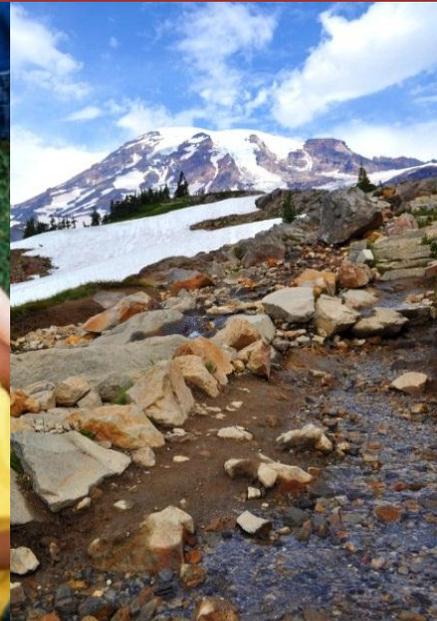


Washington State Division Of Child Support
Transforming Lives...



2013-2018

Strategic Plan

Wally McClure, Director

January 2014

Economic Services
Administration



DCS Division of Child Support

Transforming

Lives

Washington State Division of Child Support
Strategic Plan 2013-2018

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Transforming
Lives

Message from the Director

Now is a critical time for families in Washington. As the economy continues its slow but steady recovery, the services we provide are of great value and in high demand. Children in single parent families live at an increased risk of poverty. In Washington State, child support represents almost one-quarter of the income for poor families who receive it. Our mission at the Division of Child Support and Office of Financial Recovery (DCS and OFR) is to help enhance the economic stability for these families. We do this in two ways: by establishing, collecting, and distributing child support; and by providing funding for the Department of Social and Health Services, Department of Early Learning, and Health Care Authority programs that serve Washington's vulnerable population. OFR collects and accounts for public assistance and vendor overpayments, medical premiums and many licensing fees, as well as cost recovery for long term care, Medicaid, and care at state facilities.



Together last year we collected about \$940 million. The 2013 Social and Health Services client survey indicates that 71% of our custodial clients feel that our program does good work. While child support and financial recovery programs do great good for families, we can do better. This strategic plan is the foundation to making those improvements. By pursuing new innovations, leveraging lessons learned in other states, providing services more in tune with the needs of individual customers, linking customers to resources that promote self-sufficiency, and making DCS and OFR a better place to work, I believe we can improve services, increase collections, and provide better value to the public.

We began our strategic planning process by defining our mission, vision and values to represent the division in its entirety, reflecting the addition of OFR. Approximately one-third of our staff participated in the process, providing their input through a survey, conversation cafés, SWOT (Strengths, Weaknesses, Opportunities and Threats) analyses and workgroups. The goals, objectives, and strategies in our 2013-2018 Strategic Plan reflect the input DCS staff provided. By focusing our efforts in these areas, we will be better positioned to continue making a positive impact in the lives of those we serve.

On behalf of the organization, I would like to thank all of you for your dedication and support. Please know that the work you do is helping to transform lives...

Wally McClure
Director

Executive Summary

The Division of Child Support's (DCS) role, within the Department of Social and Health Services (DSHS) mission of "transforming lives," is to provide child support and revenue recovery services that lead to economic stability and financial self-sufficiency for individuals, families and communities. Support payments and medical insurance enrollment help with income and security to improve family stability.

In addition to child support, the administration's collection of other debts owed to the Department protects taxpayers, and helps programs meet current expenditures and provide financial assistance, medical care and other benefits and services to those in need.

Strong organizational values help DCS leadership and staff transform mission and vision statements into reality on a daily basis. They shape the organizational culture and help guide decision-making on everything from hiring and training staff to setting priorities and allocating limited resources. DCS' values focus on providing excellent customer service, whether to internal customers or the clients we serve; respecting co-workers, partners, clients and everyone with whom we may interact; recognizing that collaboration and partnerships are vital to accomplishing the organization's mission; valuing diversity and the richness that diversity brings to our organization and our services; and holding one another accountable.¹

MISSION

We provide child support and revenue recovery services that lead to economic stability and financial self-sufficiency for individuals, families and communities.

VISION

Individuals, families and communities have the resources they need to live better lives.

VALUES

Excellence
Collaboration
Accountability
Integrity
Transparency
Respect
Innovation

¹ ESA Strategic Plan

The Work We Do...

- In State Fiscal Year (SFY) 2013, the Division of Child Support collected nearly \$687 million in child support for families.
- Washington's Child Support Program served an average of 344,687 children per month and about 1 out of every 10 state residents during SFY 2013.
- Child support collections helped avoid over \$122 million in Medicaid, cash and food assistance program expenditures in SFY 2013.
- Almost 65 percent of child support payments are received, and 85 percent are sent, electronically to families.
- The Office of Financial Recovery recovers over \$250 million annually for the Department of Social and Health Services and partner agencies, helping them meet current expenditures and continue to provide essential services for the state's most vulnerable citizens.

Words from our customer:

"I wanted to thank you for your hard work all these years! I know my case has been challenging... Miracles have come from the faith that a heart reserves and it's because of you and your hard work by never giving up!"

Words from our customer:

"I just wanted to say that I appreciate all the resources that are available in Washington State for single mothers trying to make a better life for their children."

Words from our customer:

"Vanessa just wanted to send a huge thank you to her Support Enforcement Officer for working so hard for her kids support."



Why a Strategic Plan?

Having a strategic plan enables us to focus on a small set of desirable, clearly articulated outcomes in order to produce desired results. Strategic planning also provides us with the following benefits:

- New insights from other peoples’ perspectives
- Identification of the challenges as your best thinkers see them
- New ways of thinking about old problems
- Alternatives beyond the traditional resources
- Training benefits
- Buy-in from the entire organization and stakeholders
- A sharpened focus on critical success factors for pushing the agency forward
- Analysis from others’ perspectives on the feasibilities of new goals and objectives
- Identification of challenges and barriers
- Narrowing down the potential strategies to a manageable few, increasing the focus of everyone

The key components of strategic planning include an understanding of our organization’s vision, mission, values and strategies. The table to the right displays the DCS vision, mission and values:

- **Our vision** outlines what we want to be, or how we want the world to be (an "idealized" view of the world). It is a long-term view and concentrates on the future.
- **Our mission** defines our fundamental purpose, succinctly describing why we exist and what we do to achieve our vision.
- **Our values** are beliefs that are shared among the stakeholders of an organization. Values drive our organization's culture and priorities and provide a framework in which decisions are made.

MISSION

We provide child support and revenue recovery services that lead to economic stability and financial self-sufficiency for individuals, families and communities.

VISION

Individuals, families and communities have the resources they need to live better lives.

VALUES

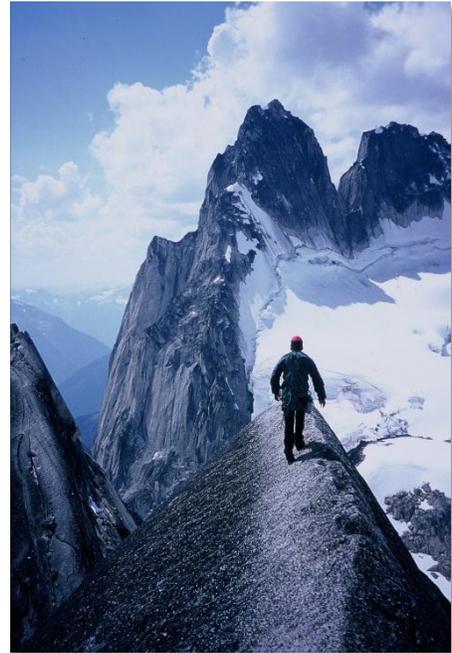
Excellence
 Collaboration
 Accountability
 Integrity
 Transparency
 Respect
 Innovation

How Did We Get Here?

The Division of Child Support (DCS) actively sought input from staff and stakeholders to develop the current Strategic Plan. To accomplish this, DCS created a survey, held conversation cafés, facilitated workgroups, collected input to identify strengths, weaknesses, opportunities, and threats of the organization, and conducted strategic planning meetings. Staff input, along with the Leadership Team and external partners, was essential in updating the mission, vision, and values, and then developing goals, objectives and strategies for our Division.

The current Strategic Plan is comprised of five goals, ten objectives, and thirty nine strategies. DCS is focusing on five active strategies, recognizing that the Division has already undertaken a significant amount of current projects that need to be completed.

At the Strategic Planning workshop, participants voted on what strategies they thought would have the most significant impact on improving the organization and have a high level of feasibility. This does not mean the other strategies are going to be disregarded. The Strategic Plan is a “living” document. As the active strategies are accomplished, DCS will work with staff to prioritize the next selection.



GOALS

Goal 1:

Deliver services adapted to individual customer needs and circumstances

Goal 2:

Continually improve DCS operations and performance

Goal 3:

Strengthen partner and stakeholder relationships

Goal 4:

Communicate effectively and timely

Goal 5:

Sustain a highly skilled and engaged workforce

Input from Key Stakeholders and Partners

As part of our strategic planning process, DCS sought input from key stakeholders and partners. Stakeholders were asked what they thought were DCS's current key strengths and opportunities for improvement in the years ahead. DCS received input from tribes, employers, counties, Region 10 Federal Office of Child Support Enforcement, Health Care Authority, Office of Administrative Hearings, Information System Services Division, Aging and Disability Services, Home and Community Services, and Community Services Division. The following were the key themes derived from those conversations:

What does DCS do really well?

- Communication
- Customer service
- Collaboration
- Great staff
- Strong performance, mission, efficient
- Outreach

What are DCS strengths?

- Customer service
 - Rapid response time
 - Caring, compassion, helpfulness, and reliability
 - Community outreach
- Communication
 - Specific liaisons to work with tribes, employers, and other partners
 - Integration with other agencies/partners/families
 - Easy to understand brochures
- Workforce
 - Knowledgeable employees
 - Emphasis on training
- Technology
 - New Hire Reporting site
 - Automation
 - Secure Access Washington
- Management of workload
 - Team based case management
- Operations
 - Providing resources and funding where needed
 - Administrative procedures
- Focused mission

Input from the DCS Leadership Team

In July 2013 the DCS Leadership Team spent time analyzing DCS’s current key strengths and opportunities for improvement in the years ahead. Below is a summary of the themes identified:

Strengths (skills, expertise, resource, technology, position)	Weaknesses (inefficient, noncompliance, inability, insufficiency)
<ul style="list-style-type: none"> • Strong organizational performance • First class case management system supported by IT and innovation • High caliber workforce • Strong commitment to partnership and collaboration 	<ul style="list-style-type: none"> • Inappropriate support is leading to outdated IT systems • High caseloads leading to decreased performance & morale • Lack of follow through on the “check/act” of the PDCA (Plan-Do-Check-Act) cycle • Management of staff knowledge – capture and retain for future staff • Communicating a comprehensive story
Opportunities (political alliance, partnerships, sponsorships)	Threats (conflicts, factions, high demand, misconception)
<ul style="list-style-type: none"> • Partnerships – Foster positive relationships between those we impact and those who impact us • Succession Planning <ul style="list-style-type: none"> ○ Define most vulnerable areas of knowledge and skills ○ Provide opportunities for staff to learn and grow to create future leaders • Communication <ul style="list-style-type: none"> ○ Changing the perception of DCS by updating and telling our story ○ Create collaborative environment with internal and external partners • Process Improvement – Use LEAN and other performance enhancing tools to increase efficiency and effectiveness • Innovation and Technology – Increase the use of technology by using cutting edge tools/processes to improve work processes, data security, and resources to staff and our community • Learn – Share best practices with other states 	<ul style="list-style-type: none"> • Staff wages, retention, succession, and recruitment • Shifting DCS culture from values identified at the federal and state level to widgets and production • Business Services Consolidation including performance evaluations and delays, facilities and IT resource management • Technology concerns including resources, funding, staffing, and development

Input from Our Staff

Beginning in August 2013, DCS conducted surveys, held conversation cafes, and facilitated focus groups to seek input on DCS’s strengths, weaknesses, opportunities, and threats (SWOT). About one third (313) of DCS staff participated in the SWOT analysis.

Strengths (skills, expertise, resource, technology, position)	Weaknesses (inefficient, incompliance, inability, insufficiency)
<ul style="list-style-type: none"> • SEMS/Technology – resource, IT support, system • Staff – experienced, professional, knowledgeable, longevity • Customer service – accessible to clients, options for contact • Administrative and hearing process • Training curriculum • Flex schedule options – outstation, telework • Interagency cooperation • Leadership/management • Staff have a strong commitment to mission/pride in work • Innovation/seen as national leader 	<ul style="list-style-type: none"> • Technology – copiers, lack of online resources, outdated (OFR) • Communication – inconsistent message, slow to reach staff, disconnect at all levels and to external partners • Work processes/lack of standardization, inefficiencies • Financial compensation – no raises, pay inequity • DCS handbook – vague, hard to search • Too many job duties/difficult to be good at everything • Interpreting federal guidelines (case closure, serving zero orders) • Lack of accountability – staff performance • Not enough staff/high caseload
Opportunities (political alliance, partnerships, sponsorships)	Threats (conflicts, factions, high demand, misconception)
<ul style="list-style-type: none"> • Partnerships – positive relationships with internal staff, agencies, other states, legislature and feds • IT – update or replace outdated IT systems • Raise agency profile through web presence and social media, provide more tech options to community • Outreach – create collaborative environment and relationships through positive communication, education, planning and community involvement • Staff – improve training programs and provide increased DJA opportunities, support workforce by providing flex time/part time/telework options and recruit and retain qualified candidate by offering competitive salaries 	<ul style="list-style-type: none"> • Communication with other agencies and external partners, fraud reporting • Legislative/government – administrative changes, policies from federal level • Negative public perception, misinformation • Funding/budget • Staffing – pay/retention, hiring, safety • Job security – potential of privatization, OFR losing programs • Technology – IT consolidation • External partners – not working well with DCS, conflicting goals • Economy

DCS Strategic Plan

Note: Current strategies are identified in red font. Other strategies listed are potential strategies. As each strategy is accomplished, DCS will work with staff to prioritize the next strategy to implement.

Goal 1: Deliver services adapted to individual customer needs and circumstances.

Objective A: Provide clear communication that fosters an understanding of DCS services.

- Enhance web presence
- Employ the Alternative Solutions Program
- Make the DCS public Internet page accessible in Spanish



Objective B: Use technology and innovation to increase opportunities for customers to access DCS services.

- **Accept more payment options (e.g. PayPal, kiosks, debit and credit cards)**
- Create an online application
- Expand OFR’s electronic payment options using medical payments
- Develop a mobile application used to access DCS services [payments, case information]
- Develop ways for clients to respond electronically
- Create a way to attach forms to emails

GOALS

Goal 1:

Deliver services adapted to individual customer needs and circumstances

Goal 2:

Continually improve DCS operations and performance

Goal 3:

Strengthen partner and stakeholder relationships

Goal 4:

Communicate effectively and timely

Goal 5:

Sustain a highly skilled and engaged workforce

Goal 2: Continually improve DCS operations and performance.

Objective A: Enhance or acquire new technology and tools to increase efficiency and effectiveness.

- **Replace OFR systems**
- **Improve the online handbook search option**
- Develop SEMS just in time tool tips
- Change the way we serve zero order notices allowing for service via regular mail
- Explore optimizing document management system
- Enhance SEMS to provide integrated to-do lists for complex work functions (e.g. DCS forms 9-275, 9-851)
- Enhance the business model for equitable distribution of cases.

Objective B: Base decisions on analysis and evaluation.

- **Develop timeframes at the time of implementation (Plan-Do-Check-Act)**
- Improve processes through the implementation of the DCS Performance Collaborative and Management Analyst 5s
- Examine other states best practices and implement success
- Strengthen the DCS IT organization by implementing industry standard best practices
- Standardize performance criteria in PDPs



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GOALS

<p>Goal 1: Deliver services adapted to individual customer needs and circumstances</p>	<p>Goal 2: Continually improve DCS operations and performance</p>	<p>Goal 3: Strengthen partner and stakeholder relationships</p>	<p>Goal 4: Communicate effectively and timely</p>	<p>Goal 5: Sustain a highly skilled and engaged workforce</p>
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Goal 3: Strengthen partner and stakeholder relationships.

Objective A: Cultivate mutually beneficial relationships with partners and stakeholders.

- Increase outreach to groups with identified special needs (e.g. Veterans, re-entry, Limited English Proficiency)
- Collaborate with other states
 - State buddy for best practices
 - Improve performance on interstate cases
- Tell the OFR story to decision makers: legislators and key stakeholders
- Increase communication with DSHS partners (e.g. Information System Services Division, Community Services Division)
- Develop and expand the Alternative Solutions Program
- Expand child support collaboration and processes with tribes



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Goal 4: Communicate effectively and timely.

Objective A: Improve communication within the Division.

➤ **Culture of Communication (i.e. be more proactive about communicating)**

- Use today's News to share local news
- Identify critical versus non-critical information
- Internal tool for communication and feedback
- Consider a name change to be more inclusive of OFR and reflect all the work we do
- Improve communication between Policy and Field Operations

"The single biggest problem in communication is the illusion that it has taken place."

~ George Bernard Shaw

Objective B: Promote a positive image with our community, partners, and stakeholders.

- Update the employer outreach handbook
- Develop a media campaign
- Personalize and publicize the Division's story

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Goal 5: Sustain a highly skilled and engaged workforce.

Objective A: Recruit—Make the Division a desirable place to work.

- Identify a minimum facilities standard

Objective B: Retain—Improve work environment.

- Align the SEO series with the Revenue Agent series and similar classifications

Objective C: Develop—Improve training and professional growth opportunities for workforce.

- Certify staff as needed in IT and Lean
- Create a development process for statewide best practices with staff input
- Succession planning and leadership development
- Develop ongoing skills assessment



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Initial Strategies

DCS will focus its efforts on five strategies initially. This does not mean the other strategies are going to be disregarded. It is our intention that this Strategic Plan be a “living” document. As we achieve our initial strategies, we will work with staff to help identify the next strategy. By focusing our efforts in these areas, we will be better positioned to continue making a positive impact in the lives of those we serve.

These strategies will be accomplished through workgroups, action planning, and project management utilizing the Plan-Do-Check-Act cycle. More information and updates on each strategy are available at <http://dcs.esa.dshs.wa.lcl/about/fiscal/pages/strategicplanning.aspx>.

CURRENT PLAN	
OBJECTIVES	STRATEGIES
<p>Goal 1—Objective B</p> <p><i>Use technology and innovation to increase opportunities for customers to access DCS services</i></p>	<ul style="list-style-type: none"> • <u>Accept more payment options</u> <p><i>Co-Leads: Lynnise Larsen and Connie Ambrose Management Analyst: Matthew Parascand</i></p>
<p>Goal 2—Objective A</p> <p><i>Enhance or acquire new technology and tools to increase efficiency and effectiveness</i></p>	<ul style="list-style-type: none"> • <u>Replace OFR systems</u> <p><i>Lead: Brice Montgomery Management Analyst: Matthew Parascand</i></p> <ul style="list-style-type: none"> • <u>Improve the online handbook search option</u> <p><i>Co-Leads: Rena Milare and Steve McDannel Management Analyst: Janina Oestreich</i></p>
<p>Goal 2—Objective B</p> <p><i>Base decision on analysis and evaluation</i></p>	<ul style="list-style-type: none"> • <u>Develop timeframes at the time of implementation (Plan-Do-Check-Act)</u> <p><i>Co-Leads: Patti Dalrymple and Loan Tran Management Analyst: Janina Oestreich</i></p>
<p>Goal 4—Objective A</p> <p><i>Improve communication within the Division</i></p>	<ul style="list-style-type: none"> • <u>Culture of Communication</u> <ul style="list-style-type: none"> ○ Use Today’s News to share local news ○ Identify critical vs. non-critical information ○ Internal tool for communication and feedback <p><i>Co-Leads: Jan Hentze and Adolfo Capestany Management Analysts: Janina Oestreich and Matthew Parascand</i></p>