

**DIVISION OF CHILDREN AND FAMILY SERVICES  
ECONOMIC SUPPORT  
VISION, COMMITMENTS and OPERATION'S PLAN  
2015-2019**

**OUR VISION:**

To support children, adults and families in Nebraska communities to be economically secure and healthy.

**OUR COMMITMENTS:**

**1. Children, adults and families are our focus.**

- We respect the individuality of each person we serve.
- Applicants deserve an accurate and timely response to their requests for assistance.
- We work to reduce food and financial insecurity by helping to those in need.
- We work to ensure that Child support is a reliable source of income for children.
- Parental employment is key to reliable support payments.
- All parents and custodians are treated fairly and kept informed, and their concerns are recognized.
- We reach out to educate partners, stakeholders, customers, and the public about the program and available services. We honor and respect sovereignty and collaborate widely with flexibility to address and overcome jurisdictional and other barriers among countries, states, tribes, programs, cultures, and traditions.

**2. We respect and value all individuals and the communities that support them.**

- Clients are best served when their cultural and economic differences are respected.
- We reach out to educate partners, stakeholders, clients and the public about Economic Support programs and services.
- We seek to create partnerships in service delivery that will better serve all citizens.

**3. We value the use of data, performance and research to drive decision making in all programs.**

- Policy and technology decisions are interdependent and coordinated to achieve high performance.
- Performance results depend upon adequate program resources.
- We use a continuous quality improvement framework to achieve desired outcomes
- We promote the use of research and data to develop our policies and practices.
- We will continue to use early engagement and intervention strategies to complement traditional debt threshold-based enforcement actions to create a culture of compliance.
- Reliable child support and economic assistance are crucial for families striving to achieve and maintain self-sufficiency.

- We ensure the privacy and security of the personal information that is so critical to our mission.
- We exchange data, when appropriate, with other programs to improve coordinated service delivery consistent with our statutory authority.
- We maintain a high standard of data reliability and completeness to accurately measure our results.
- We use data to understand, analyze, and sort our caseload in order to respond to different case needs and demographic trends.
- Children have a right to expect financial and medical support from their parents.

**4. We value and support staff at all levels.**

- Training, tools, information technology and skills are essential.
- We build trust and exhibit leadership by being responsive, accountable and ethical in our actions.
- We achieve excellence through collaboration, transparency and honoring the diversity of the workforce.
- We value the commitment our staff bring to the program.

**5. We value responsible, innovative and accountable leadership**

- The programs advance through coordinated efforts of technology, research, and innovation.
- We provide leadership, along with our stakeholders, in advocating for improvements and efficiencies in our program.
- We are accountable to the public, our stakeholders, our customers, and measure our performance.
- We facilitate learning and promote the use of research to develop our policies and practices.

Strategy Key Code	
	In Process
	Slow Start
	Reconsider Strategy
	Has Not Started Yet
	Completed

**ECONOMIC ASSISTANCE**  
**CHAPTER 1: ELIGIBILITY FOR SERVICES**

**OUTCOME STATEMENT: CHILDREN, ADULTS AND FAMILIES WILL HAVE ACCESS TO TIMELY AND ACCURATE BENEFITS AND SERVICES**

**Goal Statement #1: All Federal timeliness timeframes for application processing will be met to ensure clients’ needs are met in a timely manner.**

**Goal Statement #2: All Federal quality measure requirements will be met or exceeded to ensure clients’ are eligible for the correct amount of benefits.**

**Goal Statement #3: Programs will be monitored and to ensure timely and accurate benefits and services are provided to eligible applicants.**

**Goal Statement #4: Data will be used to evaluate and improve performance, guide decision-making, enhance transparency and strengthen accountability.**

Strategies	Lead(s)	Start Date	Completion Date	Status
1. Collaborate with IMPAQ and Food Nutrition Services (FNS) to evaluate and streamline processes	J. Schreck, S. Bacon & T. Chasten	11/2013	10/2015	
2. Monthly Economic Assistance (EA) Continuous Quality Improvement (CQI) meetings to improve quality and timeliness of benefits through data analysis	Schreck & D. Beran	1/2014	ongoing	
3. Partner with Federal partners in requesting and completing Technical Assistance (TA) for an updated Child Care (CC) subsidy delivery	T. Chasten	7/2013	ongoing	
4. Share and distribute monthly Nebraska Economic Assistance Review System (NEARS) and CQI data to Supervisors and field staff to encourage staff accountability to the data.	S. Bacon	6/2014	ongoing	
5. Implement and monitor Standard Operating Procedures for SSW application processing	S. Bacon	6/2014	ongoing	
6. Develop a recognition process based on CQI data	J. Schreck & S. Bacon	7/2014	12/2014	
7. Conduct required Supplemental Nutrition Assistance Program (SNAP) Management Evaluation Reviews timely as required by FNS	T. Chasten & S. Pfister	1/2014	ongoing	

**MEASURE(S):**

EA QCI Data

SNAP Quality Control Data

TANF Work Participation Data

Child Care Development Fund Improper Authorization Data

MER data and reports

ECONOMIC ASSISTANCE

**CHAPTER 2: MODERNIZATION**

**OUTCOME STATEMENT: ECONOMIC ASSISTANCE WILL PROVIDE BENEFITS AND SERVICES THROUGH A MODERN AND EFFICIENT DELIVERY SYSTEM**

**Goal Statement #1: Economic Assistance will use technology enhancements in an efficient and cost effective way.**

**Goal Statement #2: Economic Assistance will use technology to provide for client-friendly access to benefits and services.**

**Goal Statement #3: Service Providers, Contractors and Sub-Grantees will be paid or reimbursed through a cost effective and timely manner.**

Strategies	Lead(s)	Start Date	Completion Date	Status
1. Collaborate with Office of the Chief Information Office (OCIO) on implementation of an enhanced or new phone system, to include email and chat capabilities	J. Schreck, S. Bacon, A . Coulter	10/2015	10/2016	
2. Implement new web based eligibility system	J. Schreck, S. Bacon & T. Chasten	10/2016	12/2019	
3. Implement a workforce management tool to assist with staffing and workflow	J. Schreck, S. Bacon, A . Coulter	05/2016	10/2016	
4. Enhance client website interaction and access to information through “My Account”	S. Bacon, T. Chasten & B. Svoboda	11/2014	10/2015	
5. Update the DHHS Economic Assistance Website related to EA program information.	J. Schreck & T. Chasten	11/ 2014	10/2015	
6. Provide for more timely and accurate payments to providers through electronic billing and payment systems.	J. Schreck, T. Chasten & B. Toelle	7/2013	ongoing	
7. Implement the Manpower web based screening tool for SSW applicants	J. Schreck	10/2013	8/2014	
8. Conduct client survey on ACCESSNebraska EA services	J. Schreck	1/2015	10/2015	
9. Update Nebraska Family Online Client User System (NFOCUS) delivery of cases to appropriate staff by using NFOCUS queues instead of position numbers.	S. Bacon, T. Chasten & B. Svoboda	11/2014	11/2014	

MEASURE(S):

- CFS EA Annual Budgets
- Data from web usage
- Wait Times
- Data from Client surveys

ECONOMIC ASSISTANCE

**CHAPTER 3: PROGRAM INTEGRITY**

**OUTCOME STATEMENT: ECONOMIC ASSISTANCE PROGRAMS ARE PROGRESSIVE AND ACCOUNTABLE**

**Goal Statement #1: Economic Assistance programs are consistently evaluated to establish, adjust and achieve program priorities and goals.**

**Goal Statement #2: Economic Assistance programs are monitored and reviewed to ensure compliance with federal and state requirements.**

**Goal Statement #3: Maintain positive and collaborative relationships with our Federal program partners.**

Strategies	Lead(s)	Start Date	Completion Date	Status
1. Collaboration with EA Program Managers, Legal, Internal Auditor and CFS Chief Financial Officer (CFO) to review ongoing audit concerns or potential issues of non-compliance	J. Schreck & T. Chasten	10/ 2013	ongoing	
2. Identify funding source for additional positions for Program Monitor positions to provide oversight to program funding and sub-grants	J. Schreck & T. Chasten	7/2014	10/2015	
3. Cooperate with DHHS Internal Auditor to monitor audit responses and corrective action plans to ensure timely completion	T. Chasten & EA Program Managers	10/ 2013	ongoing	
4. Review Employment First contractors to ensure compliance with Temporary Assistance for Needy Families (TANF) State Plan and TANF Work Verification Plan.	B. Toelle & T. Chasten	1/2014	ongoing	
5. Collaboration with SNAP Quality Control (QC), SNAP policy staff and field staff on SNAP policies and potential SNAP program improvements	S. Pfister & T. Chasten	1/2014	ongoing	
6. Implement new Food Distribution Program (FDP) computer system	C. Mohr & T. Chasten	5/2014	06/2015	
7. Implement standard EA processes on monitoring of sub-grantee performance and compliance.	T. Chasten	10/ 2014	10/2016	

MEASURES(S):

A-133 Audit Findings

Federal Grant Review Findings

Federal Program Review Findings

**ECONOMIC ASSISTANCE**  
**CHAPTER 4: FINANCIAL ACCOUNTABILITY**

**OUTCOME STATEMENT:**

**Goal Statement #1: Monitor and manage federal and state funds in a fiscal responsible manner with a grants management focus.**

**Goal Statement #2: Maximize the use of federal funds in an allowable and accountable manner.**

Strategies	Lead(s)	Start Date	Completion Date	Status
1. Collaborate with TANF and CCDF Regional Partners on strengthening source documentation and financial reports.	T. Chasten, B. Toelle & N. Vint	4/2014	ongoing	
8. Identify funding source for additional positions for Program Monitor positions to provide oversight to program funding and sub-grants	J. Schreck & T. Chasten	7/2014	10/2015	
3. Implement Results Based Accountability (RBA) dashboards in the most logical and effective manner for EA sub-grants and contracts.	J. Schreck & T. Chasten	11/2014	10/2016	
4. Cooperate with Finance through monthly grant meetings regarding major EA grants to ensure cooperation and encourage Finance action.	T. Chasten & Program Managers	1/2014	ongoing	
5. Ensure on going communication with CFS CFO regarding all fiscal issues.	J. Schreck, T.Chasten & Program Managers	7/2013	ongoing	
6. Update Random Moment Time Study (RMTS) training and ensure field staff maintain ongoing understanding of importance of RMTS.	J. Schreck, S. Bacon & T. Chasten	7/2014	07/2014	

Measure(s):

A-133 Audit Findings

Federal Grant Review Findings

Federal Program Review Findings

Budget

**ECONOMIC ASSISTANCE**  
**CHAPTER 5: STABLE AND POSITIVE WORKFORCE**

**OUTCOME STATEMENT: THE ECONOMIC ASSISTANCE WORKFORCE IS WELL-QUALIFIED, TRAINED, SUPERVISED AND SUPPORTED.**

**Goal Statement #1: Operate a staff development and training program that current, flexible and responsive to staff needs.**

**Goal Statement #2: Provide for ongoing training for staff that address the skills and knowledge base needed to carry out their duties.**

**Goal Statement #3: Promote staff friendly work environments through recognition programs, maintaining open door policies and encouraging all staff to actively engage in the development of healthy and positive worksites.**

**Goal Statement #4: Promote a culture that values fairness, diversity and inclusion in the workforce.**

**Goal Statement #5: Develop an effective program of workforce management, including succession planning and knowledge transfer plans.**

**Goal Statement #6: Develop effective communication between Central Office, Management and Field staff to ensure all staff have information they need to do their job.**

Strategies	Lead(s)	Start Date	Completion Date	Status
1. Implement new training pyramid that begins with SNAP/Low Income Home Energy Assistance Program (LIHEAP) and builds experience by adding additional programs as staff are ready, including refresher trainings for experienced staff.	J. Schreck & S. Bacon	01/2013	04/2013	
2. Create one location for all policy and process information for the field, either on SharePoint or LINK.	J. Schreck, S. Bacon & T. Chasten	10/ 2014	10/2016	
3. Implement Manpower tool to screen new applicants using a call center testing model.	J. Schreck & S. Bacon	07/2014	08/2014	
4. Improve staff recognition through the use of team of month and other programs.	J. Schreck & S. Bacon	08/2014	ongoing	
5. Encourage the use of suggestion mailbox by field staff and provide feedback to users.	J. Schreck & S. Bacon	8/ 2014	ongoing	
6. Continue staff involvement in various workgroups (IMPAQ, CQI) to encourage feedback and ideas from the field.	J. Schreck & S. Bacon	1/2014	ongoing	
7. Provide leadership training opportunities for supervisors and lead workers through 360 assessments, Emergenetics and HR leadership trainings.	J. Schreck & S. Bacon	1/1/2014	ongoing	

MEASURE(S):

Staff training feedback

Staff Surveys

Staff Exit Interviews

QCI Chapter 5

ECONOMIC ASSISTANCE

**CHAPTER 6: COMMUNITY SUPPORT**

**OUTCOME STATEMENT: ECONOMIC ASSISTANCE WILL HELP STRENGTHEN COMMUNITIES THROUGH SUPPORTIVE PROGRAMS AND COOPERATION WITH LOCAL GOVERNMENTS AND AGENCIES.**

**Goal Statement #1: Improve communication with clients, community partners and providers to promote active involvement, input and feedback to process and system changes.**

**Goal Statement #2: Provide quality service delivery of federal and state funds to agencies to provide comprehensive services to local communities.**

**Goal Statement #3: Build community capacity to support safety and well-being.**

**Goal Statement #4: Conduct outreach to stakeholders and providers on a consistent basis.**

Strategies	Lead(s)	Start Date	Completion Date	Status
1. Ensure ongoing communication with community partners through monthly community partner calls and regular in person meetings.	J. Schreck	3/2014	ongoing	
2. Train Community Support Specialists in federal and state programs to meet legislative requirements and ensure they are fully informed to best support community partners.	J. Schreck, S. Bacon & T.Chasten	5/2014	ongoing	
3. Update the DHHS website to ensure EA programs are all included and provide current and correct information.	T. Chasten	10/2014	10/2015	
4. Cooperate with Protection and Safety in Alternative Response (AR) efforts to assist families that are being served by both areas.	J. Schreck, S. Bacon & T. Chasten	10/2014	ongoing	
5. Update all SNAP and Child Care to ensure the programs are disaster ready in case the need arises.	T. Chasten, S. Pfister & N. Vint	10/2014	10/2015	
6. Maintain rapid response teams in all geographic areas to be able to respond to communities experiencing significant employer lay-offs.	J. Schreck & S. Bacon	7/2014	7/2015	
7. Maintain partnerships with community agencies to ensure refugee population is served timely and accurately.	J. Schreck & S. Bacon	12/2011	ongoing	
8. Maintain partnerships with community agencies to provide outreach to homeless population.	J. Schreck	8/2012	ongoing	

Measure(s):

Surveys

Fed measures

Grant measures

**CHILD SUPPORT ENFORCEMENT  
CHAPTER 1: PARENTAGE**

**OUTCOME STATEMENT: ALL CHILDREN HAVE ESTABLISHED PARENTAGE.**

**Goal Statement: Increase the percentage of children with a legal relationship established with their father**

Strategies	Lead(s)	Start Date	Completion Date	Status
1. Develop more effective tools for locating parents, completing service of process and establishing paternity.	Byron Van Patten Karen Swenson Dan Redler	October 2017	October 2019	
2. Streamline intake processes for quicker identification and location of non-custodial parents and their resources.	Margaret Ewing	September 2015	March 2016	
3. Update paternity video distributed to hospitals across the state.	Karen Swenson	October 2013	January 2015	
4. Work collaboratively with internal partners to promote paternity establishment.	Deb Steidley	September 2013	September 2015	
5. Develop Public Service Announcements related to paternity establishment	Byron Van Patten	July 2016	July 2017	
6. Conduct outreach to educate parents on the paternity establishment process via the web page.	Dan Redler	January 2014	December 2014	

MEASURE(S): The percentage of all children in the state born out-of-wedlock with paternity established or acknowledged (Our goal is to reach 98%).

**CHILD SUPPORT ENFORCEMENT**  
**CHAPTER 2: SUPPORT ORDERS**

**OUTCOME STATEMENT: ALL CHILDREN IN IV-D CASES HAVE SUPPORT ORDERS**

**Goal Statement: Increase the percentage of IV-D cases with support orders.**

Strategies	Lead(s)	Start Date	Completion Date	Status
1. Expand the promotion of responsible parenthood	Bryon Van Patten Karen Swenson Deb Steidley	July 2014	July 2017	
2. Continue to improve the access to health care coverage or medical support for children	Byron Van Patten Margaret Ewing	July 2014	July 2016	
3. Work with the Courts to provide parenting and co-parenting education to Non-Custodial Parents and Custodial Parents	Byron Van Patten Dan Redler	March 2015	April 2016	
4. Expand work related to incarcerated and formerly incarcerated parents (getting child support information to incarcerated parents, doing genetic testing while in prison).	Deb Steidley Margaret Ewing	July 2015	October 2018	
5. Develop Administrative Process for establishment of orders (legislation)	Byron Van Patten Dan Redler	July 2015	April 2016	
6. Educate attorneys and other child support staff on right sizing orders based on what the Non-Custodial Parent can realistically pay and not the highest dollar amount possible.	Byron Van Patten Dan Redler	July 2015	July 2016	
7. Implement electronic filing of court documents in CHARTS	Deb Steidley	March 2013	September 2013	

MEASURE(S): The percentage of IV-D cases with support orders. Our goal is 89%

**CHILD SUPPORT ENFORCEMENT**  
**CHAPTER 3: CONSISTENT FINANCIAL SUPPORT**

**OUTCOME STATEMENT: ALL CHILDREN IN IV-D CASES RECEIVE TIMELY AND CONSISTENT FINANCIAL SUPPORT FROM PARENTS AS ORDERED**

**Goal Statement: Increase the percentage of current collections in IV-D cases.**

Strategies	Lead(s)	Start Date	Completion Date	Status
1. Work with underemployed and non-employed non-custodial parents to assist them in obtaining employment working with Employment First and Workforce Development	Deb Steidley	July 2016	October 2018	
2. Deliver accessible and culturally appropriate services to the families in our caseload – Educate staff on the many different cultures and ethnicities that we work with in Nebraska.	Sandra Wiler	October 2014	October 2015	
3. Ensure prompt payment of collections to families and promote electronic payment options for parents, employers.	Byron Van Patten Lisa Maddock	July 2012	July 2015	
4. Provide information and education about other Economic Assistance and/or Community Based programs and services to parents and custodians.	Deb Steidley	October 2014	September 2015	
5. Reach out to custodial and non-custodial parents who are veterans and military families experiencing extended deployments or returning to the workforce	Deb Steidley	July 2016	October 2018	
6. Use specific customer service protocols to provide time-sensitive, effective, and fair services (upgrades to current phone system technology i.e. auto calls)	Deb Steidley	March 2014	December 2015	
7. Work to eliminate barriers associated with intergovernmental cases (Iowa and surrounding States)	Deb Steidley Dan Redler	July 2013	October 2017	
8. Explore resources or new methods to collect child support from self-employed parents	Deb Steidley	January 2017	October 2019	
9. Explore process to effectively utilized liens on vehicles as an enforcement mechanism (legislation)	Byron Van Patten Dan Redler	March 2015	April 2016	
10. Enhanced reports sent to the child support staff showing progress in the performance measure reached for each office.	Deb Steidley Ruth Wilke	January 2013	July 2014	

MEASURE(S): The percentage of current support collected in IV-D cases. Our goal is 73.5%

**CHILD SUPPORT ENFORCEMENT  
CHAPTER 4: PAYMENTS ON OVERDUE SUPPORT**

**OUTCOME STATEMENT: ALL CHILDREN IN IV-D CASES WILL RECEIVE PAYMENTS ON OVERDUE SUPPORT**

**Goal Statement: Increase the percentage of cases that receive payments on arrears.**

Strategies	Lead(s)	Start Date	Completion Date	Status
1. Communicate with customers about child support arrears early and consistently to ensure that they are kept informed and involved.	Deb Steidley	January 2015	Ongoing	
2. Streamline review and modification order process. (legislation)	Byron Van Patten Dan Redler	July 2014	June 2015	
3. Work with the Nebraska Department of Correctional Services to develop a process to access inmate accounts.	Margaret Ewing	July 2017	October 2019	
4. Educate child support staff on the process of modifying court orders when both parents agree to reduce the obligation while non-custodial parent is in prison.	Deb Steidley	April 2016	October 2016	
5. Explore the option of an amnesty program – Do not accumulate State Debt while NCP is on Public Assistance	Byron Van Patten Deb Steidley	July 2015	October 2016	

MEASURE(S): The percentage of IV-D cases with arrearages due that receive arrears payments. Our goal is 72.5%.

**CHILD SUPPORT ENFORCEMENT  
CHAPTER 5: COST EFFICIENCY**

**OUTCOME STATEMENT: THE IV-D PROGRAM WILL BE COST EFFICIENT AND RESPONSIVE IN ITS OPERATIONS**

**Goal Statement: Operate a cost effective program.**

Strategies	Lead(s)	Start Date	Completion Date	Status
1. Ensure the program has the necessary resources to meet evolving responsibilities, strategies, and tools.	Byron Van Patten Deb Steidley John Kwiatek	January 2014	December 2017	
2. Continuously seek to improve program productivity through efficiency measures and cost effectiveness, including assessing and tracking cost avoidance and cost savings to other means-tested programs.	Byron Van Patten Deb Steidley John Kwiatek	January 2014	December 2017	
4. Proactively assess and manage program data to identify trends in service delivery.	Byron Van Patten Deb Steidley John Kwiatek	July 2014	December 2017	
5. Establish policies and practices, including succession planning to ensure continuation of effective service to customers.	Byron Van Patten Deb Steidley John Kwiatek	January 2014	September 2015	
6. Analyze current audit processes to improve program accountability, management, and performance.	Byron Van Patten John Kwiatek Deb Steidley	January 2014	December 2016	
7. Promote the establishment of model offices similar to Hastings, Fremont and Norfolk.	Byron Van Patten Deb Steidley	October 2013	June 2017	

MEASURE(S): Total dollars collected per dollar of expenditure.

**CHILD SUPPORT ENFORCEMENT  
CHAPTER 6: TECHNOLOGY**

**OUTCOME STATEMENT: THE IV-D PROGRAM WILL CONTINUE TO ENHANCE IMPROVE CHILD SUPPORT TECHNOLOGY**

**Goal Statement: Continue to be technologically current**

Strategies	Lead(s)	Start Date	Completion Date	Status
1. Develop a Child Support web based application to enable families to manage their child support accounts wherever they are. (Manage my account, Upload documents)	Byron Van Patten	July 2017	October 2019	
2. Provide enhanced document generation solution; supporting customization by local offices and quick updates when changes are requested	Byron Van Patten	March 2016	October 2019	
3. Federal Parent Location Services Security requires the child support computer system (CHARTS) to track every inquiry including the nature of the requestor and nature of the search. Generate a report for identification of inappropriate or unusual activity	Byron Van Patten	July 2014	October 2018	
4. Provide a quick link in the child support computer system (CHARTS) to images in the Court Administrators computer system (JUSTICE).	Deb Steidley	July 2014	October 2017	
5. Modify the work flow for Medical Support enforcement to support centralization	Deb Steidley Margaret Ewing	March 2014	October 2016	
6. Enhance the Voice Response Unit (VRU) to support 'real time' update and expand the information provided	Deb Steidley	July 2016	October 2018	
7. Obtain juvenile court information through an interface with JUSTICE	Deb Steidley	July 2016	October 2019	
8. Explore the use of automated systems to detect changes in circumstances and intervene early to review and modify orders	Byron Van Patten	July 2017	October 2019	
9. Automate Administrative Attachment process	Byron Van Patten Lisa Maddock	July 2016	October 2016	
10. Evaluate and maximize the use of the most effective locate, service of process and establishment methods.	Byron Van Patten Karen Swenson Dan Redler	October 2017	October 2019	
11. Increase use of electronic signatures	Deb Steidley	October 2018	October 2019	
12. Continuously improve the efficiency of CHARTS (Work lists, stratification processes, etc.)	Deb Steidley	September 2013	October 2016	
13. Develop identifier in CHARTS for military personnel and veterans	Byron Van Patten Karen Swenson	July 2016	October 2019	
14. Develop a process for document imaging in the child support computer system (CHARTS).	Deb Steidley Ruth Wilke	March 2013	December 2013	

MEASURE(S): Improved Cost Effectiveness – Our goal is to collect \$6.00 for every dollar spent on the child support program.

Children Have a Right to Support (CHARTS) – Child Support Computer System

Judicial Users System to Improve Court Efficiencies (JUSTICE) – Court Administrators Office Computer System