September 30, 2024.

\*Federal Fiscal Year

• Baseline: 1,766

FFY 2020 Target: 1,854

YTD Results: 1,158\*

**Note:** DCSS anticipated to refer more participants to the GED program but found that many non-custodial parents (NCPs) already had high school diplomas or GEDs.

Target Q1	Target Q2	Target Q3	Target Q4
464	464	464	464
Result Q1	Result Q2	Result Q3	Result Q4
351	381	426	

\*Federal Fiscal Year Quarter 3 (As of June 30)



Below Baseline



Between Baseline and Target



At or Above Target



# Make Georgia #1 for small business

1

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

## DIVISION OF CHILD SUPPORT SERVICES (DCSS)

### 1.2 Short-term Referrals

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

\*Federal Fiscal Year

• **Baseline: 175**

**FFY 2020 Target: 184**

**YTD Results: 179\***

**Note:** Due to the COVID-19 pandemic, limited virtual training opportunities were offered by technical colleges statewide. As a result, short-term training referrals were negatively impacted in Quarter 3.

Target Q1	Target Q2	Target Q3	Target Q4
46	46	46	46
Result Q1	Result Q2	Result Q3	Result Q4
93	74	12	

\*Federal Fiscal Year Quarter 3 (As of June 30)



Below Baseline



Between Baseline and Target



At or Above Target



# Make Georgia #1 for small business

1

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

## DIVISION OF CHILD SUPPORT SERVICES (DCSS)

### 1.3 Electronic Income Withholding Orders (e-IWO)

Increase the number of employers participating in the electronic Income Withholding Order (e-IWO) process from 4,066 to 4,473 (10%) by September 30, 2024.

\*Federal Fiscal Year

• **Baseline: 4,066**

**FFY 2020 Target: 4,147**

**YTD Results: 4,601\***

**Note:** Due to the impact of the COVID-19 pandemic, the federal Office of Child Support Enforcement (OCSE) has confirmed that there is a trending increase in the number of employers who are interested in the e-IWO program.

Target Q1	Target Q2	Target Q3	Target Q4
4,086	4,107	4,127	4,147
Result Q1	Result Q2	Result Q3	Result Q4
4,203	4,416	4,601	



Below Baseline



Between Baseline and Target



At or Above Target

\*Federal Fiscal Year Quarter 3 (As of June 30)





# Make Georgia #1 for small business

1

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

## Measurable Objective 1.1-1.2

Increase the number of noncustodial parents referred to the General Educational Development (GED) program from 1,766 to **1,907 (8%)** and increase the number of noncustodial parents referred to short-term training and from 175 to 219 (25%) by September 30, 2024. by **June 30, 2024.**

- **Strategy:** Leverage programs and services to move the disengaged to work.

## Measurable Objective 1.3

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

- **Strategy:** Target small businesses and create awareness of the benefits of the Georgia Employer Hub and employer participation in the electronic Income Withholding Order (e-IWO) process.

# Changes to Goal 1 for SFY 2021



# Reform state government

## Goal 2

Strengthen strategic partnerships and utilize technology to improve service delivery.



# 2

# Reform state government

## DIVISION OF FAMILY AND CHILDREN SERVICES (DFCS)

### 2.1 Stakeholder and Community Engagement

Strengthen strategic partnerships and utilize technology to improve service delivery.

Increase the number of stakeholder and community groups engaged in the State of Hope initiative from 53 to 250 by June 30, 2024.

• Baseline: 53

SFY 2020 Target: 93

YTD Results: 138

Target Q1	Target Q2	Target Q3	Target Q4
63	73	83	93
Result Q1	Result Q2	Result Q3	Result Q4
120	124	136	138



Below Baseline



Between Baseline and Target



At or Above Target



# 2

# Reform state government

## DIVISION OF CHILD SUPPORT SERVICES (DCSS)

### 2.2 Mobile Application Users

Strengthen strategic partnerships and utilize technology to improve service delivery.

Increase the number of active Division of Child Support Services (DCSS) mobile application users from 45,834 to 58,667 (28%) by June 30, 2024.

• **Baseline: 45,834**                      **SFY 2020 Target: 48,401**                      **YTD Results: 58,992**

**Note:** Due to the COVID-19 pandemic, constituents were encouraged to use self-service options as the primary means to conduct business with DHS. As a result, DCSS saw a decrease in walk-ins and an increase in the use of the self-service options and mobile application.

Target Q1	Target Q2	Target Q3	Target Q4
46,476	47,118	47,759	48,401
Result Q1	Result Q2	Result Q3	Result Q4
51,675	53,219	56,938	58,992

● **Below Baseline**    
 ● **Between Baseline and Target**    
 ● **At or Above Target**



2

# Reform state government

## OFFICE OF COMMUNICATIONS (OC)

### 2.3 Self-service Options

Strengthen strategic partnerships and utilize technology to improve service delivery.

Increase the number of constituents using self-service options from 378,195 to 484,090 (28%) by June 30, 2024.

• **Baseline: 378,195**

**SFY 2020 Target: 399,374**

**YTD Results: 610,169**

**Note:** Due to the COVID-19 pandemic, in-office operations were limited. Constituents were encouraged to use self-service options as the primary means to conduct business with DHS. As a result, DCSS experienced a tremendous increase in the use of self-service options which include the mobile applications

Target Q1	Target Q2	Target Q3	Target Q4
99,844	99,844	99,844	99,844
Result Q1	Result Q2	Result Q3	Result Q4
160,491	153,660	141,505	154,513



**Below Baseline**



**Between Baseline and Target**



**At or Above Target**



# 2

# Reform state government

## DIVISION OF CHILD SUPPORT SERVICES (DCSS)

### 2.4 Customer Office Visits

Strengthen strategic partnerships and utilize technology to improve service delivery.

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

• **Baseline: 268,449**

**SFY 2020 Target: 263,080**

**YTD Results: 212,668**

**Note:** Due to the COVID-19 pandemic, customers were encouraged to use self-service options as the primary means to conduct business with DHS. As a result, DCSS saw a decrease in office visits and an increase in the use of self-service options in the mobile application and communication center

Target Q1	Target Q2	Target Q3	Target Q4
65,770	65,770	65,770	65,770
Result Q1	Result Q2	Result Q3	Result Q4
77,237	70,828	64,207	396



**Below Baseline**



**Between Baseline and Target**



**At or Above Target**



# 2

Strengthen strategic partnerships and utilize technology to improve service delivery.

## Reform state government

### Measurable Objective 2.1

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

- **Strategy:** 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.

### Measurable Objective 2.2

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

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

## Changes to Goal 2 for SFY 2021



# 2

Strengthen strategic partnerships and utilize technology to improve service delivery.

## Reform state government

### Measurable Objective: 2.3

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

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

### 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.

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

## Changes to Goal 2 for SFY 2021





# Strengthen rural Georgia

## Goal 3

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



3

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

# Strengthen rural Georgia

## DIVISION OF FAMILY AND CHILDREN SERVICES (DFCS)

### 3.1 Foster Care Early Head Start Enrollment

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% by June 30, 2024.

• **Baseline: 73%**

**SFY 2020 Target: 76%**

**YTD Results: 84%**

Target Q1	Target Q2	Target Q3	Target Q4
74%	75%	75%	76%
Result Q1	Result Q2	Result Q3	Result Q4
83%	86%	84%	84%



Below Baseline



Between Baseline and Target



At or Above Target



3

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

# Strengthen rural Georgia

## DIVISION OF AGING SERVICES (DAS)

### 3.2 Clients at Risk of Hunger

Decrease the number of Division of Aging Services (DAS) clients who are at risk of hunger from 20% to 10% by June 30, 2024.

• **Baseline: 20%**

**SFY 2020 Target: 18%**

**YTD Results: 23%**

**Note:** Due to COVID-19 pandemic, senior centers closed in Quarter 4 and the strategies to achieve this measure were no longer feasible.

Target Q1	Target Q2	Target Q3	Target Q4
19%	19%	19%	18%
Result Q1	Result Q2	Result Q3	Result Q4
22%	23%	22%	23%



**Below Baseline**



**Between Baseline and Target**



**At or Above Target**



# 3

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

## Strengthen rural Georgia

### 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.

- **Strategy:** Support the development of children in foster care by providing continuous Educational Academies to train DFCS staff, caregivers and partners on the Division's educational policies, procedures and entitlements to promote successful educational outcomes for youth in foster care.

### 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.

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

## Changes to Goal 3 for SFY 2021



# Put Georgians first

## Goal 4

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



4

# Put Georgians first

## DIVISION OF FAMILY AND CHILDREN SERVICES (DFCS)

### 4.1 Foster Care Wellness Services

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

• **Baseline: 16%**

**SFY 2020 Target: 20%**

**YTD Results: 36%**

Target Q1	Target Q2	Target Q3	Target Q4
17%	18%	19%	20%
Result Q1	Result Q2	Result Q3	Result Q4
33%	35%	37%	36%

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



Below Baseline



Between Baseline and Target



At or Above Target



# 4

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

# Put Georgians first

## DIVISION OF AGING SERVICES (DAS)

### 4.2 Adult Protective Services (APS) Cases

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

• **Baseline: 76%**

**SFY 2020 Target: 79%**

**YTD Results: 79%\***

**Note:** Due to the COVID-19 pandemic, DAS temporarily suspended in-person visits. State law requires that an in-person visit be conducted prior to case closure. As a result, case completions decreased in Q4.

Target Q1	Target Q2	Target Q3	Target Q4
77%	78%	78%	79%
Result Q1	Result Q2	Result Q3	Result Q4
86%	84%	93%	79%*



**Below Baseline**



**Between Baseline and Target**



**At or Above Target**

\* Preliminary data and final numbers will be updated by Aug 17, 2020



4

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

# Put Georgians first

## DIVISION OF AGING SERVICES (DAS)

### 4.3 Assistive Technology

Increase the number of callers to the Aging and Disability Resource Connection (ADRC) that discuss assistive technology from 1,589 to 1,754 (10%) by June 30, 2024.

• Baseline: 1,589

SFY 2020 Target: 1,621

YTD Results: 2,123

**Note:** Due to the COVID-19 pandemic, Aging and Disability Resource Connection (ADRC) counselors increased their engagement with constituents about assistive technology. This increase is expected to continue in SFY 2021.

Target Q1	Target Q2	Target Q3	Target Q4
405	405	405	405
Results Q1	Results Q2	Results Q3	Results Q4
586	441	587	509



Below Baseline



Between Baseline and Target



At or Above Target





4

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

# Put Georgians first

## 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.

- **Strategy:** 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.

## Measurable Objective 4.2

Increase the number of Adult Protective Services (APS) cases completed within 45 days from 76% to 91% (20%) by June 30, 2024.

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

# Changes to Goal 4 for SFY 2021



4

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

# Put Georgians first

## Measurable Objective 4.3

Increase the number of callers to the Aging and Disability Resource Connection (ADRC) that discuss assistive technology from 1,589 to **2,678 (68%)** by June 30, 2024.

- **Strategy:** Strengthen training of Aging and Disability Resource Connection (ADRC) and case management staff and educate consumers on appropriate assistive technology to meet their needs.

## Changes to Goal 4 for SFY 2021



# Questions



## Contact Information

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