

# Colorado Child Support Services Strategic Plan

2017-2020



## A 20/20 VISION OF THE FUTURE

## Table of Contents

A Letter from the Director .....	2
Mission and Vision .....	4
Guiding Principles and Strategic Goals .....	5
Performance Measures.....	6
2Gen Work Plan Overview .....	9
Strategies .....	10



# A Letter from the Director

---

## **Greetings Colorado Child Support Professionals, Human Services and community partners,**

On behalf of the IV-D Task Force it is my pleasure to present to you the 2017 – 2020 Strategic Plan for the Child Support Services program, entitled “A 20/20 Vision of the Future.” It focuses on the following eight key strategies, each of which contains a specific Action Plan:

1. Promote uniform resources available statewide
2. Pursue intuitive, integrated, effective, and efficient systems
3. Develop and deliver comprehensive, robust training
4. Seek an understanding of customers’ and staff’s experiences to improve engagement.
5. Implement timely, comprehensive internal and external communication
6. Develop streamlined business processes that add value
7. Expand and enhance the face and awareness of the CSS program
8. Update and maintain uniform policies and procedures

All decisions regarding how resources are allocated for system changes, legislative initiatives, training, policy development, business process re-engineering, etc. will be based on if/how they support and directly contribute to achieving the 20/20 Vision of the Future Strategic Plan.

We face the challenge of making the consistent payment of child support a reality for more families in our caseload. Currently, every month more than 30,000 families in Colorado’s child support caseload receive no payment toward their monthly support obligation. That is unacceptable and we are focusing our efforts and resources to reducing the zero payer rate through a wide array of strategies, including the following:

- ❑ Changes to our child support technology to provide management data for all functional areas at the worker, county and statewide level and to support a one and done approach to caseload management
- ❑ Implementing a customer-focused approach to improve service delivery

# A Letter from the Director

- ❑ Developing, testing and implementing a 2 Generational approach to complement our core services for connecting parents with resources to assist them address barriers and improve their ability to pay child support

Thank you for what you do every day to make a difference for the families we serve. We look forward to continuing to work collaboratively with our county, state, and community partners to achieve this challenging strategic plan. It is going to be an exciting four years for the Colorado Child Support Services program! As always, please contact me at [larry.desbien@state.co.us](mailto:larry.desbien@state.co.us) if you have suggestions of how to improve our program.

Sincerely,



Larry Desbien  
Director, Colorado Division of Child Support Services



# Mission and Vision

---

## Mission

Collaborating with our partners, our mission is to design and deliver high quality human services and health care that improve the safety, independence, and well-being of the people of Colorado.

## Vision

The people of Colorado are safe, healthy, and prepared to achieve their greatest aspirations.





## Guiding Principles

As the State of Colorado Child Support Services program, we are committed to delivering a family-centered service delivery model that both promotes and addresses barriers to consistent support payments.

Our guiding principles in accomplishing this goal are:

- ❑ Deliver accurate and timely child support services to our customers and stakeholders in a professional and respectful manner;
- ❑ Educate the public, case parties and stakeholders on the services we provide and clearly define expectations for the best possible case management experience;
- ❑ Listen and learn from all of our agency partners' suggestions for optimizing our methods and deliverables related to our positive outcomes;
- ❑ Provide Program staff with the knowledge, resources, and support needed to deliver quality support services to our customers; and
- ❑ Comply with all federal regulations, State statutes, and Program rules.

## Strategic Goals

- ❑ Promote the establishment of paternity for all children
- ❑ Establish financial support for all children in IV-D cases
- ❑ Ensure that all children in IV-D cases receive financial support from parents as ordered
- ❑ Ensure that all children in IV-D cases have medical support established and provided
- ❑ Operate the IV-D program in an effective and efficient manner



# Performance Measures

---

## **Goal: Promote the establishment of paternity for all children**

**Objective:** Increase the percent of children with paternity established

**Indicator:** Statewide PEP

**Measure:** Achieve 90% or higher in each year

**Indicator:** IV-D PEP

**Measure:** Achieve 90% or higher in each year

## **Goal : Establish financial support for all children in IV-D cases**

**Objective:** Increase percent of IV-D cases with support orders

**Indicator:** Percent of IV-D cases with support orders

**Measure:** Achieve 80% or higher in each year



### **Goal:** Ensure that all children in IV-D cases receive financial support from parents as ordered

**Objective:** Increase percent of current support paid on IV-D cases

**Indicator:** Percent of current support paid

**Measure:** Achieve 66% or higher

**Objective:** Increase percent of IV-D arrears cases with a payment on arrears

**Indicator:** Percent of IV-D cases with a payment on arrears

**Measure:** Achieve 71.4% or higher – federal measurement

**Measure:** Achieve 44.8% or higher – monthly C-Stat measurement

### **Goal:** Ensure that all children in IV-D cases have medical support established and provided

**Objective:** Increase percent of IV-D cases with orders for medical support

**Indicator:** Percent of IV-D cases with medical support ordered

**Measure:** Consistent improvement until further direction is received from OCSE

**Objective:** Increase percent of IV-D cases in which medical support is provided

**Indicator:** Percent of IV-D cases in which medical support is provided

**Measure:** Consistent improvement until further direction is received from OCSE



# Performance Measures

---



**Goal:** Operate the IV-D program in an effective and efficient manner

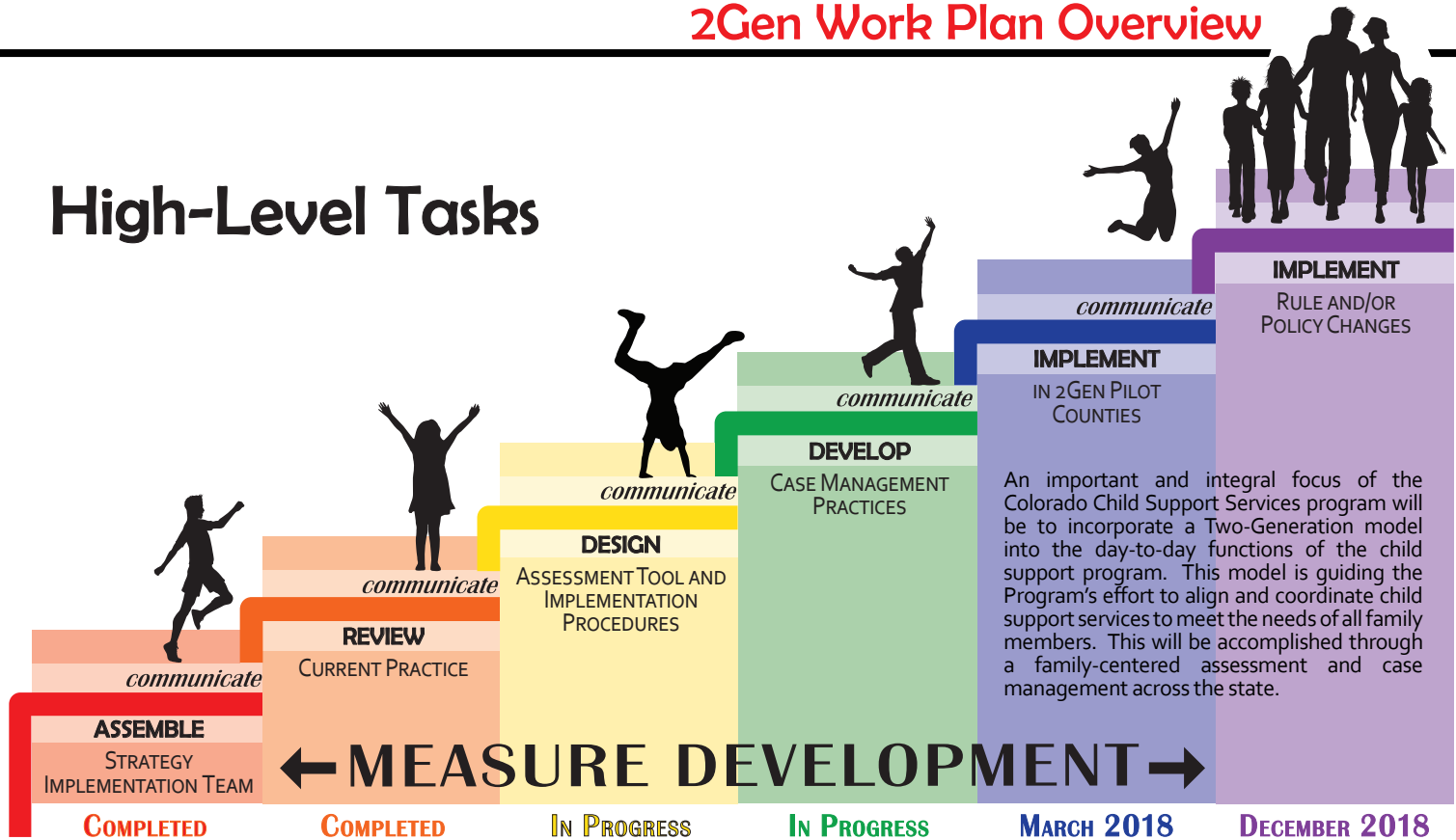
**Objective:** Operate an effective and efficient IV-D program

**Indicator:** Cost Effectiveness Ratio (CER)

**Measure:** Consistent improvement each year

# 2Gen Work Plan Overview

## High-Level Tasks



## 1. Promote uniform resources available statewide

- ❑ **Action Plan:** Implement an Adopt-a-County program
  - Provide regional training and support for vacancies
  - Utilize a train the trainer approach
  - Share technology
  - Share community resources
  - Share printed information
  - Utilize county-level SMEs
  - Share trainers/training
- ❑ **Action Plan:** Develop an online resource list
  - Develop regional compilations
  - Host on State CSS website
- ❑ **Action Plan:** Utilize county-level trainers for APA and other program areas
  - Develop certification process and certify trainers



## 2. Pursue intuitive, integrated, effective and efficient systems

- ❑ Action Plan: Develop an imaging/workflow system
  - Explore the idea
  - Develop state-level requirements
  - Create an RFP
  - Utilize existing resources (SMI and TMT)
- ❑ Action Plan: Expand existing data closet into a data warehouse
  - Include data/information from Medicaid, CHP+, jails, assessor's office
  - Include county-level data
  - Utilize MOUs
  - Look at other states' solutions
  - Incorporate FPLS information
- ❑ Action Plan: Develop data analytics
  - Gather information on options
  - Look at other states' solutions
  - Issue RFI
  - Decide whether to issue an RFP or build in-house
  - Look for, and implement, small-scale solutions

- ❑ Action Plan: Modernize ACSES
  - Complete 80% of the modernization
  - Develop plan for BPR to document
- ❑ Action Plan: Enhance online services to customers on the CSS website
  - Increase capability to complete application to add electronic signatures, submit documents, and pay the application fee



## 3. Develop and deliver comprehensive robust training

- ❑ Action Plan: Identify, design, develop and deliver comprehensive, robust training
  - Ensure all child support workers have the knowledge and tools needed to succeed in providing services to the families in our program
- ❑ Action Plan: Explore the use of certifications for staff in other areas of the Program
- ❑ Action Plan: Increase training for county staff
  - Create an online training environment
  - Deliver onsite/regional training on federal performance indicators
  - Enhance CSe-Tools for other program areas (i.e., Review & Adjustment, Establishment)
  - Create customer service/customer engagement training

- Provide counties with additional customer service training material
  - » Create modules focused on customer engagement to include program specific content based on best practices of other counties excelling in those areas.



## 4. Seek an understanding of the customers and staff experience to know how to improve engagement

- ❑ **Action Plan:** Change messaging to customers
  - Develop a statement of understanding for both parties
  - Develop brochures and PSAs
  - Identify and prioritize needed changes
  - Assess reading level of public communications
  - Change name to CSS when appropriate
- ❑ **Action Plan:** Improve client access to State CSS website
  - Create the ability for customers to chat with an FSR customer service representative
    - Modernize and promote the website
    - Enhance and fix the CSS website using the recommendations from the Listening Sessions.



- » Add bigger, more visual buttons
- » Separate websites for parents and workers
- » Simplify website
- » Remove or fix the bad links to helpful locate sites
- » Create a stronger and broader search capability
- » Add functionality to search by content
- » Create a site map or content list
- » Trigger an email with appropriate FAQ to applicant after online application is submitted
- » Add a link to allow an obligor who was ordered to pay direct to establish an FSR account
- » Trigger an alert or pop-up box when a party signs on to his/her web account if there is a payment on hold needing a current address
- » Trigger an alert or pop-up box when an obligor has a payment due and the county wants the obligor to contact them to discuss
- » Increase texting and emailing capabilities
- » Add a strong FAQ section with simple, short pieces of information about different areas of the CSS program



# Strategies

---

- ❑ **Action Plan:** Educate clients and stakeholders
  - Develop a campaign for Pass Through
  - Develop and market educational material for different targeted populations
  - Create PSAs for Child Support Awareness month
- ❑ **Action Plan:** Improve access to information for all staff (State, county, and contractor)
  - Implement statewide imaging system
  - Pursue an enhanced State-encrypted email system that can handle larger files
  - Establish state-level contract for locate services, The Work Number, and other services
  - Work with OCSE and the IRS regarding security issues



## 5. Implement timely internal and external comprehensive communication

- ❑ Action Plan: Broaden access to contact information (State, county, and contractor) including organizational structure and chain of command
  - Expand ability of ACSES
- ❑ Action Plan: Distribute meeting and program updates timely to IVD administrators and staff
  - Uti-



lize technology, including social media and Google circles

- Provide general information in ACSES with redirects to the website
- Run an informational banner on CSe-Tools
- Include communication to/from OCSE
- ❑ Action Plan: Streamline and centralize requests to/from the State office
  - Create a centralized request hub
  - Create a process to ensure follow-up occurs on non-responses
- ❑ Action Plan: Increase access to performance information at the county level
  - Implement the use of Tableau software

## 6. Develop streamlined business processes that add value

- ❑ Action Plan: Assess opportunities to centralize services
- ❑ Action Plan: Centralize noticing and printing with TMT
  - Research alternative delivery methods, such as email receipts
- ❑ Action Plan: Pursue and analyze current and potential opportunities to improve efficiencies
- ❑ Action Plan: Examine how incentives and funding is used by counties; educate the counties on potentials



## 7. Expand and enhance the face and awareness of the CSS program

- Action Plan: Expand and strengthen CSS program partnerships
  - Coordinate with hospital liaisons to include information about the program in their newborn packets.
  - Partner with the education system to deliver information to health classes – develop a standardized program/video that counties could deliver.
  - Present information about the program during the conferences held for judicial, attorney, SSTABS and CCI.
  - Partnership with agencies within the state to educate them about the benefits of referring cases i.e. food stamp, Medicaid, leap, child welfare, home visiting, CHIP, WIC to help reduce poverty and cost in government programs.
  - Create a training video for parole and probation officers. Hold or attend quarterly meetings to answer questions and provide support.
  - Research the possibility of legislative changes to have the IV-D program handle all Non IV-D cases.
  
- Action Plan: Improve CSS program’s public image
  - Change the verbiage on state forms by removing enforcement language to services.
  - Educate and promote the public about the different services provided by CSS and the FSR.
  - Prepare for child support awareness month earlier—create press release, provide banners, posters, swag.
  - Develop public media information; record a message on television and/or radio, billboards, bus stops/kiosks, movie theater trailer.
  - Waive \$20 fee during child support awareness month.
  - Update brochures and posters with a standardized message such as “Stand up for your family and get the help you need.”
  - Identify and promote opportunities to improve the economic stability of the family.
  - Explore the idea of having all of the obligor’s orders enforced by one county regardless of where they live.
  - Focus more on the family by supporting both parents.
  - Develop communications with more personable messaging.

# Strategies

---

- ❑ Action Plan: Educate and promote clients and staff on the CSS program's services
  - Coordinate with the FSR to include language on the Non IV-D notices and bills about the program.
  - Conduct training for technicians on soft skills.
  - Attend local resource fairs, community dinners, public health gatherings, youth engagement and parenting prevention programs to share information.
  - Develop relationships with judicial and share information to the Domestic Relations cases, possibly provide training to the Sherlocks.
  - Send a blowout message to practicing attorneys about program information and who we represent through judicial messaging.



## 8. Develop and maintain updated uniform policies and procedures

- Action Plan: Pursue statutory changes
  - Rewrite the Income Withholding Order statute
  - Research a change to the retroactive commencement date
    - » Consider a policy rather than a statutory change

- Pursue language for an administrative genetic testing order
- Research, pursue, and adopt a uniform support order
- Research how to balance case manager discretion with automation efficiencies to produce optimal results
  - » Develop more stop-gaps
  - » Identify training opportunities
  - » Include both manual and automated remedies
  - » Review manual enforcement remedies for possible automation
  - » Review automated enforcement remedies for possible changes to a more manual, proactive approach
  - » Consider the able and willing quadrants
- Centralize NMSNs
- Research opportunities to streamline the APA process





# Notes

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

If you are interested in learning more about the services provided by the Child Support Services program, and how to apply to receive those services, please view our website at:

<https://childsupport.state.co.us>

and click on the blue “Parent” tab.



**COLORADO**  
Office of Economic Security  
Division of Child Support Services