



## OFFICE OF THE SECRETARY

**Vision:** We will build a stronger Louisiana by helping individuals, children and families to achieve safer and more independent lives.

**Mission:** Effectively and efficiently guiding individuals, children and families toward independence and safety through integrated quality services and partnerships in an environment of opportunity and accountability.

The Office of the Secretary will coordinate department efforts by providing leadership, information, support and oversight to all DSS agencies. OS will promote efficient, professional and timely responses to employees, partners, and customers.

The Office of Community Services will strengthen the safety, permanency and well being of our state's children and families by providing child abuse prevention services, child welfare services, community based services, and administrative and executive supports.

The Office of Family Support will provide supportive services that assist residents to move toward independence and self-sufficiency by meeting basic needs through the provision of financial assistance, education and training, Food Stamps, Child Care, Child Support Enforcement, and the determination of eligibility for Disability Benefits.

Louisiana Rehabilitation Services will assist persons with disabilities in their desire to obtain or maintain employment and/or to achieve independence in their communities by providing rehabilitation services and working cooperatively with business and other community resources.

**Philosophy:** The Department of Social Services is committed to recognition and respect of basic human needs and civil rights of both consumers and employees and the holistic delivery of services with integrity, honesty and fairness.

**DSS Goals:**

- I. We will build a unified DSS that pools human and financial resources in order to better serve consumers.**
- II. We will provide quality service to consumers.**
- III. We will utilize evidence-based practices and strategic approaches to fulfill the DSS Mission.**
- IV. We will maximize resources by operating the department in an efficient and effective manner.**

**Office of the Secretary  
Agency Number: 10-357  
Program’s Authorizations: (Refer to Appendix A)**

**A. DEPARTMENT-WIDE OBJECTIVES**

In an effort to become more responsive to the needs of Louisiana’s individuals and families, the Department of Social Services is implementing a major reform effort entitled “No Wrong Door” that will result in a more efficient and integrated service delivery model. These reforms efforts include integrated case management, cross-training of staff and key technology enhancements to support new business processes.

**GOAL:** We will build a unified DSS that pools human and financial resources in order to better serve consumers. (DSS Goal I).

**OBJECTIVE A.1:** DSS will fully implement and staff an organizational structure to increase coordination and support for the DSS vision.<sup>1</sup>

**Strategy A.1.1:** Assess current internal capacities for quality assurance and research, responding to grants, monitoring and research within DSS.

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<sup>1</sup> This effort is part of the No Wrong Door Reform within DSS. This objective aligns with recommendations for DSS made by Louisiana’s Select Council on Revenue and Expenditures in early 2003.

- Strategy A.1.2: Ascertain best practices within DSS and department-wide implementation.
- Strategy A.1.3: Create new or revised mechanisms to support research, quality assurance and evaluation efforts within DSS.

Performance Indicators:

- Outcome: Increased number of research and evaluation reports authored by DSS staff.  
Increased number of federal grant applications submitted by DSS.

OBJECTIVE A.2: As part of exploring the consolidation of administrative functions within DSS, the departments of Human Resources will conduct an evaluation of consolidation and implement consolidation efforts as deemed appropriate from this assessment by July 2007. (DSS Goal IV).<sup>2</sup>

- Strategy A.2.1: Establish reform committee of human resource professionals.
- Strategy A.2.2: Identify business processes with staff.
- Strategy A.2.3: Evaluate/identify consumer needs.
- Strategy A.2.4: Design organizational structure, written position descriptions and determine staffing needs and/or changes.
- Strategy A.2.5: Evaluate and monitor progress.
- Strategy A.2.6: Set up groups to pilot certain HR functions.
- Strategy A.2.7: Assemble workgroups to explore possible consolidation of other administrative functions.
- Strategy A.2.8: Expand the assessment of consolidation of administrative functions within DSS.

Performance Indicators:

- Input: Number of functions considered for consolidation.
- Outcome: Percentage of functions consolidated.

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<sup>2</sup> This is part of the “No Wrong Door” reform of service integration within DSS. This objective aligns with recommendations for DSS made by Louisiana’s Select Council on Revenue and Expenditures in early 2003.

OBJECTIVE A.3: To develop and implement an integrated approach for the delivery of social services which includes streamlined processes and coordinated case management for individuals and families with multiple needs by 2010. (DSS Goal II)<sup>3</sup>

Strategy A.3.1: Develop and pilot an integrated case management model that provides a comprehensive plan to address the needs of consumers and their families.

Strategy A.3.2: Monitor and evaluate the development, implementation and outcomes of the new service delivery model.

Strategy A.3.3: Develop and utilize multidisciplinary teams with specific program expertise.

Strategy A.3.4: Cross train staff, as needed, to increase awareness of different programs, purposes and intended outcomes.

Strategy A.3.5: Assess the feasibility and practicality of co-location of offices and maximize funds from various funding streams.

Strategy A.3.6: Implement changes based on the assessment.

Performance Indicators:

Input: Number of consumers with multiple needs  
Consumer satisfaction data

Outcome: Percentage of integrated case plans for multiple need consumers  
Increased consumer satisfaction and needs met

OBJECTIVE A.4: Provide for the staffing, organizational transition and succession activities required to transform the DSS Information Services from a mainframe-legacy based environment to an enterprise focused technology service provider by implementing ACESS (A Comprehensive Enterprise for Social Services System) without interruption or deterioration of consumer service by SFY 08/09.

Strategy A.4.1: Develop an employee training database to track and monitor IS staff training received and training results by the end of the first quarter, 2005.

Strategy A.4.2: Prepare the IS staff to maintain service levels in the applications legacy environment and to support the new enterprise framework through an assessment of current skills and the development of a defined training plan for all employees prior to the end of the 2<sup>nd</sup> quarter, 2005.

Strategy A.4.3: Complete organizational changes necessary to support the execution of the enterprise staff transition and APD plan, including the definition of roles and training, civil service positions, and designating and providing adequate staff to the projects supporting this transformation.

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<sup>3</sup> This is part of the “No Wrong Door” reform of service integration within DSS. This objective aligns with Act 726 of 2004 mandating DSS to implement a “No Wrong Door” service delivery model.

- Strategy A.4.4: Define, identify, and document daily activities and organizational knowledge of positions that will come open due to retirement in the next three years by the end of the 1<sup>st</sup> quarter of 2005. Develop a plan to assure the adequate coverage of the skill sets being lost by the end of the 2<sup>nd</sup> quarter of 2005 and establish a process for the ongoing assessment of skill sets being lost by future retirements.
- Strategy A.4.5: Create the DSS Business Unit and establish a DSS Change Control Board by the end of the 2<sup>nd</sup> quarter of 2005.
- Strategy A.4.6: Develop the conceptual plan for the components of subsequent ACCESS phases and gain the concurrence of the Change Control Board by the end of the 1<sup>st</sup> quarter of 2006

Performance Indicators:

Outcome: Annual percentage of goals met within expressed timeline in the ACCESS Advance Planning Document approved by federal partners.

## **B. EXECUTIVE AND ADMINISTRATIVE SUPPORT**

The Office of the Secretary (OS), including the Office of Management and Finance (OM&F), constitutes the overall management support system for the Department of Social Services (DSS). OS provides services to the Secretary and DSS Offices in the areas of public information, appeals, audit services, civil rights, legal, and licensing. OM&F provides services in the areas of budget and planning, fiscal, support services, human resources, and information technology.

### **PRESS SECRETARY**

GOAL: We will maximize resources by operating the department in an efficient and effective manner. (DSS Goal IV).

OBJECTIVE B.1: To improve by 25 percent the number of constituent inquiries answered within two weeks by year-end 2006.

- Strategy B.1.1: Analyze baseline response to constituent inquiry
- Strategy B.1.2: Assess which processes are working and which are not
- Strategy B.1.3: Evaluate the processes with staff
- Strategy B.1.4: Create new or revised mechanisms to respond to inquiries more timely

Baseline: Number of inquiries answered within two weeks for fiscal year 2004

Performance Indicators:

Input: Number of inquiries

Output: Number of inquiries answered within two weeks

- Outcome: Percentage increase in inquiries answered within two weeks
- OBJECTIVE B.2: To engage staff, public and legislators in dialogue that provides solution-oriented exchanges to address issues that impact them and the public we serve by hosting 9 SHARE (Solutions, Honesty, Advice, Respect and Engagement) meetings by year-end 2006 and issuing regular, published written updates.
- Strategy B.2.1: To address issues at nine bi-monthly SHARE forums throughout the state before year-end 2005.
- Strategy B.2.2: Distribute evaluation forms to all participants in SHARE forums to assess both the process and outcomes from the SHARE forums.
- Strategy B.2.3: Deliver a clear and consistent message throughout DSS
- Strategy B.2.4: Distribute press releases and other ongoing written communications

Performance Indicators:

- Output: Number of SHARE meetings  
Number of press releases issued
- Quality: Satisfaction with SHARE meetings as measured by evaluation forms.

**BUREAU OF APPEALS**

- GOAL: We will provide quality service to consumers. (DSS Goal II).
- OBJECTIVE: B.3: To increase the percentage of Administrative Disqualification Hearing (ADH) cases with appeal decisions rendered within the eighty-day time limit to 90% by December 2010.
- Strategy: B.3.1: When the consumer, due to undeliverable mail, does not receive the hearing appointment notification, the Appeals Bureau will electronically notify (E-Mail) the Fraud and Recovery Section so that they may begin the search for a valid service address. The Appeals Bureau will request a response from Fraud and Recovery within seven days, to assure that the case is not misplaced.
- Strategy B.3.2: Appeals will collaborate with Information Technology in an attempt to gain access to the Section IV-D (Support Enforcement Services) computer screen so that we may search for a valid address without referring the case back to the Fraud and Recovery Section.
- Strategy B.3.3: When an Administrative Disqualification Hearing is returned to the Appeals Bureau for processing with a new address, the Appeals Tracking System will assign a new receipt date, instead of using

Strategy B.3.4: the prior receipt date, which gave the incorrect impression that Appeals Bureau case processing had been delayed. When postponement of a disqualification hearing is granted to a consumer prior to the scheduled hearing date, the case will be immediately referred back to the Administrative Law Judge by the Scheduling Clerk to be rescheduled within the next 14 days, instead of returning the case to the 30-day rescheduling cabinet.

Baseline: (July 2003 to July 2004) – 70.5% of cases in compliance per the Annual Statistical Activity Report.

Performance Indicators:

Input: Number of ADH cases received  
Output: Number of ADH cases rendered within the eighty-day time limit  
Outcome: Percentage of ADH cases rendered within the eighty-day time limit

OBJECTIVE B.4: To receive and process 100% of appeals designated for the Appeals Bureau each year.

Strategy B.4.1: When correspondence is received from consumers, it will be screened and logged in on a daily basis. Appeal requests for fair hearings will be identified, and the consumer will be issued a letter acknowledging receipt of his appeal within five working days.

Strategy B.4.2: Within five working days of receipt of the fair hearing request, a letter asking for a Summary of Evidence will be requested from the agency office that issued the adverse decision to the consumer. Follow-up requests will be made to the agency office every two weeks until receipt.

Strategy B.4.3: After the Summary of Evidence is received, a fair hearing will be scheduled and the consumer will be notified at least ten days in advance.

Strategy B.4.4: All appeal requests for Administrative Disqualification Hearing that are received from the Fraud and Recovery Section of the Office of Family Support will be logged in daily, and processed.

Baseline: 3631 appeal requests received, and 2255 hearings scheduled per FY 03-04 Operational Plan

Performance Indicators:

Input: Number of appeal requests received.  
Output: Number of appeal hearings scheduled (Fair Hearings and Administrative Disqualification Hearings).  
Number of appeals processed.  
Outcome: Percentage of appeals processed

## **BUREAU OF CIVIL RIGHTS**

- GOAL: We will provide quality service to consumers (DSS Goal II).
- OBJECTIVE B.5: Increase Title VI and Title VII trainings by 30% by year-end 2010.
- Strategy B.5.1: Assess and evaluate training needs.  
Strategy B.5.2: Identify and evaluate opportunities to provide training.  
Strategy B.5.3: Develop or acquire training curricula.  
Strategy B.5.4: Implement training program effectiveness.  
Strategy B.5.5: Evaluate program effectiveness.  
Strategy B.5.6: Update and maintain curricula as needed.
- Baseline: Number of trainings in FY 04

### Performance Indicators:

- Output: Number of Title VI and VII trainings conducted  
Outcome: Percentage increase in Title VI and VII trainings conducted.

- GOAL: We will utilize evidence-based practices and strategic approaches to fulfill the DSS Mission (DSS Goal III).
- OBJECTIVE B.6: To provide DSS executive management, on a quarterly basis, with statistical information and recommendations regarding civil rights compliance by year-end 2005.
- Strategy B.6.1: To request, receive and evaluate EEO and personnel statistical information from DSS agency human resource offices on a quarterly basis.  
Strategy B.6.2: To provide a report of statistical information to executive management on a quarterly basis.

### Performance Indicators:

- Input: Number of quarterly reports received from agency HR Offices.  
Output: Number of quarterly reports provided to executive management.  
Outcome: Percentage of quarterly reports provided to executive management

## **BUREAU OF INTERNAL AUDIT SERVICES**

- GOAL: We will maximize resources by operating the department in an efficient and effective manner (DSS Goal IV).
- OBJECTIVE B.7: To complete the specified number of audits within the annual audit plan within the relevant fiscal year.



- Strategy B.7.1: Determine the audits to be conducted through the Audit Plan/Audit Work Plan Process.
- Strategy B.7.2: Assign audits to be conducted to specific staff.
- Strategy B.7.3: Conduct audits.

Performance Indicators:

- Output: Number of follow-up audits  
Number of audits
- Outcome: Percentage of audits completed annually in accordance with the audit plan

OBJECTIVE B.8: To be able to use ACL (Access Control Language) as an audit tool in the audit of at least the following program audits by the year 2010:

1. Temporary Assistance For Needy Families
2. Child Care Funding Cluster – is to be part of ACCESS and information currently being developed will need to be updated to ACCESS
3. Foster Care – is to be part of ACCESS and information developed will later need to be updated to ACCESS
4. Child Support Enforcement
5. Vocational Rehabilitation System – new system “Aware” is planned for implementation during 2005
6. TIPS – is to be part of ACCESS and information developed will later need to be updated to ACCESS

- Strategy B.8.1: To work with Division of Information Services, Consumer Services to have accessible the data elements that could be used with ACL to facilitate the audit of the above listed programs.
- Strategy B.8.2: Meet with consumer services, programming, and user staff to determine the data elements that need to be downloaded to a dedicated server for use by the Bureau of Audit Services – several meetings may be involved.
- Strategy B.8.3: Test the data that is downloaded to determine its application to audit.
- Strategy B.8.4: Make adjustments to data elements requested.
- Strategy B.8.5: Establish schedule for download of data or request data on an ad hoc basis.
- Strategy B.8.6: Use data in audit.

Performance Indicators:

- Output: Number of audits using ACL as an audit tool
- Outcome: Percentage of audits using ACL as a tool

## **BUREAU OF GENERAL COUNSEL**

- GOAL: We will provide quality service to consumers (DSS Goal II).
- OBJECTIVE B.9 To provide quality and sufficient legal support to the Department of Social Services by completing 100 % of litigation needs and written and verbal opinions requested.
- Strategy B.9.1: Litigate cases, reviews, appeals, and other hearings.  
Strategy B.9.2: Provide advice and counsel in a timely manner.  
Strategy B.9.3: Provide legal guidance for programmatic matters and for civil service and personnel actions in a timely and effective manner.

### Performance Indicators:

- Output: Number of lawsuits handled/processed  
Number of legal opinions requested  
Number of legal opinions issued
- Outcome: Percentage of cases litigated to completion successfully.  
Percentage of written and verbal opinions requests completed.

- OBJECTIVE B.10: To enhance the quality of legal service within the Department of Social Services by increasing the number of trainings attended by Bureau of General Counsel Staff by 25% by end of FY 09-10

- Strategy B.10.1: Enhance knowledge of attorneys in their field of practice by increasing the number of legal and programmatic trainings attended each year.
- Strategy B.10.2: Enhance skills of clerical staff by increasing the number of trainings attended each year.

- Baseline: Number of trainings in FY 04

### Performance Indicators:

- Output: Number of trainings attended
- Outcome: Percentage increase in number of trainings

## **BUREAU OF LICENSING**

- GOAL: We will provide quality service to consumers. (DSS Goal II).
- OBJECTIVE B.11: To evaluate all licensed child care and adult care facilities to determine adherence to licensing regulations on an annual basis.
- Strategy B.11.1: Develop and maintain licensing regulations.

- Strategy B.11.2: Conduct initial and annual surveys, follow-up surveys as needed, and complaint investigation visits on an ongoing basis to determine compliance.
- Strategy B.11.3: Lower ratio of staff to providers (currently 1:178) to the nationally recommended level (1:75)
- Strategy B.11.4: Issue multi-year licenses to facilities that routinely have a low number of deficiencies.
- Strategy B.11.5: Work with IT and private vendor to improve the computer-based survey program so that it will allow the most productive use of the time spent inspecting a facility.
- Strategy B.11.6: Explore the feasibility of increasing licensing fees for providers.

Performance Indicators:

Input: Current number of class “A” day care programs licensed  
 Current number of class “B” day care programs licensed  
 Current number of other facilities licensed

Output: Number of on-site visits  
 Number of new facilities visits  
 Number of follow-up visits conducted

Outcome: Percentage of facilities licensed

OBJECTIVE B.12: By 2010, to assist the providers in lowering their deficiency rates by improving the methods of supplying policy-related information.

- Strategy B.12.1: Implement regularly scheduled mandatory training for all providers that will be needed to receive an initial license.
- Strategy B.12.2: Implement specialized caseloads for Licensing Specialists.
- Strategy B.12.3: Implement quality-based survey process.

Baseline: Current Provider deficiency rate (baseline)

Performance Indicators:

Input: Average deficiency rate, by program, for initial and follow-up surveys.

Outcome: Percentage decrease in deficiency rates compared to baseline rate.

**DIVISION OF INFORMATION TECHNOLOGY**

Objective B.13: Partner with our consumers to successfully deliver timely, high quality, and cost-effective solutions through the utilization of standardized processes, procedures, and tools, defined project management and quality assurance standards, and the maximization of web supported solutions.

- Strategy B.13.1: Develop web-enabled solutions and web access through transitional web access for PC based-systems throughout.
- Strategy B.13.2: Define processes, procedures, and tools for a standardized project lifecycle for all projects and a system development lifecycle for mainframe legacy systems prior to the end of the 3<sup>rd</sup> quarter of 2005.
- Strategy B.13.3: Develop a management capability plan (remote control, inventory) for unmanaged services, Laptops by the end of the 4<sup>th</sup> quarter 2004, interview rooms by end of the 2<sup>nd</sup> quarter 2005, Forms Appliance by the end of the 3<sup>rd</sup> quarter 2005, and EBT machines by the end of the first quarter 2006.
- Strategy B.13.4: Reduce exposure to issues caused by non-standard configurations by restricting desktop operability by reduction in the number of desktop operability issues caused by non-standard configuration by 50% by the end of the 4<sup>th</sup> quarter, 2005.

Performance Indicators:

- Output: Number of web transactions monthly  
 Number of EBT transactions monthly  
 Number of calls to the Help Desk
- Outcome: Percentage of projects utilizing established PMO processes, procedures, and tools

**DIVISIONS OF SUPPORT SERVICES, FISCAL SERVICES, AND PLANNING AND BUDGET**

OBJECTIVE B.14: Implement new automated processes in Support Services, Fiscal, and Planning and Budget by SFY 2010 (DSS Goal IV).

Support Services will implement automation and web-based applications for lease payment schedules and vehicle data by 2006.

- Strategy B.14.1: Create and facilitate work group for each sub-unit.
- Strategy B.14.2: Develop schedules and payments modules within systems.
- Strategy B.14.3: Implement online/automated driver safety course program use.
- Strategy B.14.4: Develop online facilities and vehicles data reporting tools.
- Strategy B.14.5: Train vehicle officers and leasing managers in utilization of the applications.
- Strategy B.14.6: Test program effectiveness.

Fiscal Services will work with internal and external partners to assist in the implementation of Electronic Funds Transfer.

- Strategy B.14.7: Provide training to consumers, providers, and employees with easy and secure access to applicable search website.

Strategy B.14.8: Provide incentives and reduce barriers for consumers, providers, and employees to increase use of EFT (Electronic Funds Transfer).

The Division of Planning and Budget will automate cost allocation data by 2010.

Strategy B.14.9: Establish workgroup of budget staff to determine metadata for report content.

Strategy B.14.10: Engage in dialogue with DOA to obtain access to ISIS data.

Strategy B.14.11: Develop and contract for departmental cost allocation data system to interface with ISIS.

Performance Indicators:

Outcome: Number of new automation initiatives in Support Services, Fiscal and Budget and Planning.

## **Appendix A**

### **PROGRAM AUTHORIZATIONS:**

Office of the Secretary: R.S. 36:471 et seq; R.S. 36:475; R.S. 36:475.1; R.S. 36:8.

Licensing: R.S. 46:1401 et seq; R.S. 40:2151 et seq; R.S. 46:1441 et seq; R.S. 46:1971 et seq; R.S. 46:2121 et seq; R.S. 28:380-451; R.S. 28:380-451 et seq; R.S. 46:1406; R.S. 46:1410.

### **OFFICE OF THE SECRETARY PRINCIPAL CONSUMERS/USERS AND SERVICES/BENEFITS:**

#### **Press Secretary**

The Press Secretary provides services of news releases, emails, constituent inquiries, and public relations collateral. The main consumers of the press secretary include the media, the DSS staff, and the public, constituents. The primary stakeholders also include the media, the staff, legislators, and the Governor.

#### **Bureau of Appeals**

The Appeals Bureau provides four services; 1) written appeal decisions to consumers, 2) directives to parish office, 3) letters to consumers regarding hearing procedures/appointments and 4) reports to the Office of the Secretary on comments from public hearings.

The main consumers of services provided by appeals are the appellant, Office of the Secretary Management and Planning, the Fraud and Recovery section in OFS, the DSS agency office that issued the decision that was appealed. Stakeholders of Appeals services include federal auditors, DSS legal, district court, policy consultants, and public management.

#### **Bureau of Civil Rights**

The Civil Rights Division provides an array of services, including civil rights investigations of complaints, reports, decisions, and statistical reports, training sessions to employees about Civil Rights, and recommendations.

The main consumers of Civil Rights Services are DSS employees, DSS management and supervisors, and state and federal agencies. The primary stakeholders of Civil Rights services are state and federal agencies, as well as DSS divisions including planning, human resources, legal. state and federal agencies.

## **Bureau of Internal Audit Services**

The main services provided by this entity are audits and final audit reports. The main consumers of these services include the DSS area being audited, DSS management, and the Louisiana Legislative Auditor. The primary stakeholders include the Louisiana Legislature, taxpayers, and the divisions of Quality Assurance.

## **Bureau of General Counsel**

The Bureau of General Counsel has three main services; 1) providing legal opinions/advice 2) writing legislative bills and amendments and 3) providing court representation.

The primary consumers of legal opinions and advice are agency heads, supervisors, and employees. The main stakeholders for this service are consumers, service providers, the Bureau of General Counsel.

The primary consumers of writing legislative bills and amendments are DSS management and agency heads and internal and external legislative staff, and legislators.

The primary consumers of court representation are DSS agencies and employees, as well as children in the Office of Community Services. The main stakeholders include the DSS Bureau of General Counsel, Office of Community Services children, and the courts.

## **Bureau of Licensing**

The main services provided by the Bureau of Licensing include licenses, training sessions on regulations, regulations for licensing, inspection reports, and investigations. The consumers of these services include licensed providers, parents and families of individuals in licensed facilities, potential licensees. The main stakeholders include DSS Executive staff, legislators, and childcare committees

## **Bureau of Quality Assurance and Strategic Planning**

This Bureau provides the DSS Strategic Plan, action recommendations, QA procedures and policies, as well as analysis of employee surveys. The main consumers of these services include DSS employees, the Division of Administration, the Children's Cabinet, and Quality Assurance staff. The primary stakeholders include the Legislature/Governor, and DSS employees.

## **Division of Information Technology**

The main services provided by Information technology include connections to the network, software applications, and system processes/procedures.

The primary consumers for network connections are DSS staff. The main stakeholders are consumers, IT service providers and contract service providers. The main consumers

for software applications include all DSS staff; DHH and DOL Staff; the general public. Specific general public consumers are child support payees, foster parents. Additional consumers include contract providers, and business partners. For the service of system processes and procedures, the main consumers are all DSS staff, and federal funding agencies.

### **Division of Fiscal Services**

The main services provided by the Office of the Secretary Fiscal Services include payments management and fiscal management. The primary consumers for fiscal services include DSS consumers, vendors, providers and employees. The main stakeholders include DSS staff, auditors, the Division of Administration, DSS staff, and the Treasury.

### **Division of Planning and Budget**

Planning and Budget provides the following services for the Office of the Secretary; budget requests, legislative tracking reports, policies, budget amendments, fiscal notes, notices of intent, emergency rules, final rules, Intranet sites. The main consumers for these services include the Division of Administration Budget Office, DSS Executive staff.

### **Division of Support Services**

The primary services provided by Support Services include Safety policy and procedures, contracts and leases, mail operations, fleet operations, employee ODR review, purchasing, inventory reports for property, inventory and tagging verification reports.

The main consumers of these services include DSS staff, consumers, visitors to DSS buildings, vendors and lessors, the post office, consumers and property officers. The primary stakeholders identified by Support Services include state buildings staff, lessors, planning, local managers, the Division of Administration, DSS payment management, and audit services.

### **Division of Human Resources**

The main services provided by DSS Human Resources include reports, such as Civil Service Annual Reports, benefit forms, and DSS HR policies. The main consumers are the Louisiana Department of Civil Service, agency staff, employees, Human resource staff in DSS agencies, and regulatory entities such as LASERS. The primary stakeholders include the DSS executive management.