



Minnesota Child Support Program



Strategic Plan

2010-2014

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Directors' Message

We are very pleased to present the updated Minnesota Child Support Program Strategic Plan for FY 2010–2014. 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, and the Minnesota Association of County Social Service Administrators (MACSSA) worked together to review, update and improve the existing plan. The plan provides the strategic vision for the program which helps meet our goals.

Minnesota has 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

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MINNESOTA CHILD SUPPORT PROGRAM

Introduction

This is the updated strategic plan for Minnesota's child support program. It is the plan for FY 2010 – 2014. This plan is based on and adopts the framework from the 2008-2012 plan. 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 24 county and state child support professionals. A list of the team is in the appendix.

As part of the planning process, the Strategic Planning Team considered the findings of two independent studies of the child support program completed in 2009, the Business Process Redesign and the Assessment of Service Delivery Models. The results of these studies can be found on the Minnesota Department of Human Services' public website.

Accomplishments of the team:

- Reviewed the 2008-2012 Minnesota Child Support Program Strategic Plan. Reassessed the plan based on work completed, and on environmental changes to the program:
 - Adopted the vision, mission, values, and goals of the 2008-2012 plan and added to the values where necessary.
 - Adopted the strategies and objectives of the 2008-2012 plan. Slight modifications to the language of several of the strategies and objectives were made, and two new objectives were added.
- Prioritized objectives for 2010 and 2011.
- Established a Strategic Plan Action Coordinators Team to coordinate implementation of the plan.
- Established a communication plan.
- Established a monitoring and evaluation plan.



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.

Customers -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.

Partners - 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.

Stakeholders - Groups that have a legitimate interest in how our customers are served. These groups make contributions to and benefit from a well run program. Examples of our stakeholders are the communities, faith communities, current spouses or significant others, taxpayers, and parents groups.



MINNESOTA CHILD SUPPORT PROGRAM

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.
- We consider the federal child support strategic plan in our planning efforts.

MINNESOTA CHILD SUPPORT PROGRAM

Goals, Strategies and Objectives

Goal One – Be efficient, consistent, and responsive in our operations

Strategy 1 Provide 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
- Objective 4 Implement incremental system renewal as addressed in the Business Process Redesign Study

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
- Objective 3 Address findings raised in the service delivery study

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 2 Improve Self-Assessment performance
- Objective 3 Ensure Federal Data Reliability Standards are met

Strategy 2 Provide proactive and consistent 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 and engage groups that could help us further program objectives

MINNESOTA CHILD SUPPORT PROGRAM

Priority Objectives

Although we have a comprehensive list of goals, strategies and objectives, we know that we cannot focus on everything. While all objectives are important, the Strategic Planning Team decided that the following five objectives were the most important to work on during the 2010-2012 time frame.

Goal One – Be efficient, consistent, and responsive in our operations

Strategy 1 Provide a sustainable infrastructure

Objective 1 Enhance productivity through technology

Objective 4 Implement incremental system renewal as addressed in the Business Process Redesign Study

Strategy 2 Establish statewide delivery standards

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

Strategy 3 Streamline operation and service delivery

Objective 3 Address findings raised in the service delivery study

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

MINNESOTA CHILD SUPPORT PROGRAM

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

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- Objective 1 Assess centralizing or regionalizing activities/functions
- Objective 2 Manage the accumulation of arrears
- Objective 3 Address findings raised in the service delivery study

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

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Personal Action Items:

1) _____

2) _____

3) _____

4) _____

MINNESOTA CHILD SUPPORT PROGRAM

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, 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

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