



# Minnesota Child Support Program

---



## 2008-2012 Strategic Plan

This information is available in alternative formats to individuals with disabilities by calling your agency at (651) 431-4199 or (800) 657-3954. TTY users can call through Minnesota Relay at (800) 627-3529. For Speech-to-Speech, call (877) 627-3848. For additional assistance with legal rights and protections for equal access to human services benefits, contact your agency's ADA coordinator.

# Table of contents

Introduction .....	1
Our customers, partners, and stakeholders .....	2
Goals, strategies, and objectives.....	4
Priority objectives .....	7
Personal action plans .....	8
Action plans.....	12
Monitoring and evaluating the strategic plan .....	12
Plan for updating the plan .....	12
Strategic planning team.....	14

## Directors' message

We are very pleased to present the updated strategic plan for the Minnesota Child Support Program Strategic Plan for FY 2008–2012. It is the product of a very thoughtful, effective, and collaborative effort. Members of the state's Child Support Enforcement Division, the county child support programs, the Minnesota Family Support Recovery Council (MFSRC), and the Minnesota Association of County Social Service Administrators (MACSSA) worked together to update and improve the existing plan. The plan provides the strategic vision for the program which helps meet our goals. It is consistent with the National Child Support Strategic Plan FY 2005–2009 and will support the continued development of the program in Minnesota.

Minnesota is a nationally recognized child support program. We continually strive to improve our services, service delivery, and performance for the families and children we serve to remain leaders in the program. The plan was developed collaboratively and we will continue to work together to see it is implemented. The plan is the foundation for our present and future work. It will guide our efforts to provide the best services possible to enhance the well-being of children.

We continue to face new challenges and opportunities with a shared purpose. We stand together with the hundreds of dedicated child support professionals in Minnesota in our ongoing commitment to put children first.



Wayland Campbell  
Director, Child Support Enforcement Division  
Minnesota Department of Human Services



Brian Buhmann  
Director, Freeborn County Department of Human Services  
Representative, Minnesota Association of County Social Services Administrators

## Minnesota Child Support Program

### Introduction

This is the updated strategic plan for the Minnesota Child Support Program. It is the plan for FY 2008 – 2012. The plan will be used by the state and county child support offices, as well as teams and individual child support professionals across the state.

This update is the outcome of a collaborative work effort of 22 county and state child support professionals. This Strategic Planning Team worked from April through September 2007 to complete the plan. A list of the team is in the appendix.

Accomplishments of the team:

- Reviewed the December 2004 Minnesota Department of Human Services—Child Support Enforcement Division (CSED) Strategic Plan
- Identified accomplishments
- Changed the title of the strategic plan to *Minnesota Child Support Program Strategic Plan*
- Reviewed the National Child Support Enforcement Strategic Plan FY 2005-2009
- Identified and categorized customers, partners, and stakeholders
- Established program values
- Reviewed and revised the mission and vision of the program
- Completed a SWOC by identifying the program’s strengths, weaknesses, opportunities, and challenges (threats)
- Identified and prioritized strategic issues
  - Developed goal statements that address the prioritized strategic issues
  - Defined strategies to achieve the goals
  - Developed objectives to achieve strategies
- Prioritized objectives for 2008 and 2009
- Established a communication plan
- Established a monitoring and evaluation plan

The team used John M. Bryson’s *Strategic Planning for Public and Nonprofit Organizations* process to complete this update.



## Minnesota Child Support Program

---

### Our customers, partners, and stakeholders

To strengthen the child support program and better meet the needs of our customers, we defined and identified our customers, partners, and stakeholders. The definitions we adopted are from the National Child Support Enforcement Strategic Plan.

**Customer** - The primary customers and beneficiaries of the child support program are children in need of support. The parents/custodians of these children are also customers.

**Partner** - Entities that we must work with to achieve the desired results for our customers. Without the active participation of our partners, we could not operate effectively. Examples of our partners are county child support staff, state and federal agencies, and employers.

**Stakeholder** - Groups that have a legitimate interest in how our customers are served. These groups make contribution to and benefit from a well run program. Examples of our stakeholders are the community, faith community, current spouse or significant other, taxpayers, and parents groups.



## Vision

Children can depend on their parents for the support they need.

## Mission

To promote the well-being of children and the self-sufficiency of families by delivering quality child support services.

## Values

### Commitment to children:

- We affirm that the well-being of children is our first priority.

### Quality customer service:

- We provide courteous, responsive services.
- We recognize diversity and treat all customers with fairness and respect.
- We establish appropriate orders and enforce them equitably.

### Integrity, respect and ethics:

- We hold ourselves to the highest standard of conduct.
- We treat each other with fairness and respect.
- We recognize and value the strength and diversity of Minnesota's child support program professionals.
- We encourage and engage in open and honest communication.

### Innovation and excellence:

- We seek the most effective and efficient ways to provide child support services.
- We promote individual and organizational development.
- We set goals to improve overall performance and are accountable for our results.
- We use creative problem solving, take calculated risks, and have the courage to act.

### Collaborative relationships:

- We collaborate with partners to meet our mission.
- We promote shared involvement from partners in decision making.
- We collaborate with stakeholders to further our mission.



**Goals, strategies, and objectives**

**Goal one** – Be efficient, consistent, and responsive in our operations

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

- Objective 1 Enhance productivity through technology
- Objective 2 Manage costs to achieve and maintain fiscal efficiency
- Objective 3 Secure funding to accomplish outcomes

**Strategy 2** Establish statewide delivery standards

- Objective 1 Simplify and create user-friendly policies and legal processes
- Objective 2 Interpret and apply laws and policies consistently
- Objective 3 Provide similar services statewide to similarly-situated participants
- Objective 4 Implement statewide enforcement standards

**Strategy 3** Streamline operation and service delivery

- Objective 1 Assess centralizing or regionalizing activities/functions
- Objective 2 Manage the accumulation of arrears

**Goal two** – 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
- Objective 2 Improve Self-Assessment performance
- Objective 3 Increase Data Reliability to 99 percent

**Strategy 2** Provide proactive case management

- Objective 1 Ensure reliable payment of support
- Objective 2 Foster a positive culture of compliance for program participants



## Minnesota Child Support Program

---

**Goal three** – Be responsive, provide consistent high quality customer service

**Strategy 1** Recruit, train, develop, and retain highly-skilled child support program professionals

Objective 1 Recruit a qualified candidate pool

Objective 2 Provide opportunities for staff training and development

Objective 3 Retain staff

**Strategy 2** Make our program more available and accessible to those who need it

Objective 1 Provide program participants with the information they need to understand and meet program requirements

Objective 2 Provide culturally appropriate services

**Strategy 3** Build and sustain collaborative relationships with those who help deliver our services

Objective 1 Educate partners and stakeholders

Objective 2 Receive education from our partners and stakeholders

Objective 3 Identify groups that could help us further program objectives

### Priority objectives

Although we have a comprehensive list of goals, strategies, and objectives, we know that we cannot focus on everything. The strategic planning team decided that the following five objectives were the most important to work on during the next 1-2 year timeframe.

**Goal one** – Be efficient, consistent, and responsive in our operations

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

Objective 1 Enhance productivity through technology

Objective 3 Secure funding to accomplish outcomes

**Strategy 2** Establish statewide delivery standards

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

**Goal two** – 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

**Goal three** – Be responsive, provide consistent high quality customer service

**Strategy 2** Make our program more available and accessible to those who need it

Objective 1 Provide program participants with the information they need to understand and meet program requirements

### Personal action plans

As child support professionals, we are committed to doing our best daily to meet our mission of enhancing the well-being of children. We ask you to review this strategic plan and consider how this plan can be personalized and applied to your specific position and daily work in the child support program.

By working together we can achieve the goals we have established in this strategic plan.



## Minnesota Child Support Program

**Goal one** – Be efficient, consistent, and responsive in our operations

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

- Objective 1 Enhance productivity through technology
- Objective 2 Manage costs to achieve and maintain fiscal efficiency
- Objective 3 Secure funding to accomplish outcomes

**Strategy 2** Establish statewide delivery standards

- Objective 1 Simplify and create user-friendly policies and legal processes
- Objective 2 Interpret and apply laws and policies consistently
- Objective 3 Provide similar services statewide to similarly-situated participants
- Objective 4 Implement statewide enforcement standards

**Strategy 3** Streamline operation and service delivery

- Objective 1 Assess centralizing or regionalizing activities/functions
- Objective 2 Manage the accumulation of arrears

Personal action items:

- 1) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 2) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 3) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 4) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Minnesota Child Support Program

**Goal two** – 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
- Objective 3 Improve Self-Assessment performance
- Objective 4 Increase Data Reliability to 99%

**Strategy 2** Provide proactive case management

- Objective 1 Ensure reliable payment of support
- Objective 2 Foster a positive culture of compliance for program participants

Personal action items:

- 1) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 2) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 3) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 4) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Minnesota Child Support Program

**Goal three** – Be responsive, provide consistent high quality customer service

**Strategy 1** Recruit, train, develop, and retain highly-skilled child support program professionals

- Objective 1 Recruit a qualified candidate pool
- Objective 2 Provide opportunities for staff training and development
- Objective 3 Retain staff

**Strategy 2** Make our program more available and accessible to those who need it

- Objective 1 Provide program participants with the information they need to understand and meet program requirements
- Objective 2 Provide culturally appropriate services

**Strategy 3** Build and sustain collaborative relationships with those who help deliver our services

- Objective 1 Educate partners and stakeholders
- Objective 2 Receive education from our partners and stakeholders
- Objective 3 Identify groups that could help us further program objectives

Personal action items:

- 1) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 2) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 3) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 4) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### Action plans

The strategic planning team identified some initial actions for the objectives as a starting point for the people who are responsible for the work. The coordinators responsible for the work will create more detailed action plans that will specify the following:

- Activities necessary to accomplish the objective
- When and where the actions will be taken
- Resources available to help with the work
- Responsible persons for activities
- Time frames for the activities and when the objective is expected to be accomplished
- Expected results and milestones
- Communication requirements

### Monitoring and evaluating the strategic plan

The strategic planning team has the responsibility for the overall implementation of the strategic plan. The Child Support Enforcement Division (CSED) is responsible to monitor and evaluate the progress of the priority objectives. Part of this step includes facilitating ongoing communications with the objective coordinators and the entire strategic planning team. The purpose of this is to address key questions such as:

- Are actions for the objective being achieved or not?
- If yes, what is the status?
- If not, will the objective be achieved according to the timelines specified in the action plan? If not, then why?
- Can the team address the barriers delaying the work effort? If yes, how?

### Plan for updating the plan

Because of the ongoing monitoring and evaluation of the strategic plan it will be updated to reflect changes as they occur. The strategic planning team will also decide when it's time to reassess the entire plan based on work completed or environmental changes and driving forces that impact it.



# APPENDIX



## Minnesota Child Support Program

### Strategic planning team

<b>Name</b>	<b>County or State</b>
Barry Bloomgren	Hennepin-Child Support Division Manager
Brian Buhmann	Freeborn-Director, MACSSA Representative
Phil Dalseth	Dakota-Deputy Director
John Greenham	St. Louis-Supervisor
Cindy Hoglund	Olmsted-Supervisor
Barb Jorgenson	Anoka-Program Manager
Gladys Kirsch	McLeod-Fiscal Supervisor
Lori Lofrano	Crow Wing-Supervisor (initially represented)
Mark Ponsolle	Ramsey-Child Support Division Director
Nancy Walker	Lincoln, Lyon, Murray-Administrative Assistant I
Jackie Wise	Morrison-Collection Services Supervisor
Deb Bokhorst	State-CSED Technical Supervisor
Wayland Campbell	State-Director of CSED
Jeff Domagala	State-CSED Technical Supervisor
Cheryl Glassel	State-Program Support
Jeff Jorgenson	State-CSED FR&C Supervisor
Pat Krauth	State-CSED Direct Services Manager
Jane Norby	State-CSED UAT Supervisor
Greg Poehling	State-CSED Programs, Operations, and Systems Manager
Sharon Radman	State-CSED Applications and Production Manager
Karen Schirle	State-CSED Deputy Director
Sheryll Venarchick	State-CSED Helpdesks Supervisor

Coordinator\Facilitator: Rita Galindre  
 Note takers: Kristen Brolsma and Jennifer Strei





Minnesota Department of **Human Services**

---

Child Support Enforcement Division  
PO Box 64946  
St. Paul, MN 55155-0946  
[www.dhs.state.mn.us](http://www.dhs.state.mn.us)