

Ramsey County's Enforcement Initiatives

2008 - 2013 | Ramsey County Change Processes

INTRODUCTIONS

- James Kambiri – Child Support Supervisor
- Kathy Gora – Assistance County Attorney
- Petrina Travers – Support Enforcement Agent III

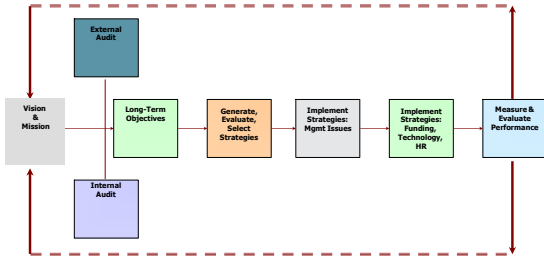
AGENDA

- Change Management Model
- Strategy Formation Process
- Implementation
- Evaluation
- Takeaways
- Questions

CHANGE MANAGEMENT MODEL

- Mission and Vision
- Internal and External Audit
- Long-Term Objectives
- Generate and Select Strategies
- Measure and Evaluate Performance

COMPREHENSIVE STRATEGIC MANAGEMENT MODEL



RAMSEY COUNTY PERFORMANCE IMPROVEMENT PROJECTS

- 3 Major Performance Improvement Projects
 - 2008 Child Support Strategic Plan
 - 2010 Business Model
 - 2012 Enforcement Project
- All Staff were invited to participate in the planning – Over 75% participated

2008 STRATEGIC PLAN

Vision Statement

Ramsey County Child Support:

- Working to meet the needs of children
- A knowledgeable approach to child support that combines efficiency, diversity, innovation, and high performance
- We never stop working for children

INTERNAL AND EXTERNAL AUDIT

Ramsey County Challenges

- Highest out-of-wedlock birthrate in Minnesota
- Highest English as a 2nd Language population in Minnesota
- Higher poverty rate than both State and National averages
- Budget cuts (more with less)
- Workers stuck in the old way of doing business

Statewide Challenges

- Child support program deemed unconstitutional in 1999
- New child support guidelines with significant changes in 2007
- Archaic case management system, still at least 5 years out until a new system
- Budget cuts (more with less)
- Workers stuck in the old way of doing business

2008 STRATEGIC PLAN

Areas of Concentration:

- Communication
- Training
- Staff Performance
- Diversity
- Federal and State Performance Measures
- Business Model

PROJECT 2010

- Evaluate and Select Business Model
- Office Division
- Caseload Division
- Order Setting Project

2010 BUSINESS MODEL PROJECT

- Objective:
 - Adopt a Business Model that maximizes the efficient and productive use of resources
- Goals:
 - Increase fluidity of staff
 - Establish performance standards
 - Improve performance
 - Improve job satisfaction

OFFICE DIVISIONS

- Intake and Case Preparation
 - Known elsewhere as "Case initiation"
- Order Setting
 - Known elsewhere as "Establishment"
- Review and Modification
 - Known elsewhere as "Review and Adjust"
- Order Enforcement
 - Known elsewhere as "Enforcement"

INTAKE AND CASE PREPARATION

- Accomplishments
 - Changed the name from "intake" to reflect the post 2010 Project expectation that cases leave this unit with more work done
 - Decreased number of days from initiation to moving or closing the case to 30 days
 - Increased number of cases moving monthly
 - Standardized case notes when moving cases on to other parts of the office (for better tracking)
 - Problem case feedback from other units

ORDER SETTING

- Accomplishments
 - A sustained increase in establishment and paternity pleadings and motions drafted and orders obtained
 - A baseline standard to use when discussing performance that is understandable and acceptable by all of the workers
 - Clear communication about expectations

REVIEW AND MODIFICATION

- Accomplishments
 - 25% increase in completed modifications from 2011 to 2012
 - 15% increase in in-house agency referrals
 - Tracking status spreadsheet on shared computer drive has cut down the number of questions about cases

PROJECT 2012

- Enforcement Project
- Address Barriers to 2010 Project

HISTORY

- Wayland Campbell's Challenge
- Increase Minnesota's Collection Rate by 1%

Current Support Distributed
Current Support Owed

MINNESOTA'S COLLECTION RATES

MN Collection Percentage and Ranking Compared to Highest and Lowest U.S. Continental States											
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	
Highest State	PA	PA	PA	PA	PA	PA	PA	PA	PA	PA	PA
Percent	74.7	74.8	74.4	74.7	74.7	78.0	78.9	81.3	83.2	83.9	
MN Percent	73.0	69.9	69.5	69.3	68.8	69.2	70.1	70.2	69.6	70.5	
MN Ranking	2	3	3	3	5	6	6	4	5	5	
Lowest State	IL	NV	AZ	NV	NV	NV	NV	NV	NV	AL	
Percent	39.1	40.9	42.7	44.4	45.9	47.6	48.1	48.1	49.1	51.0	

MINNESOTA'S COLLECTION RATES

Midwest States Collection Percentage										
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
North Dakota	71.6	71.3	72.0	72.7	73.4	74.2	75.9	75.0	74.2	74.6
Iowa	59.1	60.0	62.2	64.7	65.7	68.2	70.0	69.9	69.8	71.7
Wisconsin	72.7	67.7	67.6	69.0	70.6	70.6	70.7	70.6	70.6	70.6
Minnesota	73.0	69.9	69.5	69.3	68.8	69.2	70.1	70.2	69.6	70.5
South Dakota	67.7	67.1	68.3	69.0	69.5	71.1	72.5	70.0	68.9	69.0
Michigan	59.4	55.7	60.2	60.5	61.4	62.2	62.0	62.4	62.5	62.0
Illinois	39.1	47.0	49.2	53.3	51.8	53.1	55.4	58.0	57.9	58.6

RAMSEY COUNTY COLLECTION RATES

Ramsey County Collection Percentage and Ranking Compared to Highest and Lowest MN Counties										
Top County	2003	2004	2005	2006	2007	2008	2009	2010	2011	
	Lake/Woods	Roseau	Lake/Woods	Lake/Woods	Lake/Woods	Kittson	Lake/Woods	Kittson	Lake/Woods	Lake/Woods
Percent	82	80	82	81	84	83	84	83	84	84
Ramsey Percent	60	60	60	59	60	61	61	61	61	61
Ramsey Ranking	85	85	83	84	85	85	86	86	86	87
Lowest County	Mahnomen	Mahnomen	Cass	Cass	Cass	Cass	Mille Lacs	Cass	Ramsey	
Percent	55	58	56	55	56	58	60	58	61	

RAMSEY COUNTY COLLECTION RATES

MN Metro Area Counties Collection Percentages									
	2003	2004	2005	2006	2007	2008	2009	2010	2011
Scott	76	76	75	74	74	76	77	76	76
Carver	75	75	74	73	73	74	76	75	75
Washington	74	74	74	74	73	73	74	72	73
Wright	74	73	73	72	72	73	72	72	73
Anoka	72	72	72	71	71	71	71	70	70
Dakota	71	70	69	68	68	69	68	68	69
Hennepin	66	66	66	64	65	66	65	64	65
Ramsey	60	60	60	59	60	61	61	61	61

PROJECT PHASES

- Phase One
 - Enforcement Meeting with Survey
 - Volunteers
- Phase Two
 - Facilitated Conversation
 - Generate Potential Strategies
- Phase Three
 - Select Strategies
 - Implement Strategies

DEVELOPED STRATEGIES

- Research
 - National Studies
 - County Visits and Conversations
 - Logic
 - Analysis of Current Barriers

RESULTS

Contempt Payment Analysis
From 07/01/2003 through 06/30/2012

County	Contempt	Before Contempt			After Contempt		
		Cases with	Accruals	Receipts	Percentage	Accruals	Receipts
Hennepin	2,210	\$1,740,910.00	\$3,444,047.80	35%	\$8,817,288.88	\$5,352,147.83	60%
Hamsey	710	\$1,257,918.65	\$683,638.97	34%	\$2,884,038.74	\$1,673,284.70	68%
Anoka	1,417	\$6,929,884.26	\$2,089,234.90	30%	\$9,238,831.70	\$4,265,434.91	66%
Dakota	1,047	\$5,237,143.38	\$1,250,021.85	24%	\$4,737,271.02	\$2,985,444.90	52%
St. Louis	878	\$3,270,089.78	\$1,427,400.49	44%	\$2,844,831.10	\$2,198,982.68	77%
Washington	360	\$1,688,684.75	\$384,497.77	23%	\$1,648,971.88	\$1,038,468.76	63%
Oronoke	1,300	\$4,368,791.00	\$2,349,393.70	54%	\$3,993,295.49	\$3,890,349.15	98%
Seavus	311	\$1,090,960.61	\$372,204.40	34%	\$1,184,497.89	\$760,839.77	64%
Wright	289	\$1,368,566.76	\$301,250.54	22%	\$1,241,240.80	\$778,517.05	63%
Totals	8,617	\$31,729,099.87	\$19,708,550.03	34%	\$33,597,135.24	\$29,875,097.84	68%

* Refrains to Contempt Orders between 07/01/2003 through 06/30/2012. To allow for a more year ended after the prior for evaluation.

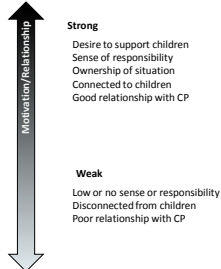
DESIGN

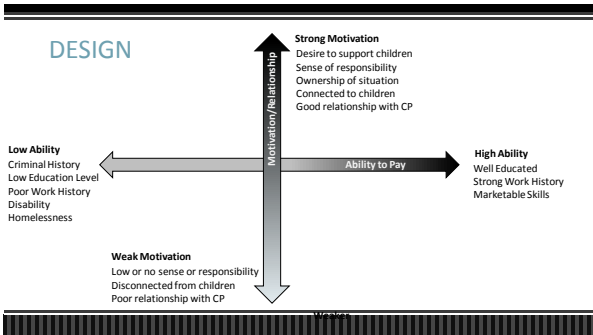
- Case Stratification
 - Assess and treat cases based on Motivation and Ability to pay
 - Fit skills and personality of agents with the needs of the case
 - Leads to increased collections plus an increase in job satisfaction

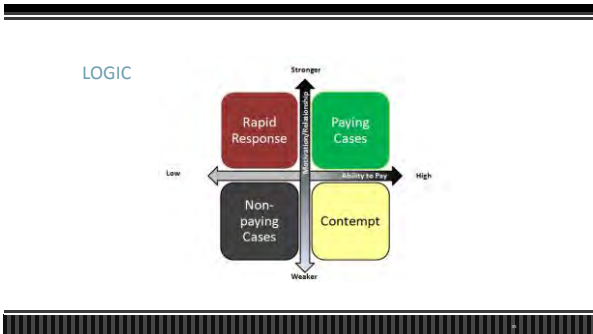
DESIGN

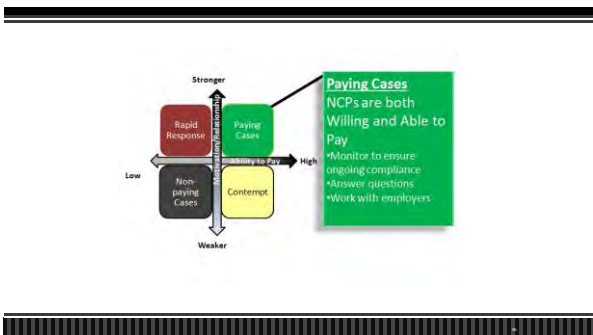


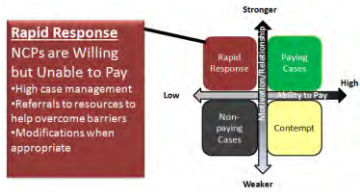
DESIGN

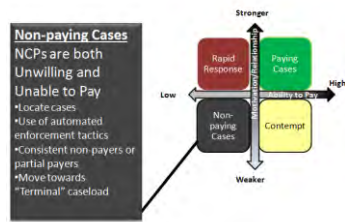


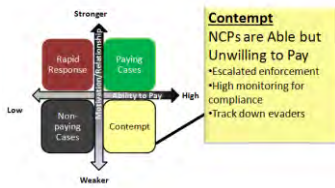












MANAGEMENT OF IMPLEMENTATION

- Activities to Support Changes
 - Enforcement Meeting
 - POD Meetings
 - Rapid Response Meetings
 - Paying and Nonpaying Meetings
 - Contempt Open House
 - Tracking and Sharing Stats

PROCESSES

- Engage Employees
 - Volunteers
 - Committees
 - Surveys
 - Communication

CHALLENGES

- Open Positions
 - Resignations
 - Leaves of Absence
 - Transfers/Bids
 - Promotions
- Agents in Training
 - Coaching
 - Lower Caseload Sizes
 - Moving Cases

CHALLENGES (continued)

- Rate of Change
 - Project 2010
 - Office Move
 - Staffing Changes
 - Policies and Processes

RESULTS

- Establishment
- Enforcement

RESULTS

Performance Measures	2008	2009	2010	2011	2012	2013 Estimate
1 # of paternity court orders obtained	694	708	877	827	812	800
2 # of support orders established	1,138	1,140	1,877	1,965	1,864	1,900
3 # of orders modified	406	471	628	671	729	600
4 Average disbursement per case with court order/mo.	\$205	\$214	\$211	\$201	\$190	\$200
5 Current collection %	61%	61%	61%	61%	62%	63%
6 Total child support collected	\$59.6m	\$59.1m	\$55.6m	\$53.7m	\$52.9m	\$53m

RESULTS

Contempt Referrals	
2004	40
2005	294
2006	321
2007	352
2008	352
2009	151
2010	60
2011	69
2012	74
2013	392

Contempt Service	
OSC	138
MTR	38
Total	176

49

RESULTS

CONTEMPT REFERRALS											
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Total
Total	19	12	25	39	61	34	38	44	63	57	392
Approved	17	12	19	39	52	32	34	34	48	44	331
Percent Approved	89%	100%	76%	100%	85%	94%	89%	77%	76%	77%	84%

50

RESULTS

Percent of Cases Paying by Month & Year												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	57.83	59.12	59.11	59.13	58.90	58.45						
2012	58.00	58.39	58.88	59.03	58.93	58.48	57.61	58.51	57.72	58.66	58.17	57.95
2011	57.48	58.28	59.55	58.44	58.35	58.03	56.80	58.51	57.95	58.35	58.46	58.05
2010	58.80	59.51	59.84	59.29	58.46	59.08	57.32	57.99	57.60	57.69	57.80	58.04
2009	56.91	57.67	58.40	58.61	58.25	58.27	58.60	57.97	58.17	58.44	58.68	59.81

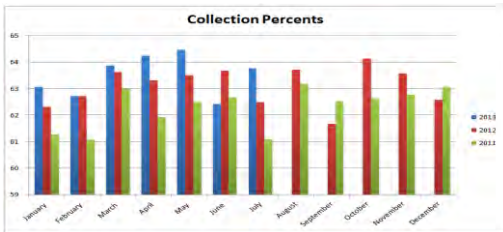
51

RESULTS

Collection Percents by Month & Year												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	63.06	62.72	63.87	64.24	64.46	62.42	63.76					
2012	32.32	62.72	63.63	63.32	63.51	63.68	62.48	63.72	61.67	64.13	63.58	62.58
2011	31.26	61.07	62.99	61.93	62.49	62.67	61.08	63.18	62.52	62.62	62.76	63.07
2010	60.30	61.94	63.67	61.93	60.48	62.55	61.07	61.54	60.88	60.75	61.25	61.73
2009	60.46	58.32	63.29	62.30	61.44	61.60	63.40	60.62	61.87	61.63	60.99	63.80

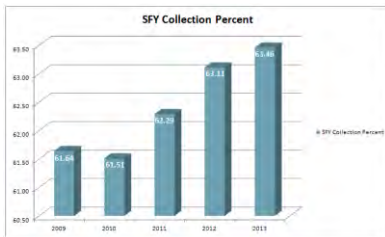
11

RESULTS



12

RESULTS



13

RESULTS

\$479,858

LIMITATIONS OF OUTCOMES

- Multiple Changes
 - Order Modification
 - Incarcerated Review Modifications
 - “Right Sized” Orders
 - Telework
 - Economy

LIMITATIONS OF OUTCOMES (continued)

- Availability of Data
 - Prior Year Data
 - Reports Unavailable
 - No Previous Tracking
- Case Assignment
 - Movement of Cases
 - Multiple Worker IDs

EVALUATION

- Reports
- Ongoing Changes

BARRIERS

- External
- Internal

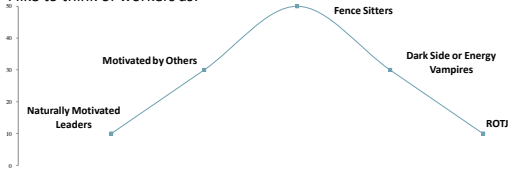
TAKEAWAYS

- What Worked
- What Did Not Work

WHAT WE HAVE LEARNED

- Identify who you are working with and engage and motivate them (or disengage them)

- I like to think of workers as:



LESSONS LEARNED

- Communication is key
 - Message given from the top
 - Consistent messages repeated down the line
 - Meetings
 - Email
 - One-on-one meetings (quarterly meetings)
 - Follow up in subsequent meetings
 - Remember staff receive and process information in different ways

LESSONS LEARNED

- Quarterly meetings help
 - 3 other meetings other than the annual performance appraisal scheduled with supervisor
 - Staff driven - what do they want to talk about
 - Performance standards information provided
 - The good, the bad, and the ugly; and where do we go from here
 - Review of goals at each meeting

LESSONS LEARNED

- Real, objective, and updated data is vital
 - Let automated reports work for you
 - Data Warehouse
 - Info Pac
 - Ad hoc reports
 - Manual statistics
 - Workers are eager and hungry for the data (but some are intimidated by it)

LESSONS LEARNED

- Leadership Attitude is Everything
 - Stay positive
 - Believe
 - Bring others along
 - Everyone on the same page

LESSONS LEARNED

- Honor the level of anxiety that change causes
 - Have some fun
 - Reassure those who are doing well that they will continue to do well in the new system
 - Help those who are doing less than well

HELPFUL RESOURCES FOR SUCCESS

- Staff
 - Recognition that not everyone is the same
 - Flexibility
 - Telework
 - Flex schedules
 - Overtime projects (when there is money)
 - Mentoring program
 - Developing new leaders program

HELPFUL RESOURCES FOR SUCCESS

- Equipment
 - Programmable keyboards
 - Dual computer screens
 - Laptops
- Communication
 - Regular all staff and unit meetings
 - Online training/policy resources
 - Letting the automated system and reports work
- System to recognize and celebrate success

FUTURE PLANS

- Changes to Caseloads
- Contempt



QUESTIONS?