



# Work and Performance Plan FY2019 (CSE)

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Child Support Enforcement



## Key Initiative #1 -- Health and Human Services Integrated Service Delivery Project

### Link to Strategic Business Plan:

Yes

### Description:

Transform current service provision from a Regulative Business Model to an Integrative Business Model by expanding the focus beyond eligibility and adherence to policies/regulations to a more comprehensive focus that considers root causes of clients' needs and problems by coordinating and integrating services. This work encompasses optimizing facilities utilization including CRC prototype, engagement of community stakeholders, and finding customer centric solutions.

### Rationale:

Providing human services is a core function of Mecklenburg County government. Numerous residents receive services from more than one human service department. There are many collaborations within the Human Services Agency, however these have occurred at the program or service level. This initiative takes a broader look at how the County's Human Services Agency can be organized to serve residents more effectively and efficiently. Focus will be on the following items:

- Improving the health and well-being of Mecklenburg residents, especially people most in need of support and assistance, emphasizing education and prevention and optimal human service delivery.
- Seeking more opportunities to involve and integrate Human Services Agency departments in collaborative service delivery.
- Seek to establish an integrated customer interface to improve both the customer experience as well as the outcome of the services provided.

### Completion Date:

This is a multi-year plan with the completion date yet to be determined. (All updates/project milestones listed below will be completed in FY19)

### Updates/Project Milestones:

- Develop an HHS Change Management Strategy to facilitate an Integrative Business Model (HHS/HR)
- Complete call center feasibility study to determine the future state of the individual HHS call centers in a consolidated model (HHS/BPM)
- Implement HHS Consolidated Mailroom which will handle all outgoing mail for HHS departments (HHS/EPMO)
- Complete a post implementation evaluation of the initial Community Resource Center, which will review customer volume/demand, wait-times, capacity requirements, and service correlations (HHS/BPM/ITS)
- Provide a list of recommendations (ex. program offerings, facility design, stakeholders, demographics information) for future Community Resource Centers based on initial prototype (HHS/BPM/ITS/AFM)
- Develop a proposed business model for serving shared HHS customers. (HHS/BPM/ITS)

### Outcomes/Measures:



## Key Initiative #2 -- Unified Workforce Development Strategy

**Link to Strategic Business Plan:**

Yes

**Description:**

Develop and implement a unified workforce development strategy that will span multiple departments. It will assist individuals in improving their job skills and employment prospects. This strategy will leverage the existing workforce development activities performed by Social Services, Child Support Enforcement, Community Support Services, Economic Development and Criminal Justice. Additionally, it will create partnerships with the Workforce Development Providers Council and Charlotte Works to maximize workforce development activities throughout the Charlotte region.

**Rationale:**

A single, county-wide strategy will reduce duplication of services, increase service efficiencies, and help put more residents to work. It will enable the County to maximize its vast resources and emerge as a leader in both workforce development and retention services.

**Completion Date:**

This is a multi-year plan with a pilot completion date of September 2019.

**Updates/Project Milestones:**

- Secure employment for 40 pilot participants and provide post placement retention services.
- Finalize policies and procedures to scale the program beyond the pilot phase.
- Develop business requirements for a technology solution to track and monitor participants in the program.

**Outcomes/Measures:**

- Monthly reporting of pilot phase performance, activities and outcomes.
- Final report on scalability of the program beyond the pilot phase due September 2019.



## Key Initiative #3 -- Implement Dedicated Court Team

**Link to Strategic Business Plan:**

Yes

**Description:**

The dedicated court team will represent Child Support Enforcement (CSE) in Courtroom 8110 as well as work with County legal and the Mecklenburg County District Judges to ensure court operations are effective and efficient for the customers being served.

**Rationale:**

A dedicated court team will improve case management structure by streamlining court processes and enhancing relationships with County Legal and Mecklenburg County District Judges. This will also maximize the use of Child Support Case Manager time, and Court time, including the valuable time the Judges spend on the bench.

**Completion Date:**

March 29, 2019

**Updates/Project Milestones:**

- Recruit and hire contract child support staff
- Determine most effective work flow for both CSE and County Legal
- Determine appropriate team structure for both CSE and County Legal
- Determine metrics and outcomes measures for tracking that aligns to CSE Federal and State standards
- Modify/Develop PDQs for CSE and County Legal

**Outcomes/Measures:**

- Monthly reporting of activities and outcomes



## Key Initiative #4 -- Dual Notice Process

**Link to Strategic Business Plan:**

No

**Description:**

To improve child support establishment and enforcement outcomes through Dual Notice processes which provides customers the opportunity to have paternity established, child support orders established, child support orders modified, and child support orders enforced without going to court. Instead, customers are provided dates and times to appear at the Child Support Office and participate in a 'Settlement Conference' to resolve their child support needs, facilitated by CSE staff who are certified or who are in the process of being certified as Mediators. The benefits of these new processes are expected to gradually impact performance outcomes in a positive manner over the next three years.

**Rationale:**

The Dual Notice Process is one of many tools used to focus on customer service engagement. It provides customers the opportunity to avoid inconveniences associated with going to court such as long hours, missed work, and the cost of parking. The customers also have opportunities to resolve their child support needs with the benefits of mediation which could provide more flexibility and self-determination on outcomes. These processes also maximize the use of Child Support Court time, including the valuable time the Judges spend on the bench.

**Completion Date:**

This is a multi-year plan with the completion date yet to be determined. (All updates/project milestones listed below will be completed in FY19)

**Updates/Project Milestones:**

- Establish a baseline number of cases invited to participate in a settlement conference per month
- Establish a baseline number of cases mediated through the settlement conference per month
- Establish a customer satisfaction survey that determines the level of satisfaction customers have with settlement conferences

**Outcomes/Measures:**

- Monthly reporting of activities and outcomes



## Key Initiative #5 -- Arrears Reduction Strategy

**Link to Strategic Business Plan:**

Yes

**Description:**

Implement strategies for managing child support arrears such that State and Federal performance goals are met. Arrears are defined as past due child support.

**Rationale:**

To increase economic independence, reduce reliance on public assistance, and reduce arrears.

**Completion Date:**

June 30, 2019

**Updates/Project Milestones:**

Collect payments on cases that owe arrears

- o Manage arrears frequencies

Assess the cases that owe arrears

Develop a strategy to address cases with uncollectable arrears

- o Develop a plan to close cases that meet case closure criteria

Develop a strategy to take judicial action on cases with arrears

- o Determine which cases are eligible to reduce the arrears to a judgement

Develop a strategy to manage intergovernmental cases with arrears owed to other states/countries

Utilize Federal and State tax offset enforcement tool

**Outcomes/Measures:**

- Monthly reporting of activities and outcomes