

## **Action Plan for the Strategic Plan of the Minnesota Child Support Enforcement Program 2010-2012**

In January 2010, the Minnesota Child Support Program approved its strategic plan for 2010-2014. Although the plan has a comprehensive list of goals, strategies, and objectives, the strategic planning team decided five objectives were the most important to work on during the next 1-2 year timeframe:

- Enhance productivity through technology
- Implement incremental system renewal as addressed in the business process redesign study
- Simplify and create user-friendly policies and legal processes
- Address findings raised in the service deliver study
- Set individualized performance goals for each county and the state

A team of action plan coordinators made up of state and county child support professionals have developed detailed action plans that will be used to implement the strategic plans priority objectives. This document provides detail on the specific actions that will be taken for each of the five priority objectives over the next 1-2 years and the measurements we will use to monitor our progress.

**Goal 1: Be efficient, consistent and responsive in our operations**

**Strategy 1: Maintain and improve a sustainable infrastructure**

**Objective 1: Enhance productivity through technology**

➤ **KEY ACTION 1: ASSESS AND ENHANCE THE STATEWIDE AUTOMATED SYSTEM ON AN ONGOING BASIS**

**ACTIVITIES**

**MEASURES**

Continue to implement the order modification grant project to simplify and streamline the process for the review and modification of child support orders. In addition, the project has begun development of a collaborative document generation application that will increase participant understanding and reduce complexity and time it takes to create the legal forms.

- Reduce the number of days needed to complete the process of order review and modification
- Reduce the time child support officers, parents, county attorney staff, court staff, magistrates, and judges spend completing the process
- Increased understanding, ability, and willingness for parents to initiate the process, while reducing the need for assistance
- Increased system capacity to identify and expedite less complicated, presumptive modification-needed cases, resulting in improved efficiency
- Improved outcomes on key federal performance and PAID-related measures, such as those related to managing delinquencies, costs for locate and enforcement, and early intervention

Improve the System Development Lifecycle (SDLC) at CSED by developing a standard work flow process for CSED staff to follow when completing their assignments, yet allow flexibility to produce the deliverables. This process will clarify roles and define responsibilities to allow the units in CSED to work more effectively together.

- Less time to complete projects and work at CSED
- Increase in productivity at CSED
- Roles and responsibilities of CSED staff working in the SDLC process are clearly defined

## Minnesota Child Support Program

Improve locate efforts-align locate efforts under the clarified Minnesota Statutes, section 256.978 to request information from employers, financial institutions and utility companies that is reasonably necessary to establish paternity and child support, modify existing orders, enforce orders and distribute collections.

Conduct a review and assessment of the functionality of the Minnesota Child Support Online (MCSO) Website resulting in various enhancements, as well as recommendations for future enhancements. Known enhancements include a new welcome page and providing the participants with the ability to access one year's worth of historical payment data. Other activities may include:

- Create a an overall new look and feel for participants and employers
- Conducting research and analysis pertaining to the feasibility of allowing participants to update their case data and allowing employers to update their information online

- Improve the federal performance measurement outcomes by increasing efficiency and effectiveness in location of necessary information
- Improve the quality, efficiency, integrity and accountability of services by streamlining and simplifying the level of effort necessary for the location of IV-D participants
- Reduction in phone contact between case workers and participants/employer, measured through case activities relating to contact with participants and employers

## Minnesota Child Support Program

### ➤ KEY ACTION 2: ENHANCE DATA INTERFACES WITH PARTNERS AND STAKEHOLDERS:

#### ACTIVITIES

Improve the electronic data and exchange of information between the Department of Corrections (DOC) and the Minnesota Child Support Enforcement Division (CSED). The project is developing a pre-release document for incarcerated obligors with case information, enhancing the inbound interface from DOC to CSED, and completing maintenance work on the institution table within PRISM.

Modify the automated Child Support system (PRISM) to accommodate the interface with the new Minnesota Department of Health (MDH) Minnesota Registration and Certification (MR&C) system which provides birth and death information for residents of Minnesota. This is necessary to ensure that MN County Child Support Agencies continue to receive Voluntary Recognition or Parentage (ROP) data in an efficient and timely manner. These modifications will provide additional parentage data to MN County Child Support agencies, as well as, improve data reliability through the linking of ROP and Birth Record data.

Maintain the current data integrity and interface with the Department of Revenue and the Department of Public Safety throughout their transition to a new computer system

#### MEASURES

- The inbound interface from DOC to CSED will be enhanced to include additional information and meet the needs of CSED and DOC
- A pre-release document will be created and will be accessible by DOC's child support liaison
- The quality of the data contained in the institution table within PRISM will be improved
- Increased efficiency in establishing paternities
- MN County Child Support agencies will receive accurate and timely information in which to determine paternity status of a child resulting in the more timely establishment of child support
- CSED will receive daily updates from MDH which will include both birth records and ROP data for children born in Minnesota from 2001 to present date
- Current level of efficiency with these interfaces will be maintained
- CSED remains in compliance with its obligations related to the DPS and DOR interface

**Goal 1: Be efficient, consistent and responsive in our operations**

**Strategy 1- Maintain and improve a sustainable infrastructure**

**Objective 4- Implement incremental system renewal as addressed in the business process redesign study**

➤ **KEY ACTION: TAKE STEPS TO PREPARE THE AGENCY FOR FUTURE INCREMENTAL SYSTEM RENEWAL**

**ACTIVITIES**

CSED will actively pursue information related to other states system renewal projects in order to gain a better understanding of system renewal efforts in the child support arena nationwide and leverage that information to help plan for their own system renewal effort. CSED will obtain knowledge related to systems costs, best practices, technical requirements, federal funding requirements and best practices by learning from other states that are planning, developing, or have recently completed efforts to renew their child support computer system.

CSED will set an internal governance structure that will allow CSED to be better positioned to implement foundation and system renewal projects and manage division resources while maintaining operational work and the current PRISM system. The project will define and recommend a structure to CSED management that will prioritize, coordinate, and oversee the implementation of work to be completed within the division; as well as, develop a process guide outlining roles and responsibilities and a communications plan. This governance structure will address CSED internal work processes and is a separate item from work related to the service delivery study.

**MEASURES**

- CSED will have collected and maintained detailed information regarding each states system renewal efforts including but not limited to system contacts, best practices and technologies used.
- The project team will have submitted a recommendation to CSED management on a new CSED governance structure
- A new governance structure will be implemented
- A process guide and communication plan for the new governance structure will be created

## Minnesota Child Support Program

CSED will participate in an agency wide effort to obtain a Project Portfolio Management tool that will help the division manage resources and dependencies across projects and ongoing division work. CSED will actively participate in a DHS group that is reviewing various Project Management Portfolio tools.

CSED will actively participate and champion DHS Enterprise Architecture efforts and consider those efforts in their future planning processes

CSED will continue to engage federal partners regarding our plans and necessary requirements for system renewal

CSED will work towards obtaining funding from OCSE and the state for a system renewal project

CSED will determine if there are “quick win” recommendations from the BPR (business process redesign) study that the division can do prior to incremental renewal. This will be completed by analyzing and reviewing the “quick win” items, determine which items to complete, and develop a plan to move those items forward.

- CSED will have evaluated proposed tools to determine if a tool meets its needs
- CSED will have provided feedback on the various tools under consideration to the department
- DHS will implement a client centered model used across the enterprise by building and using the same infrastructure to build the programs delivered
- Updates to APDU (Advanced planning document update) for 2010 completed
- Funding obtained
- A plan will be developed to move forward on quick win items

**Goal 1: Be efficient, consistent and responsive in our operations**

**Strategy 2-Establish statewide delivery standards**

**Objective 1-Simplify and create user-friendly policies and legal processes**

**➤ KEY ACTION: ASSESS STATE POLICY AND SYSTEM APPLICATIONS TO ASSURE THAT THEY ARE MEETING THE NEEDS OF FAMILIES AND CHILDREN:**

**ACTIVITIES**

Review and assess the BPR recommendations by completing a comprehensive review of the recommendations which will include assessing the value of each item and completing an overall plan for implementation. Specific activities will include but are not limited to:

- Creation of a chart containing a list of all recommendations, including a brief description of each item, and whether the recommendation requires a legislative change
- Create work groups who are assigned to review and assess the majority of the BPR recommendations requiring a legislative change and report back to the CSED Legislative Team
- Assign staff to review and assess the 2 remaining BPR recommendations requiring a legislative change and report back to CSED Legislative Team

**MEASURES**

- An implementation plan for the selected BPR recommendations needed to streamline and simplify CSED's policies and practices will be completed, including a legislative package that contains the legislative language needed to implement the selected BPR recommendations

## Minnesota Child Support Program

- Assign staff to review and assess the BPR recommendations requiring only a change in policy (including any Quick Wins) to determine if and when to proceed on these items and report back to CSED Executive Team
- CSED Legislative and Executive Team review of staff reports and creation of an implementation plan, including any legislative package
- Educate the legislature regarding our current policies and procedures and our vision for future change of the child support program

Pursue and explore tools to develop a business rules management structure which will allow CSED to accurately capture and maintain the child support program's policies and processes and ultimately aid CSED in the development of a new child support system.

Develop a plan for assessing CSED's current process for creating and issuing state policy. The plan will include:

- A method for capturing county frustration with the current process
- A process for reviewing the current process
- An evaluation of the timeliness of the state's response to questions and issues from county staff
- An emphasis on consistency and simplification

- CSED will implement a business rules management tool preferably supported and accepted under the Enterprise Architecture model
- Within two years, CSED will begin to work with the selected tool on certain selected topics or projects
- CSED will use the business rules management tool for many of its new initiatives
- Completion of a plan including an evaluation of the current process for developing and issuing state policy, and a detailed recommendation including ways to improve the process and ways to address any identified issues



**Goal 1: Be efficient, consistent and responsive in our operations**

**Strategy 3-Streamline operation and service delivery**

**Objective 1-Address findings raised in the service delivery study**

**ACTIVITIES**

DHS will convene a high level committee involving child support stakeholders to review the Service Delivery Model study and develop recommendations for the future of child support from which all parties can work. The group will meet and discuss the findings of the Service Delivery Study and offer recommendations to the Child Support program on what changes should be made to the program in order to achieve the strategy and goal stated above. Specifically, the work of the committee will focus on the following:

1. Set scope of discussions and review issues challenging Minnesota Child Support Program as identified in the service delivery study.
2. Identify and address areas of agreement and disagreement and try to resolve differences where necessary to make progress.
3. Define roles and responsibilities of the parties.
4. Recommend changes to address the following issues:
  - Inconsistency in services
  - Inconsistency in resources
  - Inefficiency
  - Inflexibility and lack of adaptability
  - Lack of authority and control

**MEASURES**

- The number of mutually agreed upon recommendations to address issues raised by the study that the committee presents at the end of the process will define the success of the activity

## Minnesota Child Support Program

- Lack of accountability
- Complexity in customer service
- Complexity in policy/procedure
- Lack of cost-effectiveness
- Lack of uniformity and conformance with state policy
- Other

**Goal 2 – Be effective, maximize overall performance and outcomes**

**Strategy 1-Meet or exceed federal upper thresholds for earning incentives**

**Objective 1-Set individualized performance goals for each county and the state**

➤ **KEY ACTION: DEVELOP PROGRAM PERFORMANCE IMPROVEMENT ACTION PLANS**

**ACTIVITIES**

CSED and the counties will work to strengthen program performance by setting individual county performance goals. CSED and the counties will also work together to create performance improvement action plans. Counties will set annual performance goals for each of the five federal performance measures.

CSED will begin a “rationalize reports” project to conduct a comprehensive effort to analyze and assess the current use and practical value of each system generated report. The project will review the purpose, delivery mechanism, and validity of all CSED reports, generated in PRISM, the Data Warehouse, or by other means. CSED will work to consolidate the location of all reports to improve caseworker efficiency and generate cost savings.

**MEASURES**

- Program performance is currently rated through the five federal performance measures. The performance areas that will be rated are:
  - Percent of children with paternity established
  - Percent of cases with support orders
  - Percent collected of current support due
  - Percent of cases with arrears collections
  - Cost effectiveness

The data source for reporting will be the OCSE 157 report.

- A recommendation will be put forward regarding the creation of one user-friendly location that all reports can be viewed
- Reports will no longer be maintained in multiple locations
- Reports not in use or not needed will no longer be maintained

## Minnesota Child Support Program

In an effort to achieve program goals, the state and counties will work to strengthen their relationship by focusing on improving program results and performance. They will develop and implement a consistent and dynamic performance measurement framework to inform effectiveness and efficiency for service improvement and priority setting. Activities may include:

### Priority activities

- Create a plan to recognize and acknowledge outstanding performance;
- Create a plan to solicit and publish best practices from counties
- Hold a best practices session at MFSRC
- Continue regional performance meetings
- Begin to identify, prioritize and promote new activities that could improve program performance

### Secondary activities:

- Begin developing new performance indicators beyond the five federal performance measures;
- Identify and create new performance related trainings (i.e. – reports training)
- Create performance checklists;
- Conduct random program evaluations or program audits;
- Further develop the TQR process;
- Continue to review and improve the annual child support performance report.

- CSED will have a plan in place to annually recognize outstanding performance by counties and individuals  
The effective date would start using Federal Fiscal Year (FFY) 2011 performance data
- Publication of best practices will take place in FFY 2011
- CSED will host and facilitate regional meetings throughout the state in November 2010 and 2011
- A MFSRC session proposal for best practices session will be submitted for the MFSRC Conference in 2011

Minnesota Child Support Program

**Strategic plan action planning coordinators**

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