Deloitte.

Minnesota Department of **Human Services**

Minnesota Department of Human Services
Child Support Enforcement Division (CSED)
Analysis of Service Delivery Model (ASDM) Project

Implementation Plan — (Deliverable #3)

October 29, 2009

Document History

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Table of Contents

Table of Tables

Table of Figures

Executive Summary

Project Overview and Objectives

1   The State of Minnesota Department of Human Services Child Support Enforcement Division (CSED) is responsible for managing one of the top performing child support enforcement programs in the United States. The success of the program is evidenced by its strong performance in a number of the federal performance measures and, more importantly, by the outcomes it has created for Minnesota's families and citizens.

2   The business environment surrounding child support enforcement has changed significantly in recent years. Increasing customer service demands from constituents, rising caseloads, increased competition for incentive funding, and the recent reduction in federal matching funds for federal incentives, although temporarily reinstated, are causing many states, including Minnesota, to re-evaluate whether child support services can be more effectively delivered through improved service delivery models or service channels. This Analysis of the Service Delivery Model (ASDM) Project is a mechanism to identify how Minnesota may be able to improve the efficiency and effectiveness of its child support program while maintaining or improving the program's overall performance.

3   Despite its historical track record of success, CSED has lagged behind its peers in the cost effectiveness of its program administration. Accordingly, CSED decided to undertake a comprehensive effort to assess the structural effectiveness, efficiency, and viability of the Child Support Program in Minnesota. The objective of this effort is to identify an alternative service delivery model that would allow the state to manage the most cost effective program possible and still maintain a high level of performance for Minnesota's families and children while complying with all federal requirements, and then begin to identify the steps necessary to implement such a model.

4   This document represents the completion of the third phase of the ASDM Project and constitutes the third deliverable. The *Implementation Plan (Deliverable #3)* is significant because it describes the implementation of the option that the analysis from the *Existing Service Delivery Model Assessment (Deliverable #2)* demonstrated best aligns with the Minnesota child support program's Strategic Plan and evaluation criteria, and identifies the tasks necessary to successfully implement this model, providing a description and proposed sequencing of these tasks. This deliverable relies heavily upon Deliverable #2, which assessed CSED's current service delivery model and how the existing service delivery model aligned with the program's strategic objectives. While Deliverable #3 is not intended to serve as a detailed work plan for the implementation of the new service delivery model, it does provide overall direction and will serve as the starting point for future planning should CSED elect to implement this option.

Our Approach to Deliverable #3

5   The methodology employed throughout the ASDM Project consists of six phases, as detailed in Figure 1. In this phase of the ASDM Project, Implementation Planning, we relied heavily upon the information gathered in the initial phases of the project and presented in the Existing Service Delivery Model Assessment (Deliverable #2).

Service Delivery Model Assessment Methodology
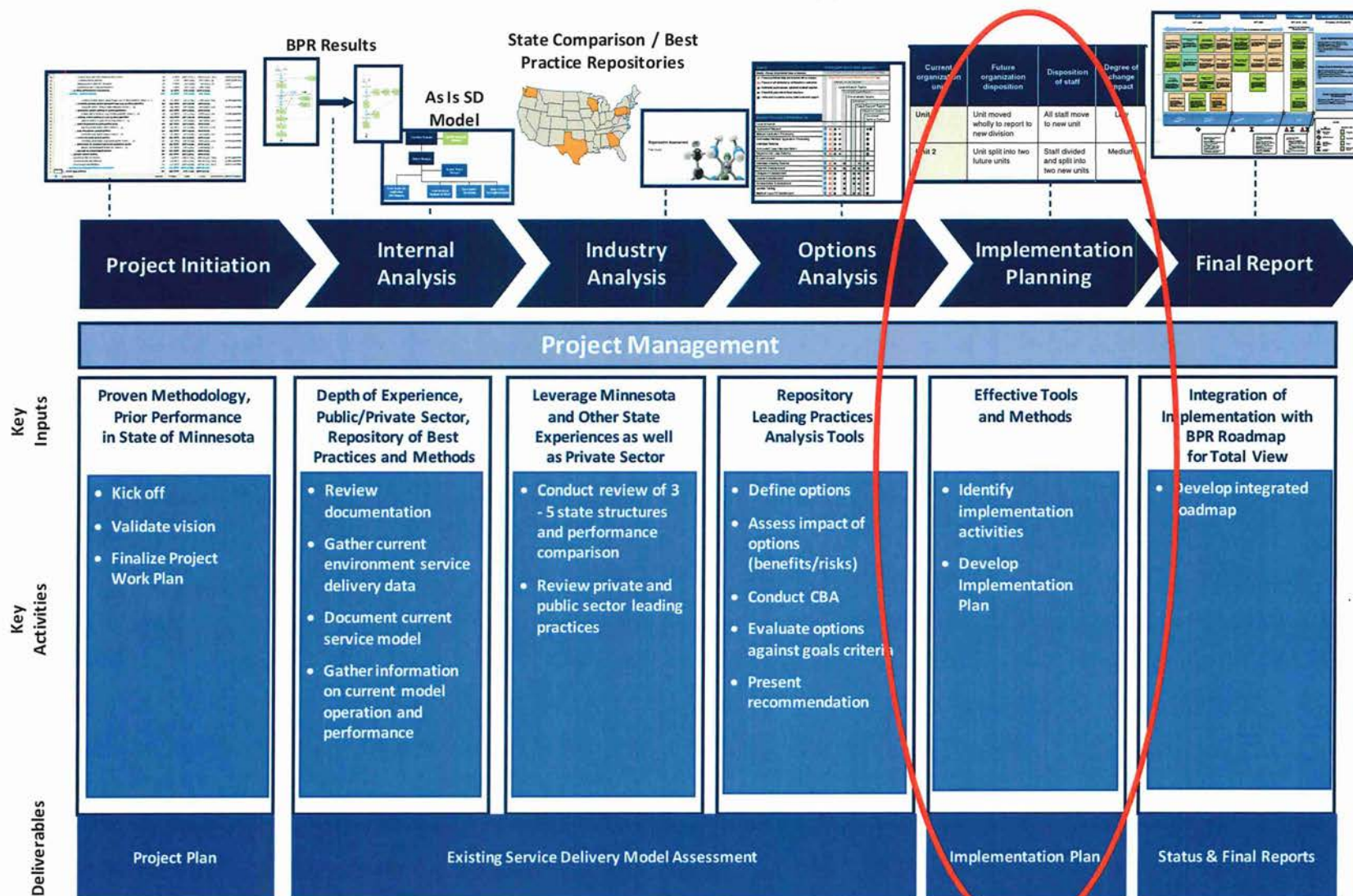
Figure 1: Service Delivery Model Assessment Methodology

6   The Implementation Plan (Deliverable #3) presents the findings of the Implementation Planning phase of the Service Delivery Model Assessment Methodology. The Implementation Plan identifies and explains the different activities that need to be completed for CSED to transition to a new service delivery model and offers a high-level plan for the sequencing of these activities. The description of these activities is not intended to serve as a detailed work plan but rather to provide an overall direction and serve as the starting point for future planning should CSED decide to implement the State Operated Regional Offices service delivery model.

7   During this phase of the ASDM Project, we considered the specific projects, or threads, along with the corresponding deliverables that would have to be completed to transition to a new service delivery model. Based on previous experience with large-scale transitions and organizational change projects, and as presented in the Cost Benefit Analysis for this option, we divided these threads into the categories represented in Figure 2. These threads are not necessarily sequential, but will be undertaken concurrently during implementation.

Project Planning & Management	This thread includes project management, task-level project planning, status tracking, steering committee activity, and project oversight. Also included in this thread are the creation and execution of a Roll-out Plan for the transition. A change in the service model would require strong coordination of the many county and state partners involved in the child support program.
Change Management Communication	This thread focuses on efforts to effectively communicate with involved stakeholders including county and state employees, customers, and other partners. This thread also includes legislative and federal plan considerations. A proactive and well-planned communication effort is key to successful implementation of a project of this level of complexity.
Process	This thread focuses on documenting and defining new business processes and procedures that align with the new service delivery model.
Organizational Design & Workforce Transition	This thread focuses on the future-state organizational structure along with the staffing required to support the model and the impacts of the model on existing staff and labor agreements. This thread also includes an identification of the core activities that will need to occur to train staff in the new model.
Technology	This thread focuses on the technology needs of the new organization and the requirements necessitated by the transition to the new model.
Facilities & Infrastructure	This thread focuses on the establishment of the physical infrastructure needed to transition the program to the new model. Included in this thread is a discussion of the activities that will need to be completed to select the locations for new offices.

Figure 2: Implementation Threads

8   Within each of these threads, appropriate deliverables and specific key activities were then identified. Each of these deliverables and activities are described in the Implementation Plan section of this deliverable. As illustrated in Figure 3, the deliverables within each thread have been divided into three phases – Foundation, Planning, and Execution. Most threads begin with a Foundation deliverable that should be completed prior to the preparation of a detailed plan of execution. As the Foundation deliverables are completed within each thread, the Planning phase for that thread can begin. All threads contain at least one deliverable associated with creating a detailed plan for transitioning the aspects of the program associated with the thread to the new model. At the completion of the Planning deliverable for each phase, the execution of that thread can begin. At the end of the Execution phase, the expectation is that the State Operated Regional Offices service delivery model will be operational.

Appendix A, the Implementation Work Plan Schedule, presents a Gantt chart view of each thread across each of the phases broken down into discrete tasks with estimated timeframes for completion.

Figure 3: Implementation Phases

Overview of State Operated Regional Offices Option

9   As part of the work accomplished in Deliverable #2 of the ASDM Project, we completed an analysis of different service delivery model options. This exercise included comparing each of the options against the goals and objectives of the child support program's Strategic Plan, the objectives of this study, and the evaluation criteria identified for the Options Analysis.

10   As stated in the Minnesota Child Support Program's 2008-2012 Strategic Plan, the program has three primary strategic goals:

- Be Efficient, Consistent and Responsive

- Be Effective, Maximize Overall Performance and Outcomes

- Be Responsive, Provide Consistent High Quality Customer Service

11   These goals are further defined in Figure 4 along with the strategies that the program has identified as the manner in which the goals can be best accomplished.

Be Efficient, Consistent, and Responsive in our Operations	• Maintain and improve a sustainable infrastructure • Establish statewide delivery standards • Streamline operation and service delivery
Be Effective, Maximize Overall Performance and Outcomes	• Meet or exceed federal upper thresholds for earning incentives • Provide proactive case management
Be Responsive, Provide Consistent High Quality Customer Service	• Recruit, train, develop, and retain highly skilled child support program professionals • Make our program more available and accessible to those who need it • Build and sustain collaborative relationships with those who help deliver our services

Figure 4: Minnesota Child Support Strategic Goals and Strategies

12   We evaluated each service delivery model option based on its ability to strengthen the program's ability to achieve these strategic goals.

13   In addition, we met with CSED to determine the key program values that would be used as the evaluation criteria by CSED when considering which model to select for the Implementation Planning phase of the project. Table 1 defines these evaluation criteria.

Evaluation Criteria	Definition of Criteria
Consistency	State child support policies should be implemented in a consistent manner. The citizens of Minnesota should expect to receive the same level and type of services regardless of where they live or which entity is responsible for their case.
Cost Effectiveness	The Minnesota Child Support Program should seek ways to be good stewards of the local, state, and federal funding of the program and also attempt to deliver child support services in the most cost effective manner possible.
Performance Driven	Clear performance measures need to be established that are used to determine the quality of services delivered to families.
Clear Delineation of Roles & Responsibilities	There needs to be a clear understanding of the roles and responsibilities of the various partners involved in the delivery of child support services. If partners are going to be held accountable for performance, they need to know what is expected of them and which resources they have at their disposal for assistance.
Accountability	Since the state is held accountable by federal law and regulation for overall statewide performance, it should be provided the authority and the tools required to set standards and have control in achieving the desired performance outcomes. An included criterion in this is the ability to take remedial actions with partners that are not meeting performance expectations.
Focus on Simplification & Streamlining	Efforts should be made to reduce the complexity from the child support service delivery model and processes that are performed within it. Duplication of efforts should be minimized and energies focused on high-value activities that lead to desired performance outcomes.

Table 1: Option Evaluation Criteria

14   The analysis of each service delivery option included the consideration of whether or not the option strengthened the program's ability to achieve each of these evaluation criteria.

15   From this analysis, the State Operated Regional Offices model was determined to best support the goals and objectives of the Minnesota child support program and satisfy the evaluation criteria set forth by CSED. This option, the most common service delivery model of child support programs nationally, has the potential to provide the State of Minnesota with the greatest degree of consistency, improvements in cost effectiveness, performance management, accountability, and clarity in roles and responsibilities, and streamlined service delivery.

16   This option transforms the Minnesota child support program from a county operated service delivery model to a state operated child support service delivery model. The new structure provides direct central control over all aspects of the program, permitting economies of scale and resource reallocation to improve efficiency, resulting in program savings. The state operated model places child support program leadership, management, planning, organizing, evaluating, and providing customer service under the direct control of the Minnesota Child Support Enforcement Division (CSED) from central office staff to field office staff. CSED would be the primary political entity controlling and delivering child support services for the State of Minnesota.

17   Throughout this phase of the ASDM Project, information was gathered which further informed the costs, benefits, and timeframes of implementing this option. Updates to the Cost Benefit Analysis and Return on Investment calculations were made using the information gathered. Based on these updates, detailed further in the Overview of State Operated Regional Offices Option section of this deliverable, this option is estimated to require a total of $20,864,629 in one-time resource and transition costs to be expended in Year 0 (SFY 2011), Year 1 (SFY 2012), and Year 2

(SFY 2013) during a 36 month implementation. In addition, an estimated $228,800 in recurring costs is expected to begin in Year 2 and increase at 3% per year thereafter.

18   Annual savings for this option were not modified during the Implementation Planning phase of the ASDM Project. Total annual savings for this model are estimated at $22,940,125. A portion of this benefit is estimated to be realized in Year 2 after partial implementation of this model. The full annual amount of this benefit is estimated to be realized in Year 3, after implementation has been completed. A portion of this savings is associated with a reduction of 166.1 county-level staff FTE, estimated at $9,703,980. By transitioning legal services to the Attorney General's Office or to other legal services providers selected through competitive procurement, annual legal savings of $6,145,460 are estimated.[1] A statewide genetic testing contract is estimated to save Minnesota CSE $271,349 in genetic testing expenditures annually. By enforcing a maximum amount of overhead costs per case in the regional offices, an estimated $6,819,337 would be saved in overhead expenditures.

19   The cumulative benefit of these cost savings is expected to surpass the cumulative costs (including both one-time costs and recurring costs) by the end of Year 2. The breakeven analysis and ongoing annual program costs are depicted in Figure 5.

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[1] The estimated savings in legal services is based upon legal services provided by the Attorney General's Office calculated at the average blended salary of an assistant attorney general. Procuring legal services through a competitive bidding process may result in more or less savings depending upon the cost of legal services procured through this process for the regional office.
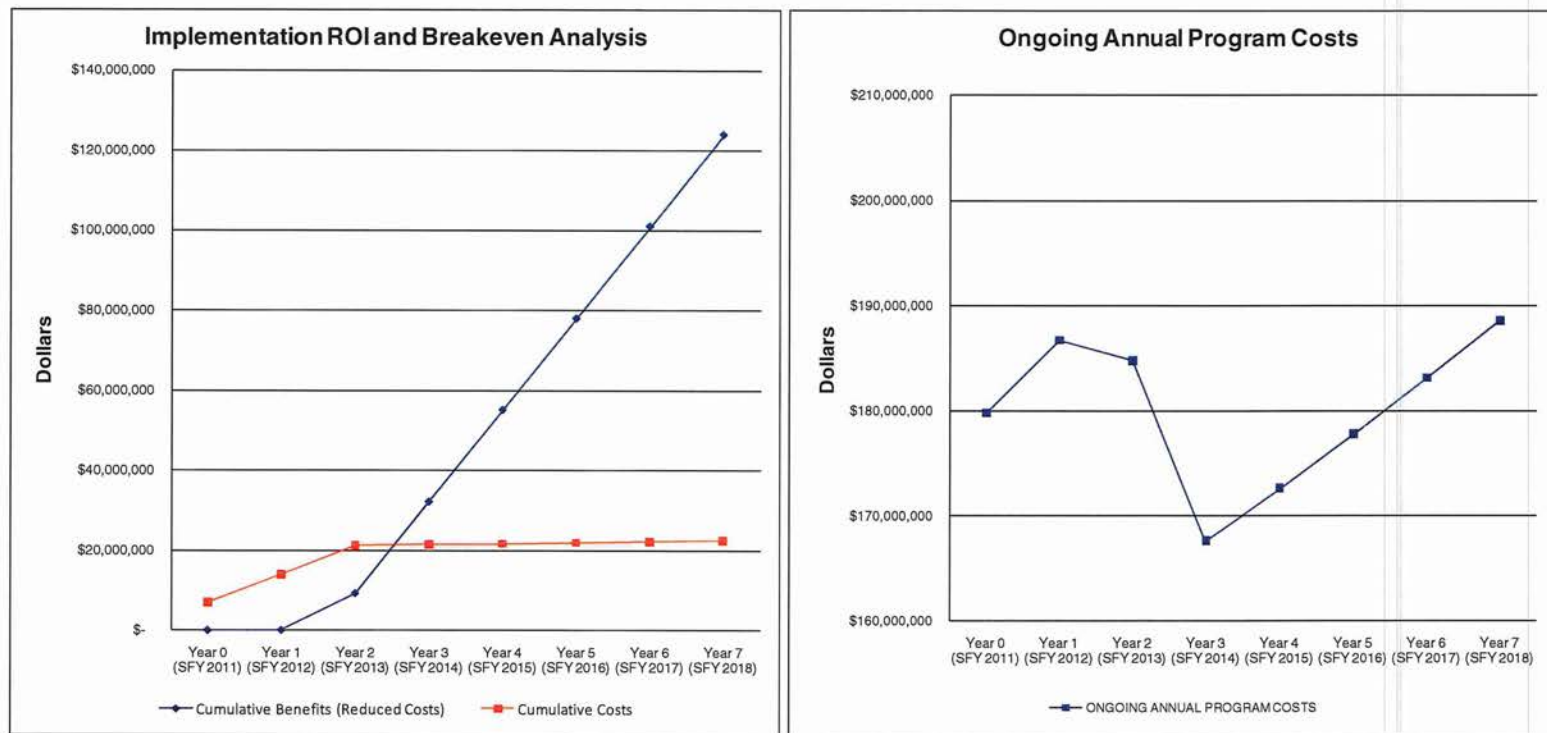
Figure 5: Summary Charts – Option 1: State Operated Regional Offices

Summary of Implementation Plan

20   As previously mentioned, the Implementation Plan consists of six threads of activities that will need to be accomplished to transition to the State Operated Regional Office model. Together, these threads can be woven into a comprehensive approach to addressing the many issues involved in implementing the new model.

21   Figure 6 presents a summary of the proposed high-level deliverables that would need to be completed for the implementation of the proposed service delivery model. These deliverables are organized by thread and sequenced according to implementation phase. Following is an overview of the core activities that will occur in each thread of work. Throughout this deliverable, more detailed narrative about each thread and the associated deliverables is provided.

State Operated Regional Offices Service Delivery Model Implementation Pan

	Foundation Phase (18 months)	Planning Phase (3 – 6 months)	Execution Phase (12 – 15 months)
Project Planning & Management	Establish Project Planning & Management	Execute Project Planning & Management	
		Develop Roll-out Plan	Execute Roll-out Plan
Change Management	Change Management Assessment / Official Legislative & Federal Approvals	Develop Change Management Plan	Execute Change Management Plan
Process	To-Be Process Analysis	Develop Detailed Process Plan	Execute Detailed Process Plan
Org Design & Workforce Transition	Organizational Design Assessment	Workforce Transition Plan	Execute Workforce Transition Plan
Technology	Technology Assessment	Technology Plan / Execute Technology Plan	
Facilities & Infrastructure		Facility Analysis & Plan	Facility Leasing & Build-out

Figure 6: Implementation Deliverables Across Phases and Threads

Project Planning & Management

22   The Project Planning & Management thread establishes a governance structure and framework to implement the new service delivery model. The transition from a county operated service delivery model to a state operated delivery model is a significant undertaking that will require careful planning, coordination, and follow-through. Project management activities will serve as the mechanism for coordinating all the resources, activities, funding, and communication that will be required to complete this effort. The successful management of this implementation project will require the utilization of tools, development of processes, and the creation of templates to facilitate integration across multiple project threads and will provide a project-wide view of ongoing resource consumption and overall progress toward the vision.

Change Management

23   The Change Management thread establishes the foundation of support and acceptance among the stakeholders that will be impacted by the changes to the new model. While the Change Management thread includes its own specific set of activities, change management will not occur in a vacuum. Rather, it is supported by other elements of the Implementation Plan, such as executing an Organizational Design Plan and developing a Workforce Transition Plan. The change management process is dynamic in that it must be able to respond and adapt to new developments as the project progresses. This section will discuss the primary activities associated with the Change Management process, but will also rely on the work done in other threads of the project such as Project Planning & Management.

Process

24   The Process thread develops and documents the future business processes that will be used in the new model. The process related activities will occur during the Foundation, Planning, and Execution phases of the implementation effort. Key activities include completing a To-Be Process Analysis during the Foundation phase, building this To-Be Process Analysis into a Detailed Process Plan during the Planning phase, and executing that plan during the Execution phase. This section provides additional detail about the activities and deliverables of the To-Be Process Analysis and the Detailed Process Plan.

Organizational Design & Workforce Transition

25   The Organizational Design & Workforce Transition thread outlines the implementation tasks that relate to the design of the new organization and the transition of the existing workforce from 84 county offices to a single state workforce with regional offices. The organizational design and workforce transition will be a major undertaking, significantly affecting hundreds of employees and thousands of CSED constituents. Issues that affect staff recruitment and employment, benefits, and working conditions must be handled carefully and must be well planned. The new organizational structure must also be able to meet the needs of CSED's constituents throughout the implementation timeframe.

Technology

26   The Technology thread consists of assessing the child support systems for compatibility with the new service delivery model, identifying the gaps between the current state of the technology and the needs of the new service delivery model, and implementing the actions to modify the systems accordingly. The business of child support relies heavily upon technology to support its business processes. In child support casework activities, for example, there are forms that are generated and mailed, appointments that are scheduled, notes that are captured, and countless business rules that help drive casework forward. The change to a new service delivery model must include an analysis of the current enabling technology and a plan to make necessary modifications to align the supporting technology with the state operated business model.

Facilities & Infrastructure

27   The Facilities & Infrastructure thread includes the activities to analyze, select, and build-out the locations of the regional offices. Beginning towards the end of the Planning phase and continuing throughout the Execution phase, based upon the schedule determined within the Roll-out Plan, the state will negotiate and sign leases or enter into other formal real estate arrangements for the new offices. As potential sites are identified, a detailed assessment of each facility will be conducted. Once a site is selected and a lease signed, final designs for necessary infrastructure and other tenant improvements will be created. Construction for the necessary facility build-out will take place in the weeks prior to each regional office becoming operational. Also during this time, necessary office furniture and equipment will be procured and moved into each

facility. The Facilities & Infrastructure thread will also coordinate with the Technology thread to complete the installation and necessary set up of all systems and IT equipment prior to employees reporting to each facility for work.

Key Questions and Answers

28   In the Request for Proposal (RFP) for this project, CSED asked that the following questions be addressed in this deliverable:

- **Can the recommendations be implemented incrementally? If so, in what order should the steps occur?** As discussed in this deliverable, the State Operated Regional Offices option could be implemented over a 36 month period. In the Project Planning & Management section of this deliverable we indicate that implementing the new service delivery model will entail transitioning, among other things, the people, processes, and technology of the Minnesota child support program from the existing 84 county offices to the agreed upon number of regional offices. The child support program could choose to take a "Big Bang" approach to the transition, moving all 84 offices at one time, or an incremental, phased approach. We would propose an incremental, phased approach to the transition. One major benefit of this type of an approach is that it will likely have fewer interruptions to normal business operations throughout the transition.

- **How should the new model be explained to different partners and stakeholders?** We believe that Deliverable #2 of the ASDM Project built a compelling business case for the State Operated Regional Offices model. This option will move the Minnesota child support program from a county operated service delivery model to a state operated service delivery model. The new structure provides direct central control over all aspects of the program, permitting economies of scale and resource reallocation to improve efficiency, resulting in program savings. The state operated model places child support program leadership, management, planning, organizing, evaluating, and providing customer service under the direct control of the Minnesota Child Support Enforcement Division (CSED) from central office staff to field office staff. CSED would be the only political entity controlling and delivering child support services for the State of Minnesota.

  The benefits of the evaluation criteria established in the Assessment phase should be explained and the alignment of the new service delivery model with the evaluation criteria should be included in any explanation of the new service delivery model. The key benefit, increased consistency in the delivery of child support services, should be emphasized and highlighted. Additionally, the explanation should emphasize efforts undertaken in the implementation to minimize disruptions in service to customers and efforts made to recruit current county employees to retain a component of experienced caseworkers in the new service delivery model.

  Should CSED choose to implement this option, a detailed Change Management Communication Plan will need to be developed to educate the stakeholders about the various details in the change to the new model. The Change Management Communication Plan should be designed to provide a framework for driving clear, consistent communications to stakeholders. A well-designed Change Management Communication Plan will include detailed tactics, target audiences, timing, frequency of communications, and the person(s) responsible for developing, approving, and delivering the communications.

- **What is the cost / benefit of the proposed changes (to allow for partial or incremental implementation)?** As detailed in the updated Cost Benefit Analysis included in the Overview of State Operated Regional Offices Option section of this deliverable, this option is estimated to require a total of $20,864,629 in one-time resource and transition costs to be expended in Year 0 (2011), Year 1 (SFY 2012), and 2 (SFY 2013) during a 36 month implementation. In addition, an estimated $228,800 in recurring costs is expected to begin in Year 2 and increase at 3% per year thereafter.

Annual savings for this option were not modified during the Implementation Planning phase of the ASDM Project. Total annual savings for this model are estimated at $22,940,125. A portion of this benefit is estimated to be realized in Year 2 after partial implementation of this model. The full annual amount of this benefit is estimated to be realized in Year 3, after implementation has been completed. As set forth in this option and the associated Cost Benefit Analysis (and further detailed in the Overview of State Operated Regional Offices Option section of this deliverable), estimated savings are achieved via the following:

- Reducing overall program staff by an estimated 166.1 FTE will save an estimated $9,703,980 in staff salaries and benefits.

- Transitioning legal services to the Attorney General's Office or other legal service providers selected through a competitive procurement process will result in estimated annual legal savings of $6,145,460.[2]

- Establishing a statewide genetic testing contract is estimated to save Minnesota CSE $271,349 in genetic testing expenditures annually.

- Enforcing a maximum amount of overhead costs per case in the regional offices is estimated to save $6,819,337 in overhead expenditures.

- **What staffing changes are necessary? How many staff working in the program will be affected?** This model would have significant impact on the county staff currently delivering services, as their jobs as county employees would no longer exist. Many of these employees would be recruited and transferred to the regional offices; however, relocation to the site of the regional office would not be an option for all county employees. This change would include resolving the inherent issues associated with possible different levels of salaries, benefits, and retirement programs. As a result, an effective human resources component of the Implementation Plan is a critical success factor for the implementation of the State Operated Regional Offices model. In addition, as mentioned previously, we estimate a reduction in 166.1 county-level staff FTEs in the new model compared to the current staffing level.

  In addition, as noted above, there would be staffing changes at the state office to create the structure needed to manage, monitor, and supervise the regional offices and provide legal services to those regional offices.

- **How would existing labor agreements affect the proposed model?** Minnesota is a strong union state and county child support employees belong to a variety of unions representing their wage, benefit, and working environment interests. There are at least 50 labor contracts for the county agencies and 15 separate merit / personnel systems. The Minnesota Merit System (MMS) serves as the merit / personnel system for 73 counties (70 agencies) and then 14 counties have their own merit / personnel systems. Salary and benefit packages of county workers in comparable job classifications can vary greatly across the state. In addition, working conditions also vary between county workers (e.g., some do not work a 40 hour work week). Due to the number of these unique labor contracts, converting existing county staff to state employment is a critical activity that could present a variety of challenges to a successful transition. Ultimately, the state assuming control of the program and all staff being state employees would require that the existing labor agreements end and the new state employees be assimilated into the state labor structure. These issues will need to be addressed through the Workforce Transition activities in the Implementation Plan.

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[2] The estimated savings in legal services is based upon legal services provided by the Attorney General's Office calculated at the average blended salary of an assistant attorney general. Procuring legal services through a competitive bidding process may result in more or less savings depending upon the cost of legal services procured through this process for the regional office.

- **What infrastructure changes are necessary?** The change from the existing service delivery model with 84 county offices to a State Operated Regional Offices model with 10 offices will require careful planning and execution. First, the geographic locations for the 10 regional offices will need to be established. Once those decisions have been made, new office space will need to be secured, built out, and equipped with the furniture and equipment needed to support the workers dedicated to that office. Part of the infrastructure effort will include verifying that the technology used to support the child support program is in place.

  The efforts of building out the sites could include procuring services of architects, site designers, and construction vendors. The Project Team will need to closely monitor all aspects of site preparation in order to make sure each site is ready for transition to the new model.

- **How might the federally required child support automated system (PRISM) be affected?** The PRISM system will likely require a number of modifications in order to support the new service delivery model. Since PRISM is the primary tool caseworkers use to complete the majority of the work associated with child support cases, PRISM will clearly be impacted by changes to the way child support services are delivered. A comprehensive Technology Assessment will need to occur during the Foundation phase of the project in order to fully assess the scope of changes that could be required. The following are some examples of the types of things that would likely need to be modified in PRISM.

  - **Caseload Assignment:** Cases are currently assigned according to counties, and there are 84 county offices that have caseloads. The new model has 10 state operated regional offices instead of these 84 county offices. PRISM caseload management will need to be modified to assign cases according to the appropriate region. In addition, there will be a need to move existing cases to the new model. This conversion to the new model could be done via automated programs or could be done manually.

  - **Outbound Forms:** Outbound forms typically have the caseworker name and contact information on them so that the receiving party can contact the person who initiated the correspondence. The forms programs and templates will need to be modified in order to populate the correct office / caseworker that will be supporting the case in the new service delivery model.

  - **Worklists:** Worklists notify caseworkers to take actions on a case or notify them when a certain event occurs. Worklists will need to be assessed to determine if they should still go to the same type of worker or whether there is a new worker that should receive it.

  - **Default Flows:** Default flows help the user navigate through various screens in order to complete a business function. These default flows will need to be reviewed to determine if any changes need to be made.

  - **To-Be Modifications:** As the to-be processes are developed to support the new service delivery model, PRISM will undoubtedly require modifications to support the new processes implemented under the new service delivery model.

Conclusion

29 The transition to a new service delivery model is a major undertaking that will require careful planning, preparation, and execution, as well as the commitment and support of program leadership and diverse groups of stakeholders. Should CSED proceed with the implementation of the State Operated Regional Offices service delivery model, this Implementation Plan can serve as a high-level guide for the deliverables and activities that will need to be accomplished.

30   This deliverable provides CSED with a broad view of the work that will be required to complete such a transition. It is not intended to serve as a detailed work plan. Rather, it can provide overall guidance and a starting point for future planning as CSED moves forward with the transition.

Approach to the Implementation Plan

Purpose of Implementation Plan

31   The Department of Human Services (DHS) Child Support Enforcement Division (CSED) has chosen to assess the structural effectiveness, efficiency, and viability of the Minnesota child support program and identify possible service delivery model alternatives that could allow it to be more cost effective while maintaining the high level of performance that it has consistently delivered. Based on the analysis of the options presented in the previous phase of this project, the Existing Service Delivery Model Assessment (Deliverable #2), CSED has requested that the State Operated Regional Offices service delivery model, Option 1, which best aligned with the program's Strategic Plan and the evaluation criteria set forth for this project, be the alternative considered for Implementation Plan purposes.

32   This deliverable, the Implementation Plan (Deliverable #3), is the culmination of the Implementation Planning phase of the Analysis of Service Delivery Model (ASDM) Project. This phase focuses on analyzing the elements CSED will need to consider when creating a detailed work plan to implement the vision captured in the State Operated Regional Offices option profile presented in Deliverable #2.

33   The purpose of Deliverable #3 is to present at a high level the various activities that will need to be accomplished throughout the implementation process to transition the Minnesota child support program from the current State Supervised County Operated service delivery model to the State Operated Regional Offices option presented in Deliverable #2. The deliverable includes a description of each of these activities, as well as proposed prioritization and estimated timeframes for each. Also included is a discussion of considerations related to each thread of work and possible mitigation strategies, when applicable, to overcoming implementation related issues.

Deliverable Overview

34   The Implementation Plan (Deliverable #3) is presented in the following sections:

35   **Executive Summary** – Provides a high-level overview of the document which allows the reader to obtain the purpose and significant themes of the deliverable that are further detailed in the body of the document.

36   **Approach to the Implementation Plan** – Provides an overview of the methodology used and assumptions made to develop this deliverable.

37   **Overview of State Operated Regional Offices Option** – Provides detail on the State Operated Regional Offices option and any updates or changes made to the option during the Implementation Planning phase.

38   **Implementation Plan** – Describes the activities that will need to be accomplished in order for the child support program to implement the State Operated Regional Offices service delivery model option.

39   **Appendix A: Implementation Work Plan Schedule** – Provides a Gantt chart view of the activities described in the Implementation Plan section and estimated timing associated with each activity.

40   **Appendix B: Initial Statute Assessment** – Provides an initial list of existing statutes that will require a more detailed examination to determine their impacts on the program, if any, as it pursues a change in service delivery model.

Methodology Overview

41   The methodology employed throughout the ASDM Project consists of six phases, as detailed in Figure 7. In this phase of the ASDM Project, Implementation Planning, we relied heavily upon the information gathered in the initial phases of the project and presented in the Existing Service Delivery Model Assessment (Deliverable #2). The Internal Analysis, Industry Analysis, and Options Analysis informed our understanding of the current delivery of child support services in Minnesota, leading practices in service delivery around the county, and how the new service delivery model will differ from the existing county operated model currently in place. We have also used the knowledge obtained from the Policy BPR Project to provide continuity of thought about the future vision for the Minnesota child support program, as well as to link the projects so that the service delivery model aligns with any potential policy, procedural, or technology changes.

42   At the conclusion of the previous stage of the ASDM Project, the data and analysis indicated that the State Operated Regional Offices option best aligned with the goals and objectives of the Minnesota child support program's Strategic Plan, the objectives of the ASDM Project, and the evaluation criteria set forth by CSED. The Implementation Planning phase of the project focuses on planning for the implementation of this service delivery model option.

Service Delivery Model Assessment Methodology
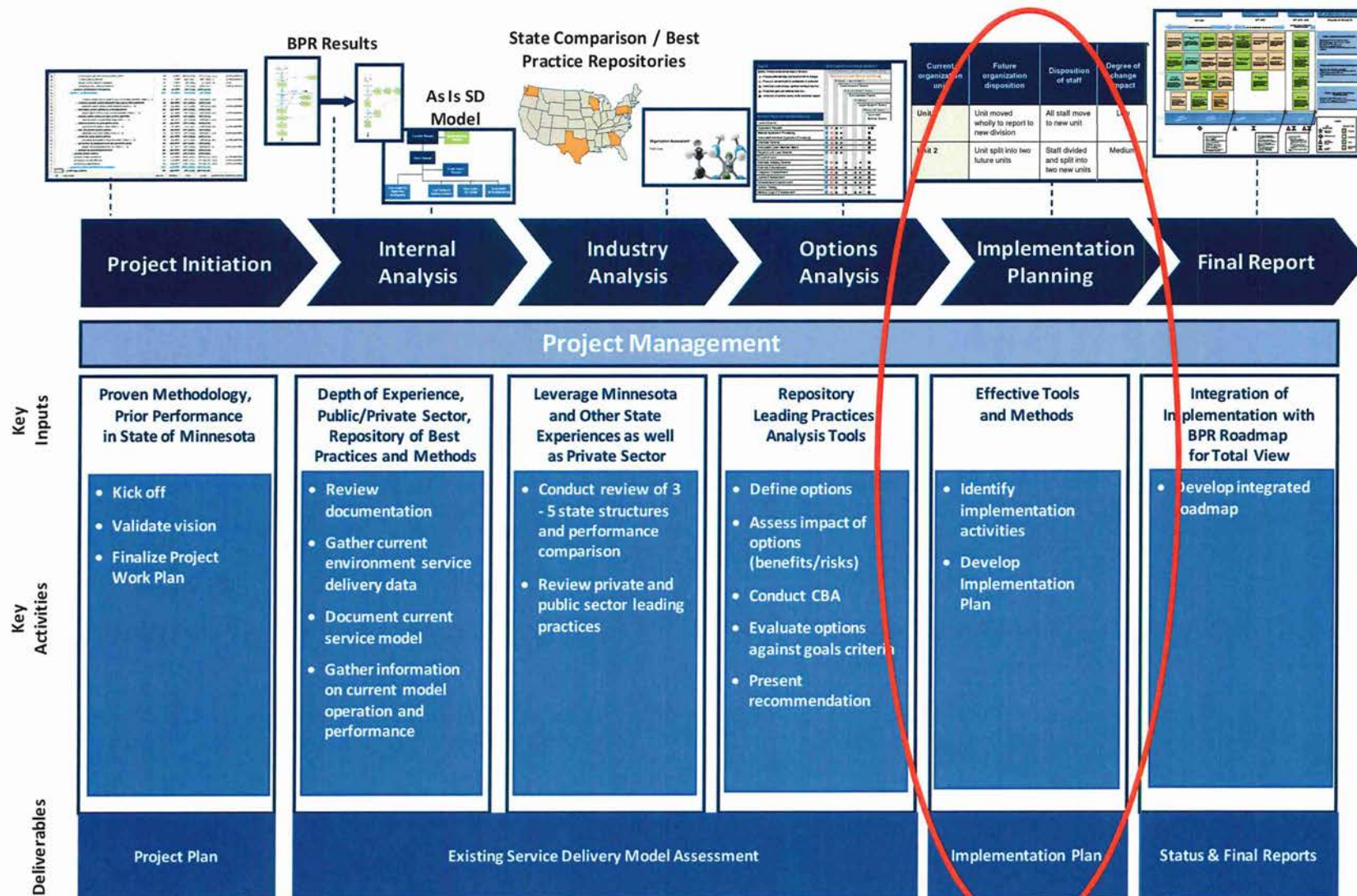
Figure 7: Service Delivery Model Assessment Methodology

Implementation Planning Approach

43   The Implementation Plan (Deliverable #3) presents the findings of the Implementation Planning phase of the Service Delivery Model Assessment. The Implementation Plan identifies and explains the different activities that need to be completed for CSED to transition to a new service delivery model and offers a high-level plan for the sequencing of these activities. The description of these activities is not intended to serve as a detailed work plan but rather to provide an overall direction and will serve as the starting point for future planning should CSED decide to implement the State Operated Regional Offices service delivery model option.

44   The Implementation Plan takes into consideration that the new service delivery model will have impacts on the people, processes, operations, and technology of the child support program. Each of these areas is addressed in our Implementation Planning approach depicted in Figure 8. This approach also considers the activities that must be performed in order to manage a large-scale transition – including the implications for the business, its employees, its customers (current or potential), and the underlying infrastructure.
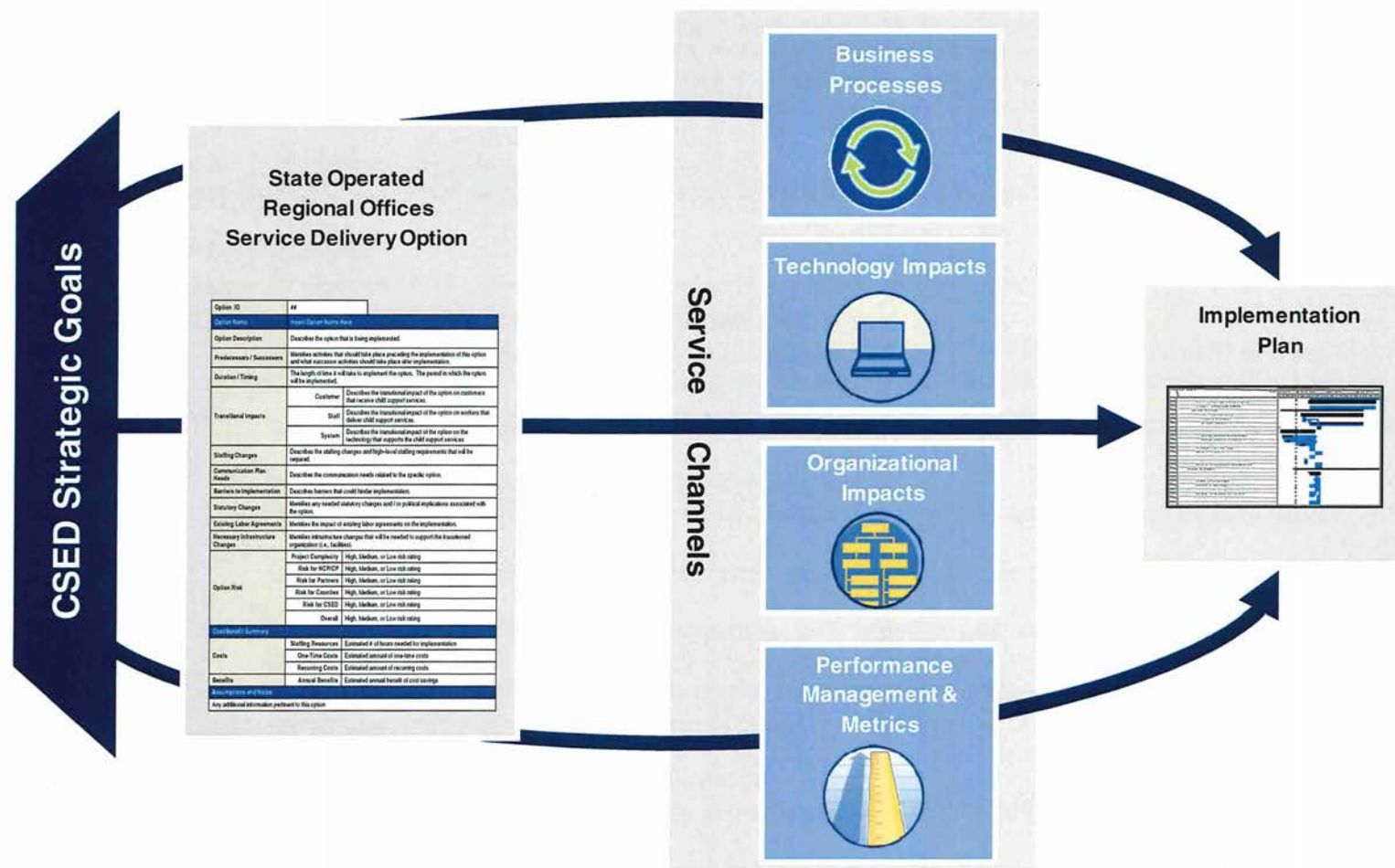
Figure 8: Implementation Planning Approach

45   During this phase of the ASDM Project, we considered the specific projects, or threads, along with the corresponding deliverables that would have to be completed to transition to a new service delivery model. Based on previous experience with large-scale transitions and organizational change projects, and as presented in the Cost Benefit Analysis for this option, we divided these threads into the categories represented in Figure 9. These threads are not necessarily sequential, but will be undertaken concurrently during implementation.

Project Planning & Management	This thread includes project management, task-level project planning, status tracking, steering committee activity, and project oversight. Also included in this thread are the creation and execution of a Roll-out Plan for the transition. A change in the service model would require strong coordination of the many county and state partners involved in the child support program.
Change Management Communication	This thread focuses on efforts to effectively communicate with involved stakeholders including county and state employees, customers, and other partners. This thread also includes legislative and federal plan considerations. A proactive and well-planned communication effort is key to successful implementation of a project of this level of complexity.
Process	This thread focuses on documenting and defining new business processes and procedures that align with the new service delivery model.
Organizational Design & Workforce Transition	This thread focuses on the future-state organizational structure along with the staffing required to support the model and the impacts of the model on existing staff and labor agreements. This thread also includes an identification of the core activities that will need to occur to train staff in the new model.
Technology	This thread focuses on the technology needs of the new organization and the requirements necessitated by the transition to the new model.
Facilities & Infrastructure	This thread focuses on the establishment of the physical infrastructure needed to transition the program to the new model. Included in this thread is a discussion of the activities that will need to be completed to select the locations for new offices.

Figure 9: Implementation Threads

46   Within each of these threads, appropriate deliverables and specific key activities were identified. Each of these deliverables and activities are described in Section 4 of this deliverable, the Implementation Plan.

47   In conceptualizing the timeline for implementation, the deliverables within each thread were divided into the three phases depicted in Figure 10 – Foundation, Planning, and Execution. Most threads begin with a Foundation deliverable that should be completed prior to the preparation of a detailed plan of execution. While some Foundation deliverables, such as the To-Be Process Analysis and Technology Assessment, will follow relatively defined schedules, estimating completion timeframes for other activities within the Foundation phase, such as obtaining necessary

legislative changes, will be more difficult. Completion of these Foundation deliverables is critical to the implementation of a new service delivery model, as each provides the necessary framework for the planning and execution of that thread's transition to the new model. As such, commencement of the Planning phase is dependent upon the completion of the Foundation deliverables. As the Foundation deliverables are completed within each thread, the Planning phase for that thread can begin. All threads contain at least one deliverable associated with creating a detailed plan for transitioning the aspects of the program associated with the thread to the new model. At the completion of the Planning deliverable for each phase, the execution of that thread can begin. At the end of the Execution phase, the expectation is that the State Operated Regional Offices service delivery model will be operational. Appendix A, the Implementation Work Plan Schedule, presents a Gantt chart view of each thread across each of the phases broken down into discrete tasks with estimated timeframes for completion.

Figure 10: Implementation Phases

Analysis and Research

48   In developing the necessary threads, specific deliverables, and the activities that constitute the Implementation Plan section of this document, we conducted research of various methodologies, tools, and leading practices available through our firm's internal resources and the broader public domain. We analyzed implementation practices for organizational transitions of similar size and scope across a variety of industries, considering specifically the changes that would need to be made to move Minnesota's child support program from the current State Operated County Administered service delivery model to the State Operated Regional Offices option.

49   Based on our knowledge of the State of Minnesota and the Minnesota child support program gained through the Existing Service Delivery Model Assessment (Deliverable #2) of this project, as well as through the Policy BPR Project, we were able to identify and consider Minnesota-specific issues and risk factors. We also gathered additional information throughout this Implementation Planning phase by speaking with a number of state agencies that could potentially support the implementation effort. We gathered information from members of the DHS Merit System Unit to better understand the issues of salaries, benefits, and labor agreements. We also met with members of the DHS Property and Facilities Management Unit to gather information related to the state's internal capabilities in finding and securing real estate, negotiating lease contracts, conducting facility build-outs, and procuring office furniture and equipment. The information gathered during these meetings allowed us to create more informed and accurate timeframe estimates throughout certain phases of the Implementation Plan.

Assumptions

50   In creating the Implementation Plan put forth in this deliverable, it was necessary to make certain assumptions. These assumptions are listed below.

- As set forth in the Existing Service Delivery Model Assessment (Deliverable #2), we estimate that implementation of the State Operated Regional Offices option could occur in a timeframe of approximately 18 months. This 18 month timeframe includes the Planning and Execution phases of the Implementation Plan described above. It is estimated that the Planning phase could take between 3 and 6 months to complete. The Execution phase of the Implementation Plan is then estimated to take between 12 and 15 months.

- This 18 month implementation timeframe does not include certain foundational activities which would need to occur prior to the onset of any service delivery model transition. It is estimated that these foundational activities could be completed in approximately 18 months, making the total implementation timeframe for transitioning to the State Operated Regional Offices service delivery model approximately 36 months. These foundational activities are described within the Foundation phase of the Implementation Plan and include such activities as:

  - Securing necessary project support and leadership alignment
  - Identifying and obtaining necessary legislative changes to Minnesota statutes
  - Identifying and receiving approval from the Office of Child Support Enforcement (OCSE) on changes to the state plan
  - Conducting a To-Be Process Analysis
  - Conducting an Organizational Design Assessment
  - Conducting a Technology Assessment

- Resource hours associated with performing each of the projects defined above have been estimated in the Cost Benefit Analysis, an update of which is included in the Overview of State Operated Regional Offices Option section of this document. At this stage, these resource hours and associated costs are estimates, and will require further analysis and revision by CSED should it choose to move forward with the implementation of a new service delivery model. Several factors could impact the final resource hours and associated costs required for the implementation such as the allocation of state and county resources versus vendor resources or unanticipated delays in implementation activities requiring more time or more resources to resolve.

- This deliverable is intended to provide overall guidance for CSED as it considers a transition to a new service delivery model. While the projects and activities discussed herein will provide a starting point for future planning, the narrative and estimated timeframes provided are not intended to serve as a detailed work plan.

- Appendix A presents a Gantt chart view of the project activities and deliverables within each thread of the Implementation Plan. We have broken down each of the phases into discrete activities with estimated timeframes for completion. The dates and durations presented in Appendix A are illustrative only. Actual dates will depend on CSED's detailed planning efforts should it move forward with the transition. Activity durations will also be dependent upon this planning, as well as upon the completion of predecessor activities throughout the implementation process. Appendix A is meant to provide a representation of how deliverables and activities might be sequenced throughout the implementation of the State Operated Regional Offices service delivery model. Timing and sequencing will also be affected by the roll-

out approach selected, the staff resources dedicated to the effort, the mix of state, county, and vendor resources selected, and the timing of necessary legislative and federal change approvals, among other factors.

Overview of State Operated Regional Offices Option

Change Summary

51   During the initial preparation of the Option Profiles and Cost Benefit and ROI Analyses prepared for the Existing Service Delivery Model Assessment (Deliverable #2), we estimated that implementing the State Operated Regional Offices option could occur in a timeframe of approximately 18 months. This 18 month timeframe included planning for and executing the implementation, but did not take into account certain foundational activities which would need to occur prior to the onset of any service delivery model transition, which we assumed would take place prior to the commencement of implementation in Year 0 (SFY 2011). As stated in our assumptions in Deliverable #2, "the estimated timeframes for implementation are based upon the assumption that necessary legislation to enact the enabling statutory changes and other pre-implementation activities occur prior to the commencement of the implementation timeframe."

52   In the Implementation Planning phase of the ASDM Project, we evaluated these legislative and federal foundational activities, as well other activities that we consider to be foundational and feel that CSED can complete prior to receiving formal legislative and federal approval. We have included these activities in the Foundation phase of the Implementation Plan (Deliverable #3). These activities include:

- Securing necessary project support and leadership alignment

- Identifying and obtaining necessary legislative changes to Minnesota statutes

- Identifying and receiving approval from the Office of Child Support Enforcement (OCSE) on changes to the state plan

- Conducting a To-Be Process Analysis

- Conducting an Organizational Design Assessment

- Conducting a Technology Assessment

53   While we have not changed our original estimate of 18 months for planning and executing the transition to a State Operated Regional Offices service delivery model, we have included these foundational activities that CSED should anticipate completing before moving ahead with the Planning and Execution phase deliverables. They are set forth in the Implementation Plan section of this document in the Foundation phase beginning in Year 0 (SFY 2011) and spanning approximately 18 months. We have adjusted the implementation timeline to include Year 0 (SFY2011). The costs of implementing the new service delivery model have been reallocated across the 36 month implementation timeframe for the transition to a State Operated Regional Offices service delivery model beginning in Year 0 (SFY 2011) and finishing in Year 2 (SFY 2013).

54 Also as part of Deloitte's Implementation Planning activities, we further researched and reassessed the resource time and cost estimates originally allocated for implementation of this option.

55 We project an increase in estimated one-time resource and transition costs of $628,828 as a result of the additional activities and the reallocation of originally estimated resources. Figure 11 and Figure 12 illustrate where these changes occur. The updated Option Profile and Cost Benefit and ROI Analysis are included below.

Resource Costs - One-Time										Source
Estimated Hours										
	Project Planning & Management	Change Management Communication Team	Organizational Design & Workforce Transition Team	Facilities & Infrastructure Team	Technology Team	Process Team	Total Estimated Hours	Rate / Hour	Total Cost	
State Office Staff	11,520	5,760	3,840	8,800	8,640	5,440	44,000	$38.37	$1,688,185	Estimate based on Deloitte experience with similar projects. Assumes 18 month implementation.
Current County Staff	2,880	4,800	3,520	6,400	2,880	4,960	25,440	$28.09	$714,535	Estimate based on Deloitte experience with similar projects. Assumes 18 month implementation.
Vendor	5,760	9,600	6,400	11,360	5,760	8,320	47,200	$175.00	$8,260,000	Estimate based on Deloitte experience with similar projects. Assumes 18 month implementation.
							Total One-Time Resource Costs		$10,662,720	

Figure 11: Option 1 Original Resource Time and Cost Estimates

Resource Costs - One-Time										Source
Estimated Hours										
	Project Planning & Management	Change Management Communication Team	Organizational Design & Workforce Transition Team	Facilities & Infrastructure Team	Technology Team	Process Team	Total Estimated Hours	Rate / Hour	Total Cost	
State Office Staff	12,480	8,640	14,080	2,560	9,920	7,680	55,360	$38.37	$2,124,044	Estimate based on Deloitte experience with similar projects. Assumes 18 months for Foundation activities, 3-6 months for Planning activities, and 12-15 months for Execution activities.
Current County Staff	4,520	5,760	3,200	0	960	1,920	16,360	$28.09	$459,504	Estimate based on Deloitte experience with similar projects. Assumes 18 months for Foundation activities, 3-6 months for Planning activities, and 12-15 months for Execution activities.
Vendor	6,560	6,400	9,600	2,560	14,400	10,240	49,760	$175.00	$8,708,000	Estimate based on Deloitte experience with similar projects. Assumes 18 months for Foundation activities, 3-6 months for Planning activities, and 12-15 months for Execution activities.
							Total One-Time Resource Costs		$11,291,548	

Figure 12: Option 1 Revised Resource Time and Cost Estimates

56 As in Deliverable #2, we have estimated the hours within the Resource Cost component of the CBA based on our experience with other organizational change projects. The number of hours required by the various staff roles to implement this option could vary depending on the detailed implementation plan developed and on how CSED chooses to implement this plan. Should CSED move forward with the implementation of the State Operated Regional Offices service delivery model, it could decide to allocate hours in a different manner, which would subsequently impact the Resource Cost component of the CBA.

Updated Option Profile and Cost Benefit and ROI Analysis

Option 1: State Operated Regional Offices

57 This option transforms the Minnesota child support program from a county operated service delivery model to a state operated child support service delivery model. The new structure provides direct central control over all aspects of the program, permitting economies of scale and resource reallocation to improve efficiency, resulting in program savings.

58 This option is estimated to require a total of $20,864,629 in one-time resource and transition costs to be expended in Year 0 (SFY 2011), Year 1 (SFY 2012), and Year 2 (SFY 2013) during a 36 month implementation. The timeframe for this implementation was originally estimated at 18 months to begin in Year 1 (2012). This timeframe did not include the effort associated with achieving necessary federal and legislative changes, which were assumed to take place in the time leading up to Year 1. This Implementation Plan has been modified to include the time and resource costs associated with making these changes as well as to reflect the moving forward of some projects to the Foundation phase from the Planning phase. Based on these changes, we have expanded the implementation timeframe by 18 months beginning in Year 0 (SFY 2011) and finishing at the end of Year 2 (SFY 2013). As a result, we have estimated an increase in one-time resource costs of approximately $628,828 based on our reassessment of needed implementation plan activities, the time and resources needed to pursue necessary legislative and federal changes, and the reallocation of resource hours throughout the implementation timeframe. We have also reallocated the one-time resource and transition costs across the 36 months of the implementation, beginning in Year 0 (SFY 2011) and finishing at the end of Year 2 (SFY 2013). In addition, an estimated $228,800 in recurring costs is expected to begin in Year 2 and increase at 3% per year thereafter.

59 Total annual savings for this model are estimated to be $22,940,125. These savings have not been modified as a result of the Implementation Planning phase of the ASDM Project. A portion of this benefit is estimated to be realized in Year 2 after partial implementation of this model. The full annual amount of this benefit is estimated to be realized in Year 3, after implementation has been completed. These savings are further detailed in the Cost Benefit Analysis that follows the Option Profile and can be summarized as follows:

- Reducing overall program staff by an estimated 166.1 FTE will save an estimated $9,703,980 in staff salaries and benefits.

- Transitioning legal services to the Attorney General's Office or to other legal services providers selected through a competitive procurement process is estimated to result in annual legal savings of $6,145,460.[3]

- Establishing a statewide genetic testing contract is estimated to save Minnesota CSE $271,349 in genetic testing expenditures annually.

- Enforcing a maximum amount of overhead costs per case in the regional offices is estimated to save $6,819,337 in overhead expenditures.

60   The cumulative benefit of these cost savings is expected to surpass the cumulative costs (including both one-time costs and recurring costs) by the end of Year 2. The breakeven analysis and ongoing annual program costs are depicted in Figure 13.

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[3] The estimated savings in legal services is based upon legal services provided by the Attorney General's Office calculated at the average blended salary of an assistant attorney general. Procuring legal services through a competitive bidding process may result in more or less savings depending upon the cost of legal services procured through this process for the regional office.
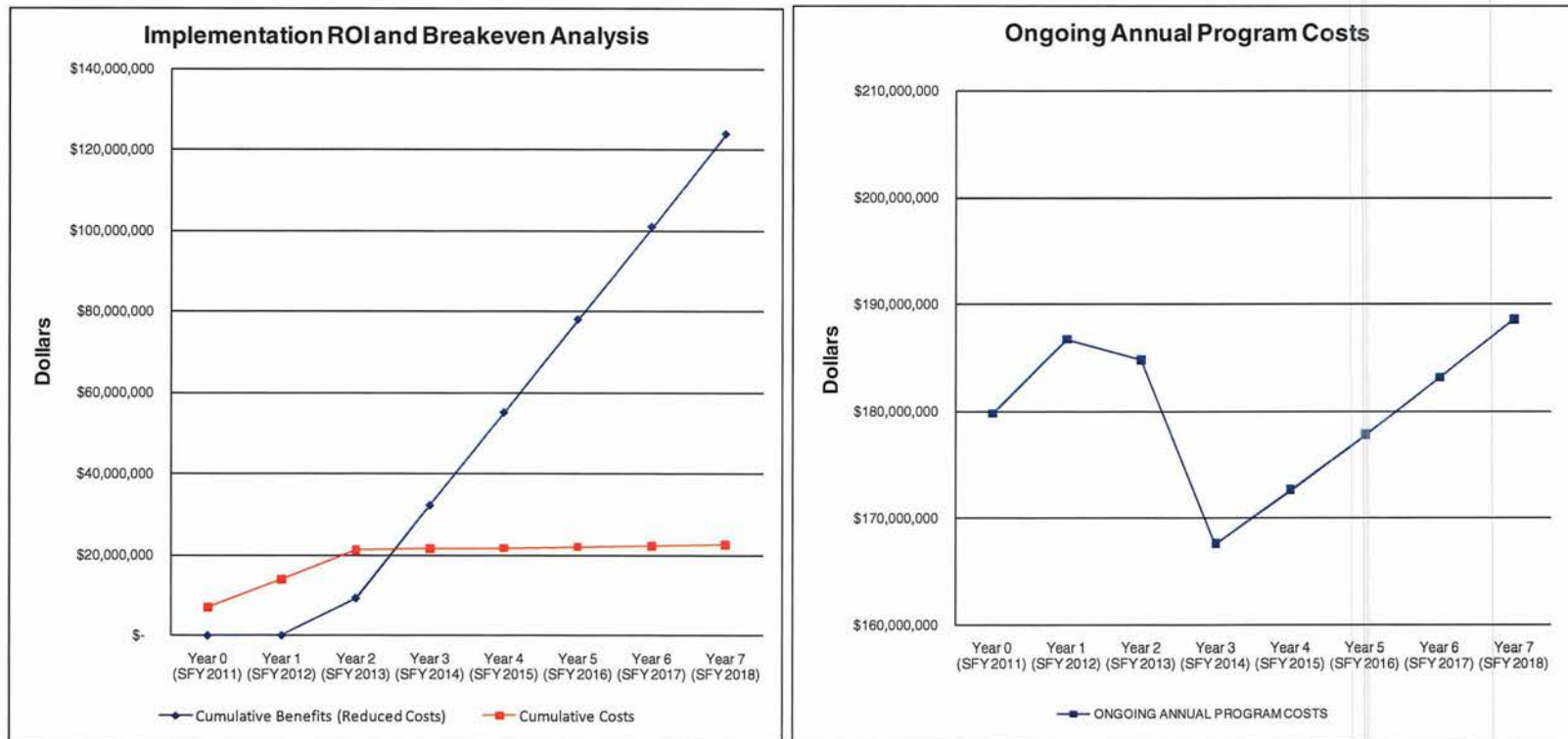
Figure 13: Summary Charts - Option 1: State Operated Regional Offices

Option Profile

Option ID	#1

Option Name	**State Operated Regional Offices**
Option Description	This option represents the transformation of the Minnesota child support program from a county operated service delivery model to a state operated service delivery model with regional child support offices throughout the state. The new structure provides direct central control over all aspects of the program, permitting economies of scale and resource reallocation to improve efficiency, resulting in program savings. County employees would be converted to state employees. While there would no longer be a need for cooperative agreements between the counties and CSED, there would still be cooperative agreements between the state program and sheriffs and the courts. Legal services would be delivered by either departmental attorneys designated as Assistant Attorneys General, contracted county attorneys, or contracted private firms. This model would support any of these arrangements for the provision of legal services.

It is proposed that the regional offices would be established in alignment with the ten judicial districts in Minnesota. Under this model, two current county offices, Hennepin and Ramsey, would remain as single county regional offices as their counties encompass a single judicial district. Accordingly, the remaining 82 county offices would be combined and consolidated into 8 regional offices. The size of the regional offices, in terms of caseload ranges from 7,318 cases to 56,418 based upon SFY 2008 caseload. Aligning the regional office structure with the judicial districts would encourage the development of positive working relationships with the judiciary and associated staff within the judicial districts. Additionally, as the judiciary continues to develop its automated case management system, alignment with the judicial districts may offer opportunities to collaborate in the court's initiatives to the benefit of the child support program.

Deloitte analyzed several different regional structures as part of this assessment, including regional models currently being used in Minnesota by the Minnesota Association of County Social Services Administrators, the Adult Mental Health Initiatives, the Children's Mental Health and Family Collaboratives, and the Regional Development Commissions established in Minn. Stat. §462.385, among others. Based on factors such as caseload and population distribution and regional variances in those distributions, as well as the ability of the program to access and partner with the judiciary most easily, Deloitte has proposed establishing the regional offices in alignment with the judicial districts. However, based on its own analysis of various considerations, such as population, caseload, access to services and technology, and access to an available workforce, CSED may choose to structure its regional offices in a different manner.

We recognize that there may be some concern that going to ten regional offices compared to the current county structure could lead to a reduction in customer service as some clients will not have easy access to face-to-face interactions with a caseworker. Much of this concern can be offset by increased use of technology and alternative communication channels including the internet, telephone, and email. In fact, it can be argued that there are a significant number of participants that actually prefer remote interactions with a caseworker and will find the new arrangement more flexible than the current county arrangement that might require them to come into the office for a routine interaction. However, CSED may choose to further offset this concern by establishing satellite offices in some regions to allow customers a point of contact without extensive travel. While Deloitte does not feel that establishing satellite offices is necessary to implementing this option, it should be noted that should CSED choose to pursue this approach, additional implementation and transition costs will likely be incurred.

This model provides opportunities to centralize or specialize some functions or services now performed in the individual counties either in a particular regional office or offices or at a statewide service center. Chartered workgroups would identify those functions or services which could be centralized or specialized to improve customer service, to leverage economies of scale, or to provide supporting functions or services.

The state operated model places child support program leadership, management, planning, organizing, evaluating, and providing customer services under the direct control of the Minnesota Child Support Enforcement Division (CSED) from central office staff to field office staff. The CSED would be the only entity |

controlling and delivering child support services for the State of Minnesota. This control by itself would not be enough to make a significant difference in the strategic objectives of increasing program performance, effectiveness, customer service, and overall cost effectiveness. There must be strong leadership combined with well communicated vision, mission, and goals. Responsibility with accountability must be incorporated throughout the structure commensurate with the authority to make decisions at the lowest level within the organization. The results should be a self-empowered organization built with a high trust factor that is flexible, adaptable, lean and highly productive.

As discussed in the Existing Service Delivery Model Assessment (Deliverable #2), Minnesota's child support program has one of the lowest caseload to caseworker ratios in the nation. To provide services in a more efficient manner, there would be planned reductions in the overall FTE count in this option. With attrition, transfer and voluntary separation, the reduction could require few terminations of existing staff. The staffing model also assumes that the majority of county staff would want to transition to state employment, retaining for the program their cumulative experience and expertise. Retaining current caseworkers would greatly aid the continuity in customer service.

The cost savings realized under this model are achieved by reducing or controlling costs through:

- The establishment of staffing standards for the regional offices in which a caseload to FTE minimum and maximum standard is defined for the regional offices. This staffing standard would be based upon defined benchmarks and would be set at a level to ensure that the current statewide performance standards are not diminished while still reducing overall program costs and, thereby, improving overall program cost effectiveness. These staffing standards would result in a reduction of staff at the county and state level to achieve the statewide standard.

- Management and control over indirect costs by eliminating county indirect cost centers and reducing overall indirect cost rates.

- Management and control over legal costs by obtaining legal services from attorneys under the direct employment and control of the state office either through the Attorney General's Office or from private firms or county attorneys through a competitive bid process.

- Eliminating incentive payments to the counties.

Organizational Structure
This model would require that regional offices be established in a centrally located community within that region. In some instances, an existing state or county office may have sufficient space which the state could lease. In other instances, new regional office space would need to be leased. A reallocation of the state office resources would be necessary to support and supervise the ten regional offices. The state office would develop a Field Operations unit to provide this support and supervision. The Field Operations unit is projected to have a manager with oversight responsibilities for all field operational activities. This new position would oversee, supervise, and manage the ten regional managers out in the field. Each of the ten regional offices would have a regional manager that is supported by supervisors, caseworkers, and clerical staff. Each regional manager would report to the field operations manager in the central office. The regional manager would be responsible for the delivery of child support services to the customer(s), managing stakeholder relationships, and contracted services.
Through the state operated service delivery model, the customer should receive improved services directly from state employees due to consistencies in service delivery by having a central office devoted to providing services to ten regional offices. Legal services for establishing and enforcing support orders would be under the direction of the regional managers and have access to the resources of a chief attorney in the central office.

With a state operated service delivery model, performance monitoring at the regional office, managerial, and staffing levels across the state would enable more effective monitoring and evaluation of the services provided in order to drive additional efficiencies. Management reporting would be made available on-line to staff, but an Evaluation Unit would assist in monitoring performance and provide on-going technical assistance and training to regional staff to assist them in improving their performance and uniformity of operations and application in accordance with state CSE policy. The performance management system to be established would require staff and management to meet performance standards and, in the instance of substandard performance, to develop corrective

	action plans in conjunction with CSED Central Office.		
Predecessors / Successors	The predecessors for this option include: • Secure a Project Sponsor and Political Champion • Develop a detailed Implementation Plan • Propose and enact legislation to place the delivery of all child support program services under the authority of the Department of Human Services • Secure funding for the portion of program costs funded by counties under the current service delivery model to the extent necessary The successors for this option include: • Evaluate / monitor the results of the implementation		
Duration / Timing	The estimated duration to implement the State Operated Regional Offices option is 36 months. This includes an 18 month period of foundational activities that should be completed prior to planning and executing the transition. After the foundation activities have been completed, it is estimated that the planning and execution of the transition could take place in 18 months. The initial three to six months would be devoted to planning for the conversion to the State Operated Regional Office structure, and identifying the sequence of the conversion to regional offices. During the remaining 12 to 15 months, the caseloads of existing county offices would be transferred to the regional offices according to the sequence of conversion established during the planning phase. Concurrently with the transfer of caseloads to the regional offices, processes and organizational structure for the regional offices would be developed.		
Transitional Impacts	**Customer**	Some customers will be impacted by having to travel farther for face-to-face contact with a child support worker; however, that impact can be mitigated by the use of toll-free telephone numbers or enhanced self service options.	
	Staff	This model would have significant impact on the county staff currently delivering services as their jobs as county employees would no longer exist. Many of these employees would be recruited and transferred into the regional offices; however, relocation to the site of the regional office would not be an option for all county employees. As a result, an effective human resources component of the Implementation Plan is a critical success factor.	
	System	The creation of regional offices would likely require changes in PRISM as cases are reassigned from individual county workers to regional office case owners. Additionally, as the regional offices develop alternative workflows or organizational structures, changes may be required in PRISM to support those alternatives. In addition, changes in PRISM may be required to support specialized or centralized functions or services.	
Staffing Changes	In order to retain the cumulative experience and knowledge of the existing county staff, it is expected that county staff would be given the opportunity to transfer from county employment to state employment. This change would include resolving the inherent issues associated with possible different levels of salaries, benefits, and retirement programs. In addition, as noted above, there would be staffing changes at the state office to create the structure needed to manage, monitor, and supervise the regional offices and provide legal services to those regional offices.		
Communication Plan Needs	A thorough Change Management Communication Plan would be a critical component of the implementation of this option. As this model is implemented, a Change Management Communication Plan would be needed for counties, customers and stakeholders of the program to inform them of the change, the implementation of the new model, and inform them of the reasons and rationale supporting the new model. The Change Management Communication Plan is		

	critical in regard to counties and state staff since there would be a fundamental change in internal office policy, processes, and procedures as well as staffing reallocations and reductions in order to achieve optimum efficiency and cost effectiveness. An effective Change Management Communication Plan must address: • Staff concerns of both county and state employees • Customer concerns • Other stakeholder concerns		
Barriers to Implementation	The barriers to implementation include: • Resistance to the legislative changes necessary to implement a state operated program • Resistance by county government leadership to the loss of local county child support offices due to the creation of regional units and the resultant loss of county jobs in that locality • Complaints from customers over the potential loss of local access to their caseworkers • Inability to secure funding for the portion of program costs funded by counties under the current service delivery model to the extent necessary • Inability to secure a project sponsor or political champion capable of successfully promoting the legislative changes necessary to support the model • County employees resistance to change and acceptance of CSED control		
Statutory Changes	Statutory changes are needed to clearly enact the fundamental change from a county operated / state supervised program to one which is fully state operated. Statutory changes would also be required to clarify and buttress the authority of CSED to seek and obtain legal services from any qualified entity including the Attorney General, county attorneys or private firms or individuals either under the direct employment of the state or selected through competitive procurement.		
Existing Labor Agreements	The creation of ten state operated regional offices and the elimination of 84 local county offices would impact existing labor agreements currently in place in the county offices. As part of the implementation planning, the labor agreements in the offices which would be transferred into the regional offices would have to be examined to determine whether there are specific provisions of the labor agreements such as severance terms which would need to be considered or addressed during the transition to the regional offices.		
Necessary Infrastructure Changes	Reducing 84 county operations into ten state operated regional offices and service sites would require careful and detailed study of the logistics involved in implementing this state operated service delivery model. CSED central office organization would be impacted as well with this change. The correct central office infrastructure must be in place to support the ten regions early in the transition to state operated services.		
Option Risk	**Project Complexity**	High – The option is complex due to the development and enactment of the legislation necessary to create the regional units. The 18 month transition plan would require close coordination of multiple activities occurring simultaneously.	
	Risk for NCP / CP	Moderate – The transition from 84 county offices to 10 regional offices would impact customers as they would no longer have local, face-to-face contact with their caseworkers. However, as the majority of customer contact occurs via telephone, this risk can be minimized through a comprehensive customer Change Management Communication Plan and the use of toll free telephone numbers for the regional offices. There is a risk of a degradation of services during the transition to the regional office structure.	

	Risk for Partners	Low – The risk for partners and other agencies is low as any loss of local contact with county offices would be counter balanced by reducing the number of county contacts necessary under the current environment. In fact, relationships with some partners may improve through greater uniformity in the delivery of services statewide.
	Risk for Counties	High – The risk for counties is high as this model requires an end to the county role in the delivery of child support services. The risks are primarily associated with the loss of county jobs, the loss of the IV-D funding stream to support the county infrastructure through indirect cost allocation, and a separation of the child support program from other county social services programs at the county level.
	Risk for CSED	High – The state office would need to provide oversight and support for the regional units and develop a performance management system to monitor and measure the performance of the regional units. Additionally, the state office would need to provide mechanisms to monitor the quality of the services delivered at the regional units. The risk of substandard performance by the regional units is a loss of federal incentives and negative political ramifications if the transition is viewed as unsuccessful.
	Overall	High – This option could likely face significant opposition from counties who perceive the model as taking away local jobs and local control of the program. The transition process would be complex and require the coordinated management of many different aspects of the transition simultaneously. The success of the transition and successful operation of the ten regional units is dependent upon the commitment and close cooperation of the counties and the state office to successfully accomplish and implement this option.

Cost / Benefit Summary

Costs	**Staff Resources**	55,360 state office hours; 16,360 county office hours; 49,760 vendor hours
	One-time Costs	Staff resources costs - $11,291,548; transition costs - $9,573,081
	Recurring Costs	$228,880 (with a 3% annual increase)
Benefits	**Annual Benefits**	Estimated annual cost savings - $22,940,125

Assumptions and Notes

Assumptions:

- There is a project sponsor that is empowered and has the decision making authority
- There is a political champion to handle the political issues with the county governmental agencies and the Minnesota Legislators
- The funding is present to perform the implementation according to plan
- PRISM changes would be completed on time for implementation
- Staff changing from county to state employees can be done and union issues are resolved

Table 2: Option Profile – Option 1: State Operated Regional Offices

CBA Summary and ROI

Option ID	1		
Option Name	**State Operated Regional Offices**		
Benefit Factors	Reduction in Current County Office Staff		
	Reduction in Legal Costs		
	Reduction in Genetic Testing Costs		
	Reduction in Overhead Costs		
Overall Benefit Calculation	**Description**		
	Annual Savings due to Reduction in Staff	$	9,703,980
	Annual Savings due to Reduced Legal Costs	$	6,145,460
	Annual Savings due to Reduced Services Costs	$	271,349
	Annual Savings due to Reduced Overhead Costs	$	6,819,337
	YEARLY BENEFITS (REDUCED COSTS)	**$**	**22,940,125**
Cost Factors	Estimated One-Time Resource Costs		
	Estimated One-Time Logistics Costs		
	Estimated Recurring Transportation Costs		
One-time Costs			
	Estimated One-Time Resource Costs	$	11,291,548
	Estimated One-Time Transition Costs	$	9,573,081
	TOTAL ONE-TIME COSTS	**$**	**20,864,629**
Recurring Costs			
	Estimated Recurring Transportation Costs	$	228,800
	TOTAL RECURRING COSTS	**$**	**228,800**

Cost / Benefit Summary

	Year 0 (SFY 2011)	Year 1 (SFY 2012)	Year 2 (SFY 2013)	Year 3 (SFY 2014)	Year 4 (SFY 2015)	Year 5 (SFY 2016)	Year 6 (SFY 2017)	Year 7 (SFY 2018)
Benefits (Reduced Costs)	$ -	$ -	$ 9,203,185	$ 22,940,125	$ 22,940,125	$ 22,940,125	$ 22,940,125	$ 22,940,125
One-Time Costs	$ 6,954,876	$ 6,954,876	$ 6,954,876	$ -	$ -	$ -	$ -	$ -
Recurring Costs	$ -	$ -	$ 235,664	$ 242,734	$ 250,016	$ 257,516	$ 265,242	$ 273,199
NET BENEFIT (COST)	$ (6,954,876)	$ (6,954,876)	$ 2,012,645	$ 22,697,391	$ 22,690,109	$ 22,682,609	$ 22,674,883	$ 22,666,926
Return on One-time Investment				163%	163%	163%	163%	163%

	Year 0 (SFY 2011)	Year 1 (SFY 2012)	Year 2 (SFY 2013)	Year 3 (SFY 2014)	Year 4 (SFY 2015)	Year 5 (SFY 2016)	Year 6 (SFY 2017)	Year 7 (SFY 2018)
Cumulative Benefits (Reduced Costs)	$ -	$ -	$ 9,203,185	$ 32,143,310	$ 55,083,436	$ 78,023,561	$100,963,687	$ 123,903,812
Cumulative Costs	$ 6,954,876	$ 13,909,753	$ 21,100,293	$ 21,343,027	$ 21,593,043	$ 21,850,560	$ 22,115,801	$ 22,389,001
CUMULATIVE NET BENEFIT (COST)	$ (6,954,876)	$ (13,909,753)	$ (11,897,108)	$ 10,800,283	$ 33,490,393	$ 56,173,002	$ 78,847,885	$ 101,514,811
Cumulative Return on Investment	-100%	-100%	-56%	51%	155%	257%	357%	453%

	Year 0 (SFY 2011)	Year 1 (SFY 2012)	Year 2 (SFY 2013)	Year 3 (SFY 2014)	Year 4 (SFY 2015)	Year 5 (SFY 2016)	Year 6 (SFY 2017)	Year 7 (SFY 2018)
Baseline Annual Program Costs	$172,826,003	$179,780,879	$186,735,756	$184,723,111	$167,567,413	$172,594,435	$177,772,269	$ 183,105,437
Annual Net Benefit (Cost)	$ (6,954,876)	$ (6,954,876)	$ 2,012,645	$ 22,697,391	$ -	$ -	$ -	$ -
Overall Program Cost Growth (3% of Prior Year)	$ -	$ -	$ -	$ 5,541,693	$ 5,027,022	$ 5,177,833	$ 5,333,168	$ 5,493,163
ONGOING ANNUAL PROGRAM COSTS	$179,780,879	$186,735,756	$184,723,111	$167,567,413	$172,594,435	$177,772,269	$183,105,437	$ 188,598,600

Assumptions		
1. Benefits will begin to be realized in Year 2 per the following schedule: Year 2 = 40% of staff reduction, legal, and overhead benefits, 50% of services benefit, Year 3 - 7 = 100% of estimated benefits.		
2. One-time implementation costs will be expended 1/3 in Year 0, 1/3 in Year 1, and 1/3 in Year 2 based on a 36 month implementation.		
3. Recurring costs will start in Year 2 and are assumed to increase 3% per year.		
4. Assumes implementation begins in SFY 2011 (Year 0). Program Costs for SFY 2011 are projected at an annual growth of 3% each year from SFY 2008 level of $159,075,417 (from 2008 Annual Performance Report ($122,368,581 in county expenditures, $36,550,243 in state expenditures plus $156,593 in FPLS Fees not initially included in state expenditures.) Based on this formula, Baseline Annual Program Costs in Year 0 = $172,826,003.		
5. Assumes overall program cost growth of 3% annually after Year 3.		
6. Rate per hour for State Office staff	$38.37	Total annual personnel salary and benefits for the State Office is $15,703,518 per meetings with CSED and SFY 2008 salary data. Weighted between the four designations of State employees (management, PRISM, operations, and policy) and using 2080 hours as the annual hours worked, the hourly wage for State Office personnel is $38.37.)
7. Rate per hour for county staff	$28.09	Total annual personnel salary and benefits for the counties is $70,110,551 per the Net County Administrative Costs & Reinvestment Summary report for SFY 2008 and per conversations with Hennepin County financial staff ($4,247,609 of reported Salaries & Direct Benefits are indirect costs associated with personnel. These indirect costs were subtracted from Salaries & Direct Benefits before calculating rate per hour.) This translates to average annual salary and benefits for county child support personnel of $58,421.05. Using 2080 hours as the annual hours worked, the average hourly wage for county child support personnel is $28.09. This rate per hour is different from that used in the BPR Policy Project ($29.79) because Hennepin County's indirect costs reported in their Salaries & Direct Benefits line were not separated out as indirect costs in the BPR Policy Project as they have been here. (This count excludes cooperative agreement personnel, but includes clerical, child support officers, child support aides, administrators, managers, supervisors, etc.)
8. Vendor blended rate	$175.00	
9. Estimates are based on 2080 hours per year.		

Benefit – Staff Savings

	Staff Calculations		Source
A	Leading State Administered States Caseload / FTE Ratio	249.3	This ratio was calculated by taking the average caseload / FTE ratio for the top 12 nationally ranked states operating under a state supervised / state operated model (South Dakota, North Dakota, Montana, Iowa, New Hampshire, Utah, West Virginia, Vermont, Texas, Washington, Georgia, and Alaska.) These 12 states were selected because they are the 12 state supervised / state operated states that currently rank above Minnesota in overall national child support ranking.
B	Minnesota's FFY 2008 Total Caseload	247,950	Data obtained from the draft 2009 Annual Performance Report provided by CSED.
C	Percent of Minnesota's FFY 2008 Caseload that is Never-Assistance	33.4%	Data obtained from the draft 2009 Annual Performance Report provided by CSED.
D	Percent Child Support Cases that are Never-Assistance in Top 12 State Administered States	45.9%	Data obtained from OCSE compilation of state-reported 157 data in their FY 2008 Preliminary Report and the draft 2009 Annual Performance Report provided by CSED.
E	Number of Never-Assistance cases Minnesota would need to add to caseload to reach percent of Never-Assistance cases in Top 12 State Administered States	57,406	This represents the number of Never-Assistance cases added to Minnesota's caseload to "normalize" Minnesota for comparisons to other states. As Never-Assistance cases typically require less investment of caseworker time, it could be argued that Minnesota has a more difficult caseload than other states. To accurately compare Caseload / FTE ratios with other states, Minnesota's caseload was "normalized" to create a hypothetical caseload upon which to calculate a Caseload / FTE ratio that would correspond with the comparison states. These are the Never-Assistance cases that would be added to Minnesota's caseload to create this hypothetical caseload.
F	Normalized Minnesota Caseload (B + E)	305,356	Adjusting Minnesota's caseload by 57,406 Never-Assistance cases raises the percent of Never-Assistance cases in Minnesota's caseload to 45.9%, equal to that of the Top 12 State Administered States. Making this adjustment before applying the Leading State Administered States Caseload / FTE Ratio allows for a more accurate comparison of caseload composition.
G	Number of FTE based on Caseload / FTE Ratio (F / A)	1,225.0	
H	Minnesota's Total SFY 2008 FTEs	1,391.1	Data obtained from the 2008 Annual Performance Report (1,200.1 County Child Support Workers, 191.0 State Office employees).
I	Total FTEs that can be reduced (H - G)	166.1	In this scenario, Deloitte makes the assumption that all of the FTE reductions will occur at the current county staff level, resulting in 1,034.0 county-level FTE and 191.0 State office FTE for a total of 1,225.0 FTE. This represents an 11.9% FTE reduction.
J	Total Staff hours that can be saved by reducing FTEs (I * 2080)	345,496	CSED estimates 2080 hours per year as the total number of hours a caseworker works in a year.
K	Current County Staff rate per hour	$28.09	Total annual personnel salary and benefits for the counties is $70,110,551 per the Net County Administrative Costs & Reinvestment Summary report for SFY 2008 and per conversations with Hennepin County financial staff ($4,247,609 of reported Salaries & Direct Benefits are indirect costs associated with personnel. These indirect costs were subtracted from Salaries & Direct Benefits before calculating rate per hour.) This translates to average annual salary and benefits for county child support personnel of $58,421.05. Using 2080 hours as the annual hours worked, the average hourly wage for county child support personnel is $28.09. This rate per hour is different from that used in the BPR Policy Project ($29.79) because Hennepin County's indirect costs reported in their Salaries & Direct Benefits line were not separated out as indirect costs in the BPR Policy Project as they have been here. (This count excludes cooperative agreement personnel, but includes clerical, child support officers, child support aides, administrators, managers, supervisors, etc.)
L	Current County Staff reduction cost savings (J * K)	$9,703,980	
	Annual Savings Due to Reduction in Staff	$9,703,980	

Benefit – Reduced Legal Costs

	Reduced Legal Costs		Source
A	Total SFY 2008 County Legal Costs	$11,787,717	Data obtained from the Legal Cooperative Agreement line item in the Net County Administrative Costs & Reinvestment Summary for SFY 2008.
B	Number of County Attorney Hours Billed in Counties with Hourly Rates	39,310	Based on Cooperative Agreement Tracking data obtained from CSED, 70 counties recorded both hourly rates for county attorneys and legal expenditures in SFY 2008. Based on the hourly rates provided in the Cooperative Agreement Tracking data and on each county's legal expenditures, 39,310 hours of county attorney time was spent on child support in these 70 counties (Legal Expenditures / Hourly Rate).
C	Caseload of Counties with Hourly County Attorney Rates	127,769	The 70 counties that have hourly rates for county attorneys account for 127,769 of Minnesota's total cases in SFY 2008. Caseload data obtained from the 2008 Annual Performance Report.
D	County Attorney Hours / Case for Counties with Hourly County Attorney Rates (B / C)	0.31	This represents the calculated amount of county attorney time spent per case in counties that have hourly rates for county attorneys.
E	Minnesota's Statewide Total SFY 2008 Caseload	250,351	Data obtained from the 2008 Annual Performance Report.
F	Estimated Statewide Number of County Attorney Hours Spent on Child Support Activities per year (D * E)	77,023	By applying the County Attorney Hours / Case ratio obtained from Deloitte's analysis of the 70 counties with hourly county attorney rates to Minnesota's total caseload, we estimate that 77,023 county attorney hours are spent statewide on child support activities per year.
G	Estimated Number of Attorneys Needed Statewide for Child Support Activities per year (F / (2080 hrs/year * 80%))	46.3	Based on assigning Assistant Attorneys General to child support on a fulltime basis, Deloitte estimates that 46.3 attorneys would be necessary to complete child support activities annually. An FTE is based on 2080 hours per year, allowing for 20% of time for overhead activities such as training, vacation, and sick time.
H	Average Loaded Salary for an Assistant Attorney General	$81,545	Average loaded salary based on State of Minnesota Salary Plan as of January 1, 2009 for job titles Attorney 1, Attorney 2, and Attorney 3, which came to $65,236 per year, plus fringe of 25% as per CSED guidance.
I	Estimated number of Legal Support Staff Needed Statewide for Child Support Activities per year (G / 3)	15.4	Deloitte estimates that there will be 1 Legal Support Staff for every 3 Assistant Attorneys General assigned to child support activities based on prior experience with child support legal proceedings and activities.
J	Average Loaded Salary for Legal Support Staff	$56,607	Average loaded salary based on State of Minnesota Salary Plan as of January 1, 2009 for job titles Legal Analyst, Legal Secretary, and Legal Secretary Senior, which came to $45,285 per year, plus fringe of 25% as per CSED guidance.
K	Estimated number of Attorney Supervisors Needed Statewide for Child Support Activities per year	10.0	Deloitte estimates that there will be 1 Attorney Supervisor for each of the 10 regional offices.
L	Average Loaded Salary for Attorney Supervisors	$99,428	Average loaded salary based on State of Minnesota Salary Plan as of January 1, 2009 for job title Attorney 4, which came to $79,453 per year, plus fringe of 25% as per CSED guidance.
M	Estimated Assistant Attorney General Costs (G * H)	$3,774,571	
N	Estimated Legal Support Staff Costs (I * J)	$873,405	
O	Estimated Attorney Supervisor Costs (K * L)	$994,281	
P	Total Estimated Legal Costs (M + N + O)	$5,642,257	
Q	Reduced Legal Costs (A - P)	$6,145,460	
	Annual Savings from Legal Costs	$6,145,460	

Benefit – Reduced Services Costs

	Reduced Services Costs		Source
A	Total Annual Genetic Testing Costs	$769,949	Data obtained from Paternity Expenditure line item in the Net County Administrative Costs & Reinvestment Summary for SFY 2008.
B	Total Number of Genetic Testing Draws Performed in SFY 2008	16,620	Based on Genetic Test Detail report run through PRISM for SFY 2008, 5,540 genetic tests were completed in SFY 2008. Each genetic test includes 3 draws, child, custodial parent, and non-custodial parent.
C	Average Cost per Genetic Testing Draw (A / B)	$46	
D	Estimated Cost per Genetic Testing Draw Obtained Through Statewide Contract	$30	Based upon recent bids in Pennsylvania and Tennessee after changing to statewide genetic testing contracts.
E	Estimated Annual Genetic Testing Costs Based on Statewide Contract (A * D)	$498,600	
F	Total Annual Reduction in Genetic Testing Costs (A - E)	$271,349	
	Annual Cost Savings due to Reduced Services Costs	$271,349	

Benefit – Reduced Overhead Costs

	Reduced Overhead Costs		Source
A	Total Overhead Costs in SFY 2008	$39,615,318	Data obtained from the Net County Administrative Costs & Reinvestment Summary for SFY 2008 by adding the following line items - Other Expenditures, Materials & Supplies, Capital Outlay, Other Expenses, and Total Indirect Expenditures. All of these non-salary expenditures are considered Overhead Expenditures.
B	Minnesota's Statewide Total SFY 2008 Caseload	250,351	Data obtained from the 2008 Annual Performance Report.
C	Maximum Overhead Costs / Case	$131	Deloitte analyzed each county's overhead costs, caseload size, and overhead cost / case ratio. On average, Minnesota currently spends $215 / case in overhead. Deloitte then analyzed those counties that currently have a caseload of 7,000 cases or greater as a proxy for regional office size. Of these 5 counties (St. Louis, Anoka, Dakota, Ramsey, and Hennepin), the average overhead cost / case ratio is $131 / case. Deloitte estimates that under a regional model, all regions would be able to achieve economies of scale that would allow each regional office to reach $131 / case.
D	Total Overhead Costs After Enforcing Maximum Overhead Costs / Case (B * C)	$32,795,981	
E	Total Savings in Overhead Costs (A - D)	$6,819,337	
	Annual Cost Savings due to a Reduced Overhead Costs	$6,819,337	

Detailed Costs –One-time Resource Costs

Resource Costs - One-Time										Source
Estimated Hours										
	Project Planning & Manage	Change Management Communication Team	Organizational Design & Workforce Transition	Facilities & Infrastructure Team	Technology Team	Process Team	Total Estimated Hours	Rate / Hour	Total Cost	
State Office Staff	12,480	8,640	14,080	2,560	9,920	7,680	55,360	$38.37	$2,124,044	Estimate based on Deloitte experience with similar projects. Assumes 18 months for Foundation activities, 3-6 months for Planning activities, and 12-15 months for Execution activities.
Current County Staff	4,520	5,760	3,200	0	960	1,920	16,360	$28.09	$459,504	Estimate based on Deloitte experience with similar projects. Assumes 18 months for Foundation activities, 3-6 months for Planning activities, and 12-15 months for Execution activities.
Vendor	6,560	6,400	9,600	2,560	14,400	10,240	49,760	$175.00	$8,708,000	Estimate based on Deloitte experience with similar projects. Assumes 18 months for Foundation activities, 3-6 months for Planning activities, and 12-15 months for Execution activities.
							Total One-Time Resource Costs		$11,291,548	

Detailed Costs – One-time Transition Costs

Transition Costs - One-Time					Source
	FTE	Sq Ft / FTE	Unit Cost	Total Cost	
Leasehold Improvements	1,105.7	200	$30	$6,634,218	Leasehold Improvements include walls, flooring, lighting, restrooms, conference rooms, cafeteria, mailroom, document storage area (combined, $20/FTE), building security ($4/FTE), and cabling ($6/FTE). FTE number based on new caseworker FTE assumption and the addition of Assistant Attorneys General, legal support staff, and Attorney supervisor FTEs (1,200.1 current county-level FTEs - 166.1 FTE reduction + 71.7 legal FTEs = 1,105.7 county-level FTEs). In this model, it is assumed that all child support FTEs will be relocated to new office space. This estimate may be adjusted closer to implementation after a thorough real estate study has been conducted. Cost estimates based on Deloitte experience with similar projects.
Furniture and Equipment	1,105.7	-	$2,415	$2,670,273	Furniture and Equipment includes computers ($900 each), telephones ($175 each), office/cubicle furniture ($1,340/FTE). FTE number based on new caseworker FTE assumption and the addition of Assistant Attorneys General, legal support staff, and Attorney supervisor FTEs (1,200.1 current county-level FTEs - 166.1 FTE reduction + 71.7 legal FTEs = 1,105.7 county-level FTEs). In this model, it is assumed that all child support FTEs will be relocated to new office space. This estimate may be adjusted closer to implementation after a thorough real estate study has been conducted. Cost estimates based on Deloitte experience with similar projects.
IT Infrastructure Costs	-	-	268,590	$268,590	IT Infrastructure Costs include network printers (1 printer/30 FTEs @ $1,500 each), fax machines (1 fax machine/50 FTEs @ $500 each), servers ($80/FTE), routers (1 router/office @ $3,630 each), switches (1 switch/office @ $4,672 each), cables ($20/FTE). FTE number based on new caseworker FTE assumption and the addition of Assistant Attorneys General, legal support staff, and Attorney supervisor FTEs (1,200.1 current county-level FTEs - 166.1 FTE reduction + 71.7 legal FTEs = 1,105.7 county-level FTEs). In this model, it is assumed that all child support FTEs will be relocated to new office space. This estimate may be adjusted closer to implementation after a thorough real estate study has been conducted. Number of offices based on 10 regional offices. Cost estimates based on Deloitte experience with similar projects.
Total One-Time Resource Costs				$9,573,081	

Detailed Costs – Total One-time Costs

Total One-Time Costs	
Total One-Time Resource Costs	$11,291,548
Total One-Time Transition Costs	$9,573,081
TOTAL ONE-TIME COSTS	$20,864,629

Detailed Costs – Recurring Costs

Recurring Costs (Starting in Year 2)					
	Trips / Year	Miles / Trip	Mileage	Total Cost	
Transportation Costs	4,160	100	$0.55	$228,800	Trips / Year based upon 8 trips per week from each of the regional offices to attend court hearings or to deliver services locally on a recurring basis. Reimbursed mileage rate from CSED data request.
			TOTAL RECURRING COSTS	$228,800	

Implementation Plan

Implementation Plan Overview

61   Figure 14 presents a summary of the proposed high-level deliverables that would need to be completed for the implementation of the proposed service delivery model. These deliverables are organized by thread and sequenced according to implementation phase. This section also contains detailed narratives about each thread and the associated deliverables, as well as considerations CSED should keep in mind when conducting the more detailed planning that will be required to prepare for each of these deliverables and for the transition to a State Operated Regional Offices service delivery model.
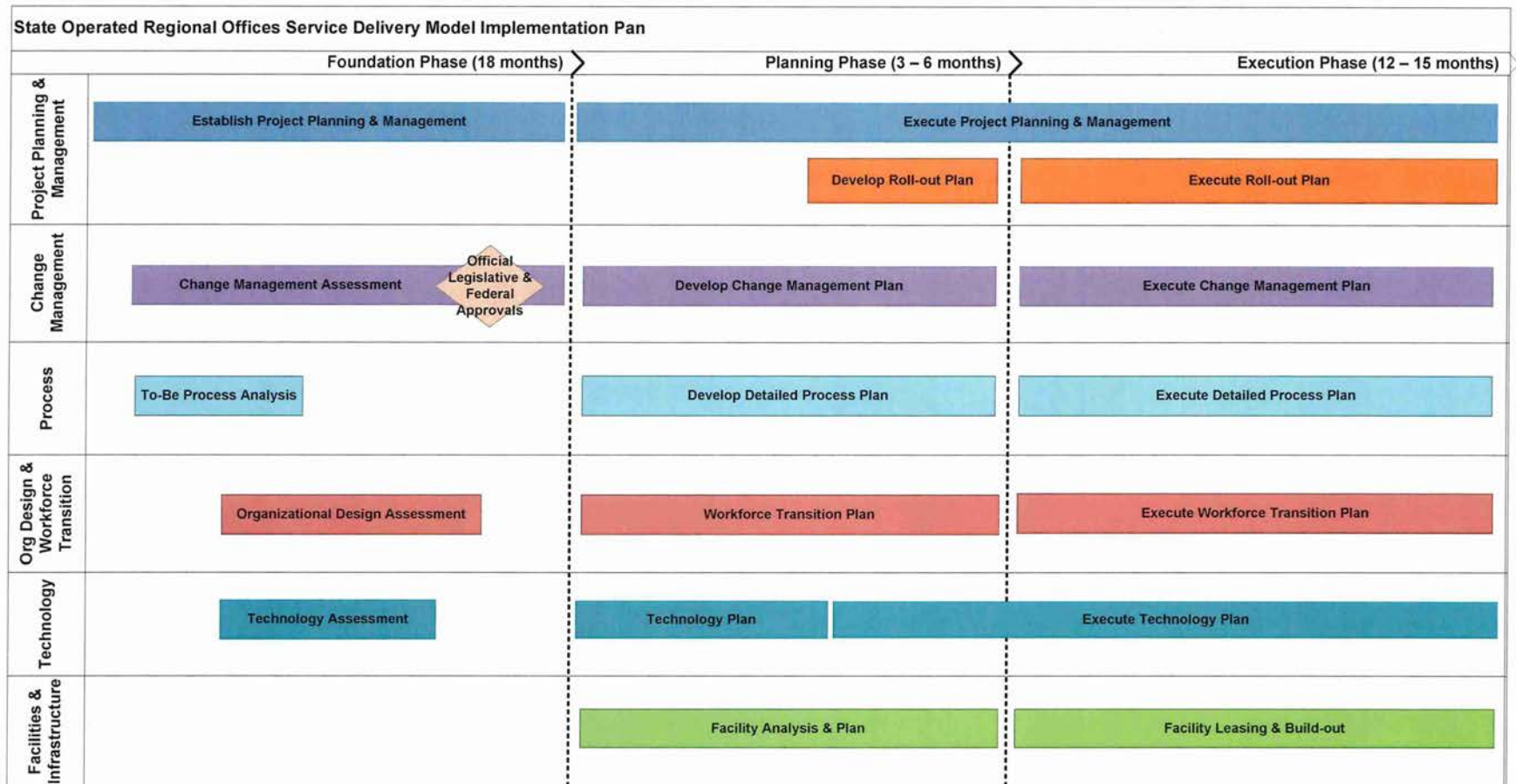
Figure 14: Implementation Deliverables Across Phases and Threads

Project Planning & Management

Project Management Plan (Foundation, Ongoing)

62   The objective of the Project Management Plan (PMP) is to establish a governance structure and framework to implement the new service delivery model option. The transition from a county operated service delivery model to a state operated delivery model is a significant undertaking that will require careful planning, coordination, and follow-through. Project management activities will serve as the mechanism for coordinating all the resources, activities, funding, and communication that will be required to complete this effort. The successful management of this implementation project will require the utilization of tools, development of processes, and the creation of templates to facilitate integration across multiple project threads and will provide a project-wide view of ongoing resource consumption and overall progress toward the vision.

63   The Project Management Plan consists of three key components as shown in Figure 15, including Governance Structure and Charter, Project Plan, and Ongoing Project Management.

Governance Structure & Charter
- **Roles / Responsibilities**
- **Organization Structure**
- **Project Scope**

Project Plan
- **Work Breakdown**
- **Budget, Resource, Schedule**
- **Management, Control, Reporting**
- **Communications**

Ongoing Project Management
- **Project Management Execution**
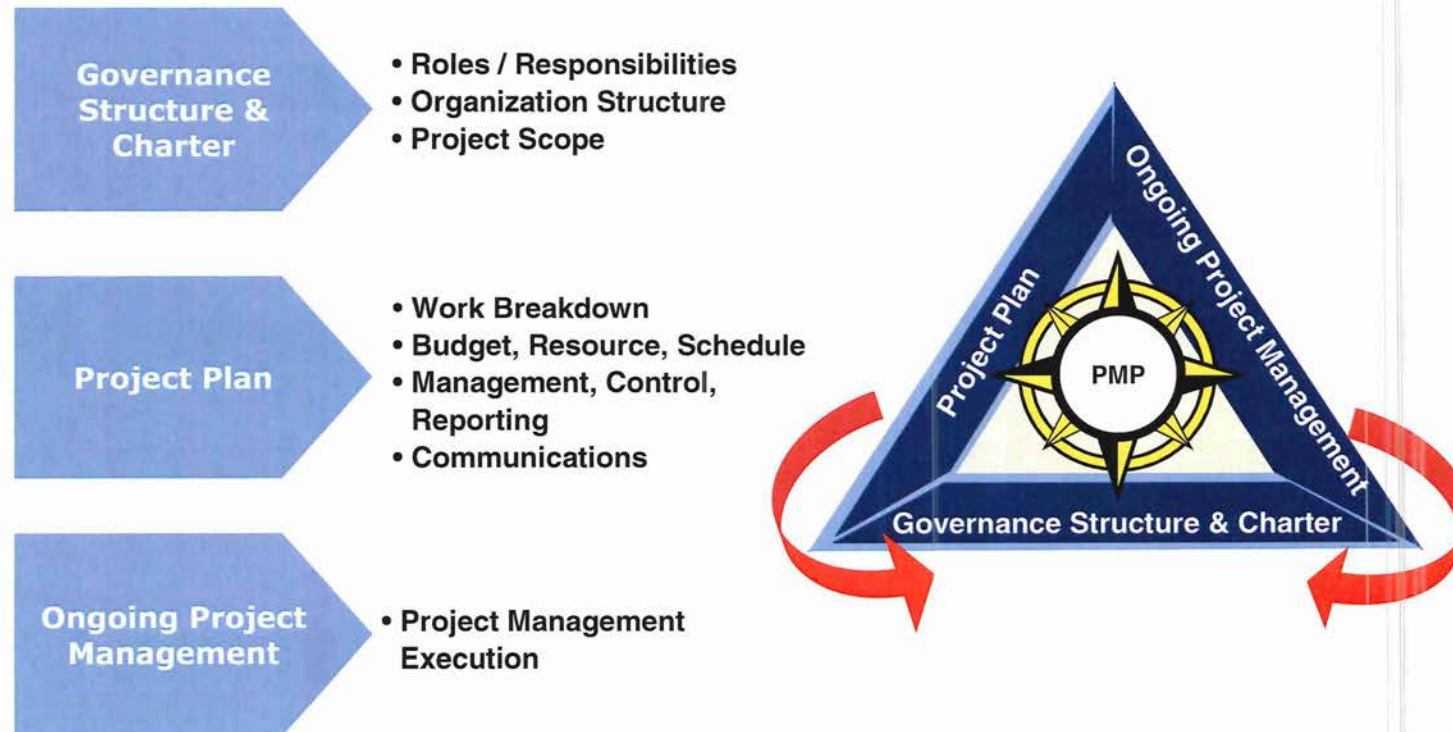
Figure 15: Project Management Plan Components

64   Figure 16 provides an overview of the activities involved in the Project Management Plan. Each phase in the approach is described in the sections below.

Approach	Establish Project Organization Structure	Complete Project Charter	Develop Project Management Processes and Project Plan	Execute Project Management Processes
Activities	• Define Roles / Responsibilities • Identify Project Sponsor • Establish Project Team • Establish Steering Committee	• Define Project Scope • Define Project Approach / Methodology • Document Project Business Case • Establish Project Charter	• Define Work Breakdown Structure (WBS) • Prepare Work Plan • Create Risk and Issue Management Plan • Create Quality Assurance Plan • Create Change Control Plan • Create Communications Plan • Define Team Staffing • Define Procurement Strategy for Vendors	• Execute Project Plan • Provide Formal Status Reports and Communications
Deliverables	Governance Structure & Charter		Project Plan	Project Status Reports and Communications

Figure 16: Project Management Plan Activities

Establish Project Organization Structure

65   Well-defined project organization structure and governance responsibilities are critical to the successful management and implementation of the State Operated Regional Offices service delivery model. The key activities in establishing the project organization structure include:

- Define Roles / Responsibilities

- Identify Project Sponsor

- Establish Project Team

- Establish Steering Committee

66   The role definitions for the Project Sponsor, Steering Committee, and Project Manager must be well defined early in the project, including decision making responsibilities. A list of key responsibilities for these critical roles is outlined in Table 3.

Role	Responsibilities
Project Sponsor	The Project Sponsor responsibilities include the following functions: • Serves as a member of the organization who has functional knowledge and formal authority over the project • Serves as a member of the Steering Committee • Serves as key champion for the project at communication events (external and internal) • Engages in the project throughout its life cycle • Leads budget approval processes • Assumes ownership and accountability for final deliverables in order to realize project benefits • Coordinates efforts across the project and CSED's ongoing project efforts • Facilitates risk reviews, resource allocation decisions, and issue resolutions • Verifies that the project is meeting key stakeholder expectations
Project Manager	The Project Manager responsibilities include the following functions: • Manages the project on a day-to-day basis on behalf of the Project Sponsor and Steering Committee • Plans, executes, and controls project management plans and the work plans • Manages resources, communications, budgets, and schedule • Monitors production of deliverables at the required standard of quality, within the specified constraints of time and cost • Reports on the status or progress, including issues and risks
Steering Committee	The Steering Committee responsibilities include the following functions: • Provides strategic alignment and oversight • Has overall responsibility to provide the vision for the project • Is accountable and responsible for decisions regarding the project and its direction • Sponsors and guides the Project Team • Serves as the champions of the project • Has responsibility for approval of publicity and other communication about the project • Serves as the advisory council and approver of significant changes to plans or budgets • Assists in resolving escalated activities including, but not limited to, resource concerns and budget issues

Table 3: Roles and Responsibilities

Project Sponsor

67   A first step in the project is to identify the DHS / CSED leader that will serve as the official Project Sponsor of the project. The Project Sponsor will play a critical role in defining the project's scope, establishing management processes, and selecting the internal and external resources that will make up the Project Team.

68   This Project Sponsor should be an established leader in the DHS or CSED organization that has the respect of the various stakeholders in the Minnesota child support program, but must be prepared to dedicate a significant amount of time to the planning and execution of this project. As champion of the effort, the Project Sponsor must

The Project Sponsor effectively *owns* the project and is therefore involved early in the project lifecycle and continues active involvement throughout the life of the project.

be involved early on in the project lifecycle so that they are fully committed to the overall vision of the project and the detailed management processes and plans used to execute the project.

Project Team

69   Once the Project Sponsor is identified, the Project Team can begin to be staffed. Typically, this happens gradually over the course of the project as project momentum builds. First, the Project Manager must be identified.

70   The Project Manager may delegate or assign responsibilities to the team lead(s) or project members for specific areas such as risk, quality, communication, or producing deliverables, but the Project Manager is ultimately responsible for all of these project management areas. For a project of this size and complexity, it will be important for CSED to have an experienced, proven Project Manager that has led large efforts in the past. While it is not likely to find someone that has done this exact type of project, it will be critical that the Project Manager has managed projects with significant scope, budget, and resources. For a project of this size, typically the Project Manager will also have a professional certification, such as a certification in Project Management from the Project Management Institute.

71   The Project Manager determines the other resource needs of the project according to the project phase. Initially, the Project Manager may only need minimal resources to support the creation of the Project Charter and the Project Plan. Once the Project Plan and detailed work plan is clearly defined, the specific resources required on the Project Team will be determined. Careful attention should be given to the mix of project staff (CSED staff, county staff, and vendor staff) so that the right expertise is brought onto the project. The manner in which these resources are identified and approved will be determined as part of the roles and responsibilities definition.

Steering Committee

72   The Steering Committee is appointed by the organization to provide overall direction and management of the project. The Steering Committee consists of executive management from the Minnesota child support enforcement program. While the Steering Committee does not manage the project on a daily basis, members of the Steering Committee are often involved when situations arise that impede progress of the project. The group will be kept abreast of project status through a formal reporting process and a regular meeting schedule to be defined in the Project Plan.

Complete Project Charter

73   The purpose of the Project Charter is to document the project's requirements in terms of scope, objectives, approach, and function of ongoing events and interactions. The items in the Charter establish the project and thus drive all activities that will be initiated under the project. The depth and breadth of the Project Charter should be fully articulated and maintained during the life of the project.

74   The Project Charter conveys the purpose and requirements of the project. It is normally prepared prior to the start of the project. In addition, it conveys project management's expectations for the project and the high-level information used to plan, execute, and control the project.

> Effective projects have clear, concise objectives and goals so you know where you're going and what you'll do once you get there.

75   The Project Sponsor is responsible for preparing the Project Charter. The Project Manager may also be heavily involved if he / she is already appointed. If in place, the Steering Committee should also provide significant input so that they are in agreement with the overall vision of the project and its execution.

76   Table 4 defines the typical components of a Project Charter.

Project Charter Component	Description
Executive Summary	Summarizes the key points presented in the Project Charter.
Project Information	Provides high-level identifying information about the project, such as project name, Project Sponsor, and key stakeholders.
Project Background	Provides background information on the organization, including an initial assessment of the project, external assessment of the organization, and initial analysis of the issues facing the organization that are related to the project.
Project Mission	Defines the organization's goals, objectives, and expectations for this project.
Project Constraints, Assumptions, Risk Strategy Statement, and Critical Success Factors	Includes the following: • Project Constraints - any barriers that must be overcome to complete the project, including any time, cost, resource, or legal requirements • Project Assumptions - any known and unknown factors that may affect the planning, executing, and controlling processes of the project • Risk Strategy Statement - scope of risk management, primary risk concerns and associated effects, organization's sensitivity to risk, and basic approach toward risk management • Critical Success Factors - any intermediate parameters that must be met to achieve project success or any elements that must be present to meet the project goals and objectives
Project Scope Statements	Provides a summary-level scope of time, costs, products, services, resources, and quality to deliver at the end of the project.
Project Business Case	Summarizes the business case or the reasons for the project, including the management issues and financial effects of the project. Also a cost and benefit summary of the project, including tangible benefits, intangible benefits, and expected costs.
Project Approach	Includes the following: • Project Methodology - brief description of the project phases, modules, and tasks including a brief description about how planning, executing, and controlling processes are conducted over the course of the project • Project Interdependencies - description of other projects and initiatives that may require interfacing or coordination and identification of key integration tasks or deliverables linked to the corresponding projects and initiatives • Project Organization - a high-level diagram or brief description of the organization as well as teams and their associated responsibilities • Project Milestone Chart - a diagram or brief description of the major milestone for the project

Table 4: Components of a Project Charter

Develop Project Management Processes and Project Plan

77   According to the Project Management Body of Knowledge, a Project Plan is "...a formal, approved document used to guide both *project execution* and *project control*. The primary uses of the project plan are to document planning assumptions and decisions, facilitate communication among *stakeholders*, and document approved scope, cost, and schedule *baselines*. A project plan may be summarized or detailed." The Project Plan is a detailed document which describes the project to the level of detail required to execute. The Project Plan expands upon the content in the

Project Charter. The Project Plan is actually a comprehensive suite of plans and strategies that will define how the project will be successfully executed. The components of an effective Project Plan are shown in Table 5.

Project Plan Component	Description
Project Description	Provides key project objectives, an explanation of the work to be performed, and key activities that will be performed.
Project Scope Statement	Provides project details such as the project name, charter, and stakeholders. It also details the project deliverables and describes the project's major objectives.
Work Breakdown Structure (WBS)	Defines and organizes a project's various activities or tasks in a way that helps define the total work scope of the project. The WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control.
Project Schedule or Work Plan	Calendars the tasks to be done and links them with the resources that will do them. Before a project schedule can be created, the Project Manager must have a work breakdown structure (WBS), an effort estimate for each task, and a resource list with availability for each resource.
Risk Management Plan	Contains an analysis of likely risks with both high and low impact, as well as mitigation strategies to help the project avoid being derailed should common problems arise. The Risk Management Plan also details processes and procedures for identifying and managing new risks.
Issue Management Plan	Details processes and procedures for identifying and managing issues as they arise on the project.
Quality Assurance Plan	Includes the activities that will be undertaken to help ensure that project activities and outcomes are done in a manner that is satisfactory to the Project Sponsor, Steering Committee, and customers.
Change Control Plan	Consists of formal processes that can be utilized in an effort to make sure that changes to the project are done in a thoughtful way that gives consideration to cost, timing, and impact on customers.
Project Progress Communication Plan	Includes a description of how the Project Team members will communicate with each other during the project. It explains the types of messages to be communicated, the target audience, and the channels to be used.
Project Organization Structure and Staffing	Includes a detailed Project Team organizational chart, a description of how the project will be staffed, a staff and responsibilities and assignment table, a role and responsibility table, and a skills matrix table.
Procurement Strategy for Vendors	Describes the process by which products or services are purchased from outside the existing employee base (which would work on the project) in order to complete the task or project.

Table 5: Components of a Project Plan

78   The Project Plan is meant to be a living document which may be updated or modified throughout the life of the project. Plan activities are conducted throughout every phase of the project to identify and reaffirm the processes, practices, procedures, resources, schedules, and deliverables that are needed or expected for successful accomplishment of the business goals and objectives.

Project Description and Project Scope Statement

79   The content of the Project Description and the Project Scope Statement sections would be taken directly from the approved Project Charter.

Work Breakdown Structure (WBS)

80   The Work Breakdown Structure (WBS) represents the work required in the scope statement as a graphical representation. In large, complex projects, the WBS helps the reader to view the deliverables of the project by providing a hierarchical decomposition of the work to be executed on the project. The WBS divides the project work into smaller, more manageable pieces of work. Each descending level of the WBS represents an increasingly detailed definition of the project work.

81   The lowest level of work contained in the WBS is the work package, which can be scheduled, cost estimated, monitored, and controlled. An example of a work package on an application development project might be "unit-tested code" or "training materials." A generic WBS is provided in Figure 17.
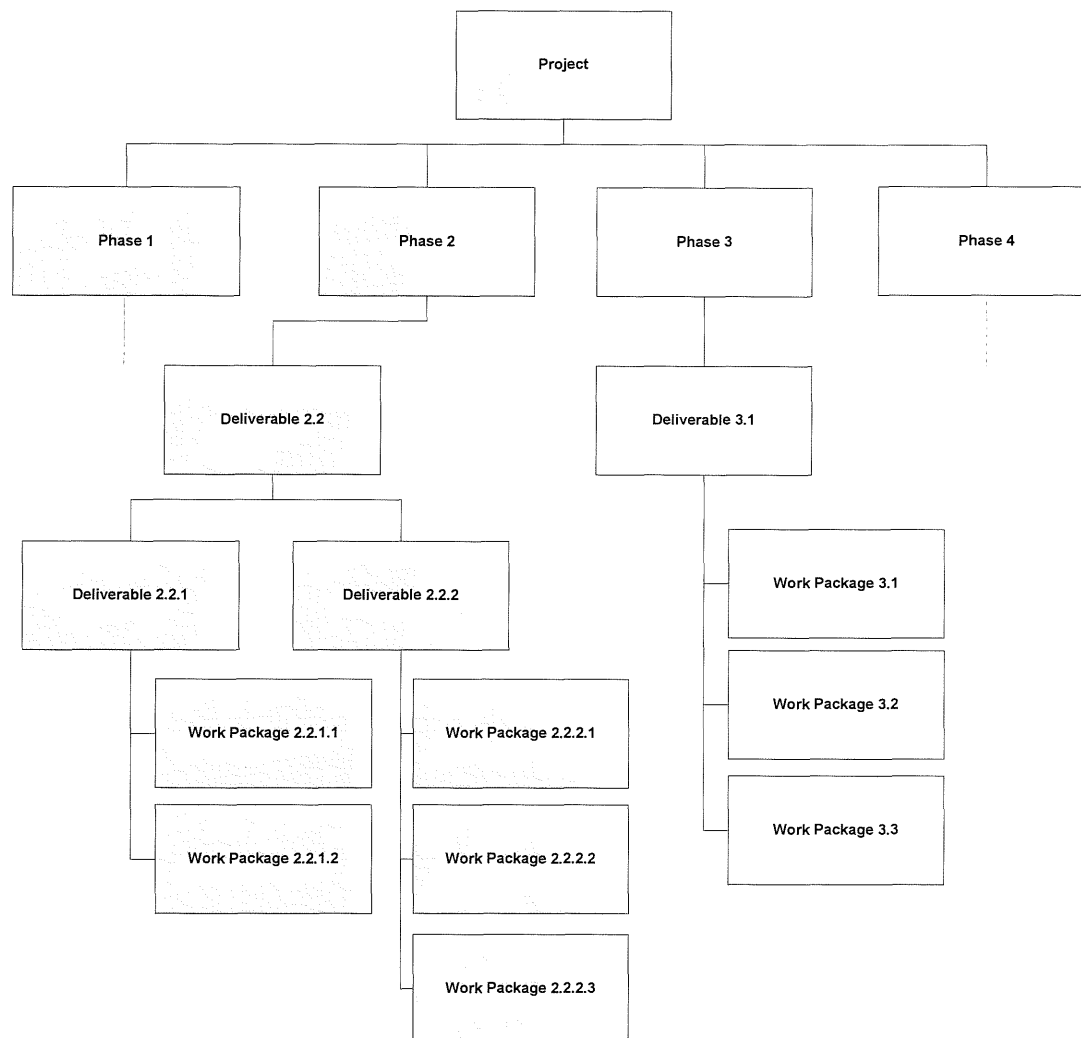
Figure 17: Example Work Breakdown Structure (WBS)

Project Schedule or Work Plan

82   The project schedule is a detailed work plan typically developed in Microsoft Project, including tasks, task durations, task dependencies, resources, and resource time allocation. The work plan needs to provide a baseline for all milestone dates on the projects. The Project Manager should report project status against these baseline dates.

83   Before the detailed project schedule can be created, the Project Manager should have a WBS, an effort estimate for each task, and a resource list with availability for each resource. The end result is a calendar detailing what will be done when and by whom. For this deliverable, we have included a high-level project schedule that includes the key tasks that will need to be performed to implement the new service delivery model. Prior to beginning the project, this high-level schedule will need to be augmented with lower level details, including loading the schedule with the staff that will be performing each discreet activity.

84   At the highest level, the project schedule can be shown as a Gantt chart as in Figure 18.

	WBS	Task Name
1	1	⊟ Foundation
2	1.1	⊟ Project Planning & Management
3	1.1.1	⊟ Create Project Management Plan
4	1.1.1.1	⊟ Establish Project Organization Structure
5	1.1.1.1.1	Define Roles and Responsibilities
6	1.1.1.1.2	Identify Project Sponsor
7	1.1.1.1.3	Staff Initial Project Team Needs
8	1.1.1.1.4	Establish Steering Committee
9	1.1.1.2	Develop Project Charter
10	1.1.1.3	Develop Project Plan

Figure 18: Sample Project Gantt Chart

Risk Management Plan

85   The Risk Management Plan is an ongoing effort of identification, assessment (likelihood, impact), response planning (including developing contingency plans), and monitoring. Risks will be proactively managed to avoid project delays and negative impacts on the implementation project. The following set of key assumptions and definitions guide a Risk Management process:

- A risk has a cause and if it eventually occurs, a consequence. As such, a risk is an anticipated event or action that has a chance of occurring, which may result in a negative impact on the project.

- The probability of success of the project can be significantly increased through a formal, proactive, and iterative risk management approach. It is important that risks are quickly identified and appropriate steps are taken to address them.

- Risks and issues are different. The key difference is that an issue is something that has occurred, in contrast to a risk which may occur. Therefore, risks will be considered, while issues will be addressed.

86 Risks and issues are also managed differently. Risks are managed by developing mechanisms to mitigate and / or avoid the risk. If the risk cannot be avoided or mitigated, such factors will be taken into consideration and / or contingency plans will be developed. On the other hand, issues are managed by defining specific actions, due dates for resolution, and resources assigned to resolve the issue.

87 A sample risk management approach is summarized in Figure 19 below.

Phase:

| Risk Identification | Risk Assessment | Risk Response Planning | Risk Monitoring |

Key Activities:

- Identify risks to the project
- New risks will be identified as project progresses
- Capture risk in statement of "If <something happens> then <describe impact>"
- Add risk to Risk Tracking Matrix

- Evaluate the overall chance that the risk will occur (probability of risk occurring)
- Evaluate impact of the risk if it does occur (risk impact)
- Assign a Risk Rating based on the risk probability and risk impact

- Identify strategies for preventing the risk
- Assign Risk Owners responsible for developing risk mitigation and contingency plans

- Monitor the actual risks and the execution of risk reduction plans
- Track status of existing risks in the Risk Tracking Matrix
- Refine the risk mitigation and contingency plans as required
- Close risks when appropriate

Figure 19: Sample Risk Management Approach

88 A detailed set of risk tracking and monitoring procedures and tools should be prepared and included in the Risk Management Plan. In addition, known risks should be detailed in the section including mitigation and contingency plans. Risks will be proactively managed throughout the project according to the Risk Management Plan to avoid project delays and negative impact on the project.

Issue Management Plan

89 An issue is defined as any question, request, or difficulty that cannot be easily resolved within the project team environment in a timely manner, and therefore must be escalated within the project structure via a formal resolution process. Issues should be actively managed whenever they

surface to avoid project delays and negative effects on project scope. As such, it is important to have well-defined procedures for handling issues and to provide a formal means for escalating issues to the appropriate level or area within the project management structure. Key components of the process include a centralized location to log issues and action items, visibility to Project Team members of outstanding issues and actions items, and active communication.

90   A detailed set of issue tracking and monitoring procedures and tools should be prepared and included in the Issue Management Plan.

Quality Assurance Plan

91   The successful implementation of a project is dependent on a quality assurance process to establish and communicate standards for best practices and quality criteria, oversee the deliverable review and submission activities, and establish mechanisms for process implementation, continuous improvement, and incorporation of lessons learned.

92   A detailed Quality Assurance Plan provides the structure for the Project Team to work in that it helps quality be at the forefront of all activities. Figure 20 provides a graphical representation of a sample quality assurance approach.

Figure 20: Sample Quality Assurance Approach

93   The **Plan step** identifies each of the quality assurance activities on the project. In the **Execute step**, quality assurance actions will be performed by Project Team members within each deliverable, process, or service. The results from quality assurance activities performed during the project are analyzed in the **Control step**, where the results are used to proactively and efficiently control the quality of subsequent deliverables, processes, or services. The activities, roles and responsibilities, and outcomes of the quality assurance process are conveyed to team members within the **Communicate step**. Finally, the **Close step** acts to record and store the results from the quality assurance procedures on the project and share lessons learned.

94   The quality assurance activities are not limited to just developing quality deliverables; they include internal reviews of deliverables, processes, and services to maintain quality on the project. The Project Manager will have responsibility to monitor the quality assurance activities, related timelines, and performance, in conjunction with other project management responsibilities.   Detailed quality assurance procedures and tools will be prepared and included in the Quality Assurance Plan.

Change Control Plan

95   The Change Control Plan provides a defined process to control changes to the established project scope, schedule, cost, quality, and approved project deliverables. The Change Control process manages any additions, deletions, or modifications to the scope of the project or the contents of the Project Plan. The type of change to the project affects the scope documents. The investigation of a proposed change evaluates its effect on budget dollars, schedule, and resources. Not all aspects of a project can be determined in advance. Change from internal or external sources to

the scope and project plan need to be accommodated throughout the life of the project. All requests for changes must be evaluated and approved (or denied) in order to recognize and control scope creep.

96   A key component of a Change Control Plan on a project of this size is the change request form. The contents of a typical change request form is provided in Table 6.

Change Request Form Contents	Description
Project Information	Identification information about the project including Project Name, Project Sponsor, Project Manager, Change Requestor, and Date of Submission
Change Request Summary	A description of the requested change and a business justification for the change
Nature of Change Request	An initial assessment of the change (The Project Manager will validate / update this section based on the impact assessment.)
Description of Recommendation	The recommended next steps and alternatives to implement the change
Primary Impact of Implementing Change	Impact of the change on the project
Effort Required to Make Requested Change	Impact assessment by time, resources, and costs (This section may be drafted by the submitter, but is primarily for the Project Manager to document the results of the impact assessment.)
Approval	Indication of whether the request was approved or rejected and the date of the decision
Signatures	Signature of the Project Manager, Project Sponsor, and Steering Committee (if applicable)

Table 6: Change Request Form Contents

97   Detailed change control procedures and tools will be prepared and included in the Change Control Plan.

Project Progress Communication Plan

98   The successful implementation of a project is dependent on how well management and staff that are supporting this change effort are equipped to have meaningful, timely communication. Communication is a key component to help ensure that management, staff, and stakeholders have access to necessary information. A more thorough discussion of the stakeholder communication process and associated deliverables will take place in the Change Management section of the Implementation Plan. The communications discussed here relate to the way the Project Team communicates with itself throughout the transition.

99   Much of the project communication needs will be met via formal status reporting which provides information to the project stakeholders in a consistent manner. This reporting method is geared toward keeping parties informed which in turn supports efforts to keep the project progressing in accord with the project work plan. Sharing of project-related information with project staff also helps confirm that everyone is on the same course and understands the direction and progress of the project.

100   The exact status reporting processes and procedures will be defined in the Project Progress Communication Plan. But, a status reporting process similar to those used on the Policy BPR and ASDM projects is recommended (see Figure 21).

Project Sponsor

Provide Executive Direction and Review of Project Activities

Coordinate Reporting, Control, Review, and Quality of Process

Facilitate Timely Resolution of Issues

Approve Contractor Deliverables and Project Changes

Monitor
Approve
Question

Weekly Status Reports
Project Status Meetings with CSED Management

Project Manager

Presents to CSED:

    Written Project Status of Accomplishments and Issues

    Updated Assessment of Service Delivery Model Project Plan and Schedule

    Status of Plan and Key Tasks

    Recommended Corrective Actions for Project Issues

    Recommended Corrective Actions for Negative Schedule / Plan Variances

Redirection
Control

Reports
Status

Project Team Leads

Assign, Supervise Work, Evaluate Team Output

Report on Status and Progress

Identify / Communicate Potential Problems

Reallocate Resources when Appropriate

Assignments
Workload Balancing
Direction and Control Review

Individual Status Reports

Team Support Staff

Perform Assigned Tasks on Schedule

Identify / Resolve Issues and Escalate to Lead, as Appropriate

Estimate Task Progress

Figure 21: Sample Project Status Reporting Process

101 Weekly meetings should be held at which the project status report is used as the agenda. The weekly meetings provide the project staff an update on the project work plan, in particular the status of tasks, and report any issues / risks that have been uncovered along with any appropriate corrective actions.

102 Frequent and timely reporting begins at the team level with individual team members. These team members should report progress on tasks and issues to the Team Leads. The Team Leads in turn report status, progress, and issues to the Project Manager, who presents the accomplishments, tasks from the project work plan, and issues to the Project Sponsor. Resolutions of issues and problems can then be communicated back to the Team Leads, who will assign work, refocus efforts, and reallocate resources, as appropriate.

103 This status reporting process facilitates the approval of project deliverables, the timely resolution of issues, and the coordination for control and review of the project. The project could use a project status report template that is similar to the one that is being successfully used on other similar projects including CSED's ASDM and Policy BPR projects (see Figure 22).

PROJECT STATUS REPORT		
Date: September 18, 2009		
Key Accomplishments/Milestones		
Activities Performed in Current Reporting Period • Planned project start up • Conducted Project Kickoff Meeting • Updated Project Plan deliverable Activities Planned for Upcoming Reporting Period • Submit meeting notes from Project Kickoff Meeting • Schedule work session		
Deliverables		
Deliverable Name	Submission Date	Due Date
Updated Project Plan	9/18/09	9/18/09
Issues / Risks		
Issues / Risk	Assigned to	Results
Short description of high priority risk / issue.	Project Manager	Description of the final outcome for the risk / issue.
Action Items		
Action Item Description	Assigned to	Outcome
Short description of action item.	Project Manager	Description of the final outcome for the action item.

Figure 22: Sample Project Status Reporting Template

Project Organization Structure and Staffing

104 The Project Organization Structure and Staffing section of the Project Plan provides a detailed description of what specific resources or types of resources will be used to execute the project work plan. A detailed description of how the project will be staffed (CSED functional areas, external vendors, etc.) should be included. An included project organization chart will be more detailed at this point than it was in the Project Charter as many of the specific team members will be known by this time. In addition, specific responsibilities of each team member / role and required skills will be detailed.

105 A sample template for detailing the staff responsibilities is provided in Table 7.

	Deliverable #1	Deliverable #2	Deliverable #3	Deliverable #4	List other deliverables or phases of work
John Smith	A	P	A	P	
Jane Hall	R	I, R	I, R	I, R	
Tim Jones	P	A	P	A	
List other team members by name					

Note: Responsibility Assignment Matrix – P=Participant, A=Accountable, I=Input Required, R=Review Required.

Table 7: Sample Staff Responsibilities Assignment Matrix Template

106   Table 8 provides a sample template that may be used for outlining roles and responsibilities of staff during the execution of this project.

Role	Responsibilities
Project Sponsor	• Serves as a member of the organization who has functional knowledge and formal authority over the project • Serves as a member of the Steering Committee • Serves as key champion for the project at communication events (external and internal) • Engages in the project throughout its life cycle • Leads budget approval processes • Assumes ownership and accountability for final deliverables in order to realize project benefits • Coordinates efforts across the project and CSED's ongoing project efforts • Facilitates risk reviews, resource allocation decisions, and issue resolutions • Verifies that the project is meeting key stakeholder expectations
Project Manager	• Manages the project on a day-to-day basis on behalf of the Project Sponsor and Steering Committee • Plans, executes, and controls project management plans and the work plans • Manages resources, communications, budgets, and schedule • Monitors production of deliverables at the required standard of quality, within the specified constraints of time and cost • Reports on the status or progress, including issues and risks
Team Lead	• Executes Project Plan for his sub-team • Manages the sub-team staff on a day-to-day basis • Reports status to the Project Manager • Identifies and raises issues and risks to the Project Management
List other roles	• *List responsibilities of each role*

Table 8: Sample Roles and Responsibilities Table Template

107 Table 9 is a template that can be used to describe the key skills required for each of the roles / positions for this project. The template contains possible roles and key skills for the implementation of the State Operated Regional Offices service delivery model.

Role / Position	Knowledge of MN CSE Program's Goals and Vision	Experience Managing Complex Work Efforts	Human Resource Experience	Stakeholder Management & Communications Experience	Knowledge of PRISM and Other Systems	Experience Leading Technology Enhancements	Project Management Certification
Project Sponsor	√			√			
Project Manager	√	√		√	√		√
Change Management Lead	√	√	√	√			
Process Lead	√	√	√		√	√	
Organizational Design & Workforce Development Lead	√	√	√		√		
Technology Lead	√	√			√	√	
Facilities & Infrastructure Lead	√	√			√		
Steering Committee Member	√			√			

Table 9: Skills Matrix Template

Establish Procurement Strategy for Vendors

108 The project procurement strategy defines how products or services are purchased from outside the existing employee base (which would work on the project) in order to complete the task or project. Implementation of a new service delivery model will require CSED to procure a number of services and supplies from vendors. Whether procurement is associated with augmenting the CSED Project Team, the acquisition of office furniture in new spaces, or another procured good or service, a procurement strategy will need to be created and then executed.

109 For each service or item to be purchased, CSED will need to do the following:

- Define Procurement Need – Describe the item intended for purchase.

- Identify Procurement Lead – Identify the person responsible for leading the effort on the procurement and following all applicable state requirements.

- Select Procurement Method – Consult with Minnesota's Purchasing and Procurement department to determine the procurement method. Possible procurement methods include:

  - Request for Proposal (RFP) – Release an RFP requesting prospective bidders to submit offers to provide the service or products.
  - State term contract – Purchase eligible services or products from vendors that are on the State of Minnesota term contract. This means that vendors have been pre-approved to deliver specific services or products to the state without going through a RFP process.
  - Interagency purchase of services – Reimburse another Minnesota agency or department for providing a given service.
  - Extension of existing contracts – Attempt to extend / amend any existing contracts currently in place with vendors that could provide the services or products.

- Clarify Delivery Date – Make sure that there is a clear understanding of when the products or services need to be delivered.

Execute Project Management Processes

110   Once the Project Team is in place and the governance structure and project management processes have been well defined, the Project Manager is charged with executing the Project Plan. Ongoing (daily, weekly, monthly, quarterly, and annual) monitoring of the project should be conducted according to the processes and procedures defined in the Project Plan and according to the timeline and resource allocation defined in the work plan. Adherence to the defined status reporting meeting schedule and reporting methods will be critical to educate stakeholders on the progress made on the project as well as to alert key decision makers of risks and issues which must be addressed.

Roll-out Plan (Planning)

111   The Roll-out Plan deliverable will occur toward the end of the Planning phase. At that time, the various threads of the project will be nearing completion of their respective plans for execution, including the Change Management Plan, Detailed Process Plan, Workforce Transition Plan, Training Plan, Technology and System Implementation Plan, and Facilities Plan. The goal of the Roll-out Plan is to coordinate the necessary activities from each of these threads into one cohesive schedule to achieve the successful execution of each activity and timely transition to the new service delivery model.

112 Activities that CSED should consider including in the incremental Roll-out Plan are included in Table 10.

Activity	Considerations
Selecting regional office sites	• Finding available office sites that suit the needs of the program in a timely manner will be key in enabling the Facilities & Infrastructure execution activities. • Should CSED decide to establish satellite offices to support the regional offices, determining where these offices should be located and finding sites for these offices will need to be figured into the Facilities & Infrastructure activities.
Conducting lease negotiations and signing leases	• Negotiating and signing leases for each new office site will have to be completed at each site prior to the start of construction.
Conducting build-out of office space	• Office build-out, including construction, engineering, and electrical work, will need to be scheduled dependent upon the needs of each facility. • This build-out could require as little as a few weeks time or as much as several months and will vary by facility.
Procuring office furniture and office IT equipment	• The purchase and delivery of office furniture and IT equipment will need to be scheduled after the build-out has been completed, but allowing for ample installation time. • Economies of scale may be gained through purchasing these items in bulk, but storage will have to be considered for facilities that are scheduled later in the Roll-out Plan.
Installing and testing IT equipment	• Public sector procurement timelines for necessary hardware and software can be lengthy and will need to be considered. • Thorough testing of IT equipment will need to be conducted prior to an office becoming operational. Issues identified during testing may require additional time to resolve.
Implementing system changes	• Timeline for system changes can be extensive and will need to be factored into the schedule.
On-boarding staff as state employees	• The timeframe and process for transitioning current county employees to state employees will need to be determined and accounted for in the schedule.
Training new child support employees	• New employees who were not previously county child support workers will need to receive child support-specific training.
Training all employees in new business processes	• Training for all employees in the new business processes will need to be scheduled prior to business commencing under the new model.

Table 10: Roll-out Considerations

113 Each activity within the Implementation Plan should be evaluated to determine whether or not it should be included in the Roll-out Plan. Once the necessary activities for the Roll-out Plan have been identified, CSED will need to determine an approach to take in scheduling these activities and prepare materials that will be needed during the execution of the Roll-out Plan.

Determine Roll-out Approach

114   Implementing the new service delivery model will entail transitioning, among other things, the people, processes, and technology of the Minnesota child support program from the existing 84 county offices to the agreed upon number of regional offices. The child support program could choose to take a "Big Bang" approach to the transition, moving all 84 offices at one time, or an incremental, phased approach. We would propose an incremental, phased approach to the transition.

115   By phasing in the transition incrementally, the child support program as a whole is likely to better achieve its goal of continuity of service to customers throughout the transition, as not all offices would be affected at the same time. The incremental approach would also require fewer project staff members over a longer period of time. As a result, CSED would spend less time and resources on-boarding these resources initially and these resources would gain experience and efficiency with each incremental phase.

116   It is important for CSED to weigh the pros and cons of the two approaches and select the option which it believes best suits the needs of the program. Some of these pros and cons are enumerated in Table 11.

Big Bang Approach		Phased Approach	
Pros	Cons	Pros	Cons
Quicker integration of all county offices into the new model	Implementation errors are program-wide	Implementation errors are localized and learning can be leveraged	Slower timeline for complete integration to new model and realization of benefits
"Get it all done at once"	Employees can be confused about new processes	Processes are rolled out in a logical order to limit the amount of change	Different parts of the organization are in different stages of the implementation
Limited temporary interfaces (IT, workflow)	Compressed workload to complete interfaces all at once	Offices are transitioned in a methodical order to minimize the level of immediate change	Temporary interfaces (IT, workflow) may be required
	High complexity changes are made all at the same time	When possible, the higher value and lower complexity changes are completed first	Timing of phasing and activities within each phase may become complicated

Table 11: Pros and Cons of Roll-out Approaches

117   Should CSED choose a phased approach to the implementation, it could choose to structure the phases in a variety of ways. For example, it could transition one region at a time, bringing all of the existing county offices within a single region into the State Operated Regional Offices system before moving to the next region. Alternatively, CSED could choose to transition a certain number of offices at one time regardless of whether the existing offices are located within a single region, or it could choose another phased option which it feels best suits its needs.

118   If a phased approach is selected for transitioning to the new regional offices, several activities will have to be repeated in each phase of transition and included in the Roll-out Plan regardless of the particular phasing plan selected. For example, site selection and lease negotiations will have to

occur at each new regional office in enough time for any necessary build-out to take place prior to employees reporting to that office for work. However, these sites should not be secured so far in advance that CSED is paying for office space that it is not utilizing.

119   During the Planning phase of the Implementation Plan, the Project Team should consider these alternatives and select a method for the transition. Figure 23 provides an illustrative view of a few of the options CSED could consider.
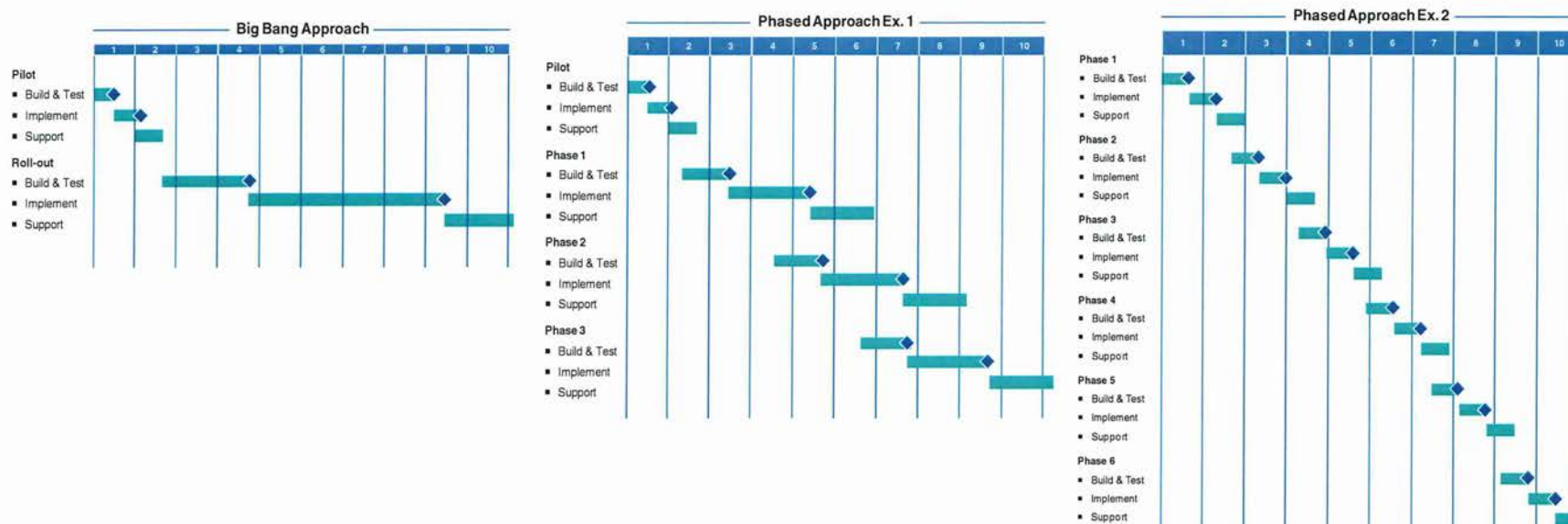
Figure 23: Sample Implementation Approaches

Consider Pilot Phase

120   CSED may also choose to incorporate an initial pilot phase into the Roll-out Plan. This could entail transitioning one regional office, a small set of county offices, or perhaps one large county initially to get an accurate sense of the timeline for transitioning to the new service delivery model. One of the benefits of conducting this small-scale pilot initially is that it will allow CSED to identify issues in timing and execution which can then be addressed in subsequent phases. The following are among the key activities which may be affected by such timing and execution issues:

- Conducting requisite facility build-outs

- Procuring and installing new office furniture and equipment

- Conducting technology tests and conversions

- Relocating existing personnel

- Hiring new personnel

- Training new personnel

- Training all personnel on new policies and procedures

Create On-site Roll-out Plan Handbook

121   Regardless of the method selected for implementing the transition to the new service delivery model, the execution of the Roll-out Plan will require focused and committed project management coordination from the overall Project Team as well as from site-based teams. It is suggested that during the planning process the Project Team create an implementation handbook for use at each site. This handbook should contain the new to-be processes, policies, and procedures established and formalized during the Process thread's Foundation and Planning activities to ensure consistent institution and application of these processes, policies, and procedures in each new office. This will mitigate deviation from the new, standardized way of delivering services. This handbook should also contain elements such as a site readiness checklist, a day-by-day schedule of specific activities, cost and benefit realization tracking procedures, and procedures for logging and reporting issues that may impact the implementation schedule as they arise. An issues log such as that depicted in Figure 24, should be incorporated into the handbook. Entries in the log should then be incorporated into broader project management issue reporting.

Issues Log

TRACK #	STATUS	ISSUE DESCRIPTION	SUBMITTER	DATE OPENED	PRIORITY	OWNER	ACTION REQUIRED / TAKEN	DATE DUE	DATE CLOSED	OPEN or CLOSED?
1	2 - Active	Lease negotiations fell through on primary site location in Region 4.	PFMU Project Manager	12/1/2011	3 - High	PFMU Project Manager	Revert back to short list of locations for Region 4 and pursue lease negotiations for other sites.	2/18/2012		Open - Past Due
2	4 - Closed	Redistribution of caseload not coding correctly in PRISM during testing.	Technology Vendor	3/22/2012	3 - High	Technology Team Lead	Modification to code required. additional testing required. Schedules have been modified to incorporate additional time required.	4/27/2012	4/27/2012	Closed
3	2 - Active	Region 7 office furniture deliveries delayed due to back order of several items.	Region 7 On-Site Manager	6/15/2012	2 - Normal	Facilities & Infractructure Team Lead	Reschedule office furniture installation timeframe for Region 7 in Roll-out Plan to accommodate back order date.	7/15/2012		Open

Figure 24: Sample Issues Log

122   If a pilot phase is conducted, the implementation handbook should be updated with lessons learned at its completion. If CSED chooses to proceed without a pilot phase, the implementation handbook should be revised with lessons learned after the first phase of implementation and throughout the phases of the Roll-out Plan.

Execute Roll-out Plan (Execution)

123   Executing the Roll-out Plan will require the site-based managers to constantly monitor activities against the Roll-out Plan schedule. Staying on schedule in each phase will be important for maintaining the overall implementation schedule, as the commencement of each phase is dependent upon the completion of the previous phase. Site-based managers should have regular status meetings with the overall Project Team to update them on the progress of each activity and to identify and discuss any issues that may arise. Issues should be logged and escalated to the Project Team promptly for resolution.

Change Management

124   The Change Management thread of the Implementation Plan is a critical component of the transition to a new service delivery model. The activities completed in this thread will establish the foundation of support and acceptance among the stakeholders that will be impacted by the change. While the Change Management thread includes its own specific set of activities, Change Management will not occur in a vacuum. Rather, it is supported by other elements of the Implementation Plan, such as executing an Organizational Design Plan and developing a Workforce Transition Plan. The Change Management process is dynamic in that it must be able to respond and adapt to new developments as the project progresses. This section will discuss the primary activities associated with the Change Management process, but will also rely on the work done in other threads of the project such as Project Planning & Management.

125   During the Foundation phase of the Implementation Plan, several critical Change Management activities will occur. These include identifying and assessing key stakeholder groups and setting the stage for continued stakeholder engagement, aligning program and stakeholder leadership with the goals and priorities of the transition, and developing a strategy to manage the necessary legislative changes. During the Planning phase, a Change Management Plan will be developed, components of which include creating a brand for the implementation project, developing the Change Management Communication Plan, and then communicating with each of the identified stakeholder groups. These communications will begin during the Planning phase, but it will be vitally important for the Change Management Plan to be continually executed throughout the Planning and Execution phases until the new service delivery model has been fully implemented. Communicating openly and frequently with the program's stakeholder groups about the changes to the program will be a key element in the successful transition to the State Operated Regional Offices service delivery model. By maintaining communication with stakeholders, soliciting their feedback, and showing that this feedback is being incorporated into the vision and goals of program, CSED can build support and acceptance for the new service delivery model.

Change Management Activities (Foundation)

Identify, Assess, and Engage Key Stakeholder Groups

126   Stakeholder identification and assessment will be a critical component in designing an integrated Change Management and readiness strategy and planning for ongoing stakeholder involvement strategies, communication events, and training activities. These strategies will address the issues identified to build buy-in, commitment, and ultimately the capacity for the child support program to change to the new service delivery model. Stakeholders are individuals or groups that have an interest in the child support program and who could be affected or impacted by the change in the service delivery model. Stakeholders also typically are able to influence the success or failure of the implementation. In the most basic sense, stakeholders can be classified as either internal stakeholders or external stakeholders. Examples of internal stakeholders would include county child support office staff or county attorneys. Examples of external stakeholders include the recipients of child support services, including custodial and noncustodial parents, or employers who remit income withholding payments.

127   The purpose of the stakeholder identification and assessment activities is to:

- Assess the current level of support of each stakeholder, the potential risks, barriers and enablers perceived by each stakeholder, and the amount of change readiness that each stakeholder will require

- Understand what level of participation will be required from the stakeholders during the implementation of the new service delivery model

- Identify ways to mitigate project risks associated with lack of buy-in among stakeholders

- Address stakeholder concerns about the change effort and provide required information to them to help build consensus in implementing the new service delivery model

- Support Change Management communication planning by identifying each stakeholder's preferred medium for and frequency of receiving communications

128   There are three major activities that should be addressed to foster positive stakeholder involvement in the implementation process. These activities are:

- **Stakeholder Identification**: The Change Management Team should work with the child support program leadership to identify the appropriate people and groups associated with the program that will need to be actively engaged at various points throughout the project and to receive communications about the transition efforts. Individuals, groups, or departments that have a stake in the current or future service delivery model should be identified, as well as those who are recipients of child support services. Stakeholder groups both within and outside of the organization should be identified.

- **Stakeholder Assessment:** The purpose of the stakeholder assessment is to understand the stakeholder's relationship to the child support program, assess the stakeholder's level of involvement, identify any concerns or issues the stakeholder may have regarding the change in service delivery model, and determine the stakeholder's desired level of commitment. A matrix should be completed with input from CSED and county personnel to understand critical factors that will have impact on each identified stakeholder group during the project. This will help build perspective around the level of communication required for each stakeholder group, and plan engagement efforts needed to achieve the level of stakeholder support necessary for success. This information may be gathered through a series of interviews, focus groups, or a survey to identified stakeholders. Figure 25 is an example of a matrix format that may be used during the assessment.

Stakeholder Group	Level of Influence	Level of Support	Preferred Medium of Communication	Key Message	Current Program Interaction	Future Planned Program Interaction	Concerns / Issues	Notes
(Define each Stakeholder Group to be engaged throughout the implementation.)	*(Does the Stakeholder Group have a high, medium, or low level of influence over change?)*	*(Does the Stakeholder Group indicate a high, medium, or low level of support of the transition?)*	*(Email, presentation, newsletter, town hall meeting, web site, etc.)*	*(Determine the key message to be communicated to the Stakeholder Group.)*	*(What is the Stakeholder Group's current role in or connection to the child support program?)*	*(What is the intended role of the Stakeholder Group under the new service delivery model?)*	*(Identify any existing concerns or issues the Stakeholder Group may have regarding the transition.)*	*(Include any additional data of relevance on the Stakeholder Group.)*

Figure 25: Sample Stakeholder Assessment Matrix

- **Stakeholder Engagement**: Project Leadership should actively engage the identified stakeholder groups throughout the lifecycle of the project and facilitate ongoing activities such as communication, feedback, and any required training. Much of this engagement will come through the Change Management Communication Plan. Requisite training elements will be discussed in the Organizational Design & Workforce Transition section of this deliverable. After detailed stakeholder information is gathered as described in the stakeholder

assessment activities, stakeholders can be aligned in a stakeholder engagement matrix such as that portrayed in Figure 26. Their position within the matrix will vary based on the level of influence over the project as well as the degree to which they will be impacted by the transition. Aligning stakeholders based on these criteria will provide guidance as the Change Management Team creates the Change Management Communication Plan.

HIGH

Level of Influence

Address Concerns

- Conduct one-on-one meetings
- Town hall discussions
- Provide demos

Enlist Help, Support and Lead

- Involve extensively
- Enroll change champions
- Establish regular check points

Keep Informed

- Conduct regular one way communications
- Provide demos
- Educate target audiences

Enlist As Needed

- Send targeted messages
- Solicit feedback
- Educate target audiences

LOW   **Level of Support**   **HIGH**

Figure 26: Stakeholder Engagement Matrix

129   The stakeholder identification and assessment will be accomplished during the Foundation phase of the Implementation Plan. Stakeholder engagement will begin upon completion of the identification and assessment, and should continue throughout the lifecycle of the project.

Align Leadership

130   At every phase of the implementation process, program and stakeholder leadership involvement and vision is critical. Leaders need to be actively engaged in the change process, including understanding the impacts to their respective organizations, and communicating the project vision and drivers for change. Alignment of project leaders is one of the first steps of effectively driving change, and focuses on aiding the program and stakeholder leadership's understanding and commitment to the child support program direction, change imperative, project strategy and structure, and their roles and responsibilities. The result of leadership alignment will be a shared set of goals and priorities for the Implementation Plan, thereby preparing them to meet the objectives of the change initiative. The objectives of the leadership alignment process are:

- Assess the current state of support and level of change readiness of the organizational leaders

- Develop self and group awareness among program and stakeholder leaders to collaborate as a high-performing team

- Establish a common vision of the future that is shared by all members of the leadership team

- Instill creative thinking to find new solutions as a team

131   Figure 27 offers insight into critical success factors, tips, and traps to be considered throughout the leadership alignment process.

Critical Success Factors

- Leaders understand and support the vision of the project or change imperative
- Alignment of leaders' activities to the successful implementation of the service delivery model
- Leaders must model certain behaviors in the organization in a way which promotes the aims and objectives of the project
- Effective and timely decision making
- Clarity about the respective roles of the leadership team with regard to the change initiative

Tips	Traps
• Define outcomes clearly up front and continuously assess these throughout the engagement • Visible leadership actions reinforce leadership's support of the project and are just as important as written and verbal communications • Get time on leadership calendars early. Use every opportunity you have to do leadership alignment • Hold leaders accountable to their action plans and monitor	• Leaders announce support and "disappear" or do not behave in a congruent manner • Leaders' actions and words are not aligned thereby leaving doubt in the minds of employees and the change effort is undermined • Leadership distracted by conflicting / higher priorities • Change not considered a business imperative • Reluctance to invest the necessary time, resources, and support to the project • Differing perceptions of change amongst leadership thereby undermining the project

Figure 27: Lessons for Successful Leadership Alignment

132   The following are key components of the leadership alignment process that should be pursued in order to meet the task objectives:

- **Leadership Identification:** The Project Team, Project Sponsor, and the Steering Committee will identify the appropriate leaders within the child support program to actively engage throughout the lifecycle of the Implementation Plan to visibly lead the change efforts.

- **Leadership Information Gathering**: Once the leaders are identified, leaders should be interviewed to gather information about their understanding and perspective of the transition to the new service delivery model. This information will help the Project Team gauge the level of support and understanding of the transition across the organization. Leaders should be given the opportunity to provide insights to the Project Team and to influence how implementation could be conducted.

- **Visioning**: A single vision of the newly transitioned Minnesota child support program needs to be articulated and validated with the leadership. The Project Charter that will be developed at project initiation by the Project Sponsor and Project Manager should be consulted to provide the background, business rationale, and scope of the project. This defined vision will form the basis for the communications and work products for the project. Workshops could be conducted with the leadership in order to ground the vision, articulate the process, and energize the constituents to action.

133   The leadership alignment process should begin during the Foundation phase with the periodic engagement of leadership continuing throughout the remainder of the Planning and Execution phases.

Develop Strategy to Manage Legislative and Federal Change

134   To achieve a successful implementation of the service delivery model change, there are activities on the implementation's critical path that must be completed. One of these activities is for CSED to obtain the legal authority to administer the child support program under a state operated model. The current statutory framework and organizational model for the child support program are predicated upon the delivery of child support services through a combination of CSED, the county human service boards, and, under the current service delivery model, the county attorneys under a cooperative agreement with the county human service boards. The current statutory framework will need to be changed to enable and support the proposed service delivery model. An early foundational activity will be to identify the current statutes which address the delivery of child support services which will require amendment or repeal to enable and support the change to a state operated service delivery model.

Identify Statutes Requiring Change to Support New Structure

135   CSED and its legal counsel should undertake a comprehensive review of the current statutory framework governing the delivery of child support services to identify the necessary legislative changes to enable and support the service delivery model change. As needed, CSED should seek the assistance of the Minnesota Attorney General's office and other appropriate resources to conduct the research necessary to identify all the statutes that may need revision or repeal. Table 12 presents a summary of the current Minnesota statutes which should be addressed as part of this comprehensive review. This is not intended to present a complete list of all the current statutes that may need revision or repeal but as a summary of the key components of the current statutory framework that will need to be addressed as part of the change to the new model.

Statutory Citation	Summary
§256.01 Commissioner of Human Services; Powers, Duties	Grants authority to the commissioner of human services to administer various human services programs, including the child support program.
§256.979 Child Support Incentives	Provides for the payment of bonus incentives to county child support agencies for defined child support services or activities and the distribution of federal incentives to the county child support agencies.
§256.9791 Medical Support Bonus Incentives	Provides for the payment of incentives to county child support agencies for medical support activities.
§388.051 Duties	Assigns duties to the county attorney, including representation of the county in cases where the county is a party to a legal action.
§393.07 Powers and Duties	Grants powers and assigns duties to the local social services agencies to administer social services programs, including child support, and bring contempt actions to compel payment of child support.
§393.11 County Attorney; Expenses	Provides authority to the local social services agency or commissioner of human services to contract for legal services to support the child support program.
§402.02 Local Boards; Composition; Powers; Funding	Grants powers and assigns duties to county human services boards in the delivery of human services programs.
§ 518A.26 Definition of Public Authority	Defines the "public authority" responsible for providing child support enforcement as the local unit of government acting on behalf of the state, or as the Department of Human Services, Child Support Enforcement Division.
§518A.47 Provision of Legal Services by the Public Authority	Defines the legal relationship created by the provision of legal services in the administration of the child support program.
§ 518A.54 Definition of Local Child Support Agency	Defines the "local child support agency" as the entity at the county level that is responsible for providing child support enforcement services.

Table 12: Summary of Current Statutes Governing the Delivery of Child Support Services

Develop Budget Design for New Structure and Transitional Budget Plan

136   Designing a new budgetary structure focuses on the budgetary and financial impacts of the transition to the new service delivery model. As Minnesota moves towards a centralized service delivery model, it needs to identify and address a range of budgetary and financial issues, some of which should be considered for inclusion in legislation authorizing the new service delivery model as well as in the state budget. These issues and the budgetary approach to addressing them should be identified and included in the legislative change strategy. Because the program is funded using federal, state, and county dollars, the transition to a new service delivery model will have complicated financial implications that affect each funding stream, the state budget, and all county budgets. These issues will need to be addressed for both the transition phase and for the on-going operation of the new organization. The SFY 2008 breakdown of program funding sources is outlined in Table 13.

Funding Source	Total Funding	Percent of Total Program Funding
Federal Funding – FFP	$104,886,423	66%
Federal Funding – Incentives	$11,766,108	7%
State Funding	$23,602,338	15%
County Funding	$18,820,547	12%
Total	**$159,075,416**	**100%**

Table 13: Child Support Funding Sources SFY 2008[4]

137   Under the new service delivery model, counties will no longer be responsible for the delivery of child support services. In terms of budget, however, funding currently provided by counties should be analyzed to determine the overall budgetary impact. This analysis will need to reflect the projected enhanced efficiency of the program delivery effort. At a high level, several options are available and will likely be determined as part of the legislative changes needed to implement the new service delivery model. They include:

- The state continues its funding level, eliminates direct county funding of the program, and adjusts Local Government Aid to reflect reduced county costs associated with the program.

- The state pays all state and county funds associated with the program and identifies additional revenue sources to cover its increased cost.

- The state and counties develop a chargeback mechanism through which counties continue to pay for associated costs of child support delivery.

138   In the case of Minnesota's child support system, the complexity of funding sources makes the use of chargebacks more difficult, but elements of the concept should still be analyzed and considered for implementation. Without some amount of chargeback to counties, the state budget for CSED activities will need to increase to cover the costs of the new organization.

139   CSED should complete a detailed budgetary analysis during the Change Management activities related to developing a strategy to manage legislative change and identify impacts on both state and county budgets. The analysis should review both direct and indirect budgeted expenditures for all aspects of the program. In addition, it should include consideration of the impacts on costs within each program organization. For example, it is essential to understand each county's direct expenditures, indirect expenditures charged to the program, and costs (both current and under the future operating model, if applicable) associated with the child support program.

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[4] State Funding line includes guideline grant funding and legislative appropriation to replace missing FFP.

140   In addition, the incentive structure currently used by CSED should be reviewed as a part of the budget review during this phase. Currently, all of the incentives received from the federal government are passed through to the counties. These funds, in addition to the incentive funds provided directly by the state, will need to be evaluated for appropriate changes as a result of the new structure. Furthermore, CSED should consider opportunities for creating incentives to encourage high performance by the newly created regional offices. As the incentive structure is mandated by statute, changing this structure will require changes to the associated legislation.

141   Finally, CSED should consider both interim and long term approaches to the child support budget. For example, changes to reimbursement for indirect expenditures could have a significant impact on county budgets and may warrant the use of a phased implementation approach. In addition, CSED will need to consider any overlap in staffing that occurs during the transition to the new organization. If counties need to maintain their child support staff for some duration after their regional office has begun operation, it will be important to recognize the transitional costs that they are incurring.

Draft New Legislation

142   To implement the new service delivery model, it is necessary to enact a statutory framework which clearly defines the authority and responsibility of the Department of Human Services to administer and operate the child support enforcement program in accord with the requirements of Title IV-D and all applicable federal regulations. CSED will need to assess whether the statutory changes should be presented as a broad grant of authority to administer the program or whether specific authorization language for identified activities should be enacted into statute.

143   An instructive exercise would be to consider the statutory framework in place in other states where the child support program is administered and operated by a statewide agency. North Dakota is the most recent state to make the transition from a county operated model to a state operated model. North Dakota opted for a broad approach in defining the authority and responsibility of the state agency. The Department of Human Services is designated as the state agency with the duty of administering the IV-D program within the state in accord with federal law and regulations.

144   NDCC §14-09-09.10 (4) provides that *"Child support agency" means the department of human services in execution of its duties pursuant to the state plan submitted under chapter 50-09 in conformance with title IV-D of the Social Security Act [Pub. L. 93-647; 88 Stat. 2351; 42 U.S.C. 651 et seq.].*

> **Carefully drafting new legislation to enable and support the transition to a new service delivery model will be a critical activity during the Foundation phase.**

145   NDCC §50-09-02 (16) further provides that department of human services shall *(a)ct as the official agency of the state in the administration of the child support enforcement program and medical support enforcement program in conformity with title IV-D. In administering the child support enforcement and medical support enforcement programs, the state agency may contract with any public or private agency or person to discharge the state agency's duties and must maintain an office in each of the eight planning regions of the state.*

146   This broad approach to granting the statewide agency authority to operate the child support program has the advantage of granting a high degree of flexibility to the statewide agency in administering the program and reduces the need for future statutory revisions as the federal requirements for the program change over time.

147   Of particular interest to Minnesota in this transition is the method North Dakota chose to address the provision of legal services to support the child support program. As provided in NDCC §50-09-02(16) quoted above, the department is granted broad authority to contract with any public or

private entity to discharge the agency's duties. Addressing the provision of legal services to support the program, North Dakota defined the role of the attorneys who provide legal services and designated these attorneys as special assistant attorneys general. See NDCC §§14-09-09.27 and 50-09-39.

148   These provisions are presented as examples for Minnesota to consider as it moves forward with crafting the necessary legislation to enable and support the transition to a new service delivery model. CSED will have to consider its approach to the new statutory framework by weighing the relative merits of a broad or a narrow approach to defining the duties, responsibilities, and authority of CSED under the new service delivery model.

149   Once the new legislation is drafted, it is recommended that CSED obtain Departmental and Executive branch approval before contacting potential sponsors of the legislation. Obtaining these approvals and seeking strategic advice from each entity will help reduce the risk of the legislation failing during the session. CSED will then need to work closely with the legislative sponsor and supporters to seek successful passage of the legislation.

Identify Legislative Sponsor(s)

150   As the transition to the service delivery model will represent a fundamental change in the relationship between the state and the counties and will involve a transfer of the partial funding of the program from the counties to the state, it is vital that appropriate legislative sponsors be identified and educated to become champions of the necessary legislation. Legislative sponsors who fully understand the mission and vision of the Minnesota child support program and support the goals of the new service delivery model should be identified. Once potential sponsors are identified, CSED will need to engage the sponsors by providing information to not only describe the proposed changes but identify the potential benefits of the new model.

Gain Support of Legislative Changes

151   Finding and obtaining a sponsor for the bill is not enough to increase the chances of success towards a new service delivery model. CSED will need to identify other supporters and cultivate those relationships with these potential supporters immediately following the decision to initiate a state operated program. Other supporters may include:

- **Members of the House**, particularly members or leadership of the committees which will consider the bills containing the implementing legislation

- **Members of the Senate**, particularly members or leadership of the committees which will consider the bills containing the implementing legislation

- **Judicial Branch**, particularly local judges who may be affected by the transition to address and alleviate any concerns they may have about impacts of the transition upon the functioning of the judiciary

- **Special interest groups** such as custodial or noncustodial advocacy groups, community organizations which interact with the IV-D program to educate them about the implementation process and the benefits of the new service delivery model

- **Custodial Parents** to inform them about the transition and address any concerns that may arise

- **Non-Custodial Parents** to inform them about the transition and address any concerns that may arise

- **County Commissioners** to inform them about the implementation process and address any concerns they may have about impacts upon their budgets and employees associated with the transition

- **County Attorneys** to inform them about the implementation process and educate them about the impact of the transition upon their offices

152   The process of obtaining support for the new service delivery model will require a diligent effort to cultivate relationships at all levels possible. The process will be time consuming and will require personnel with well developed communication skills that can educate the various audiences about the benefits of the new service delivery model. Regular, quality communication with supporters will be critical in building support for the project, and as such, careful attention should be paid to the messaging and communications directed at this particular group of stakeholders in the Change Management Communication Plan.

Obtain OCSE Approval for Changes to State Plan

153   The Federal Office of Child Support Enforcement (OCSE) is the federal agency that is responsible for overseeing all state child support programs. Among its functions, OCSE monitors state performance, ensures the reliability of child support data, and oversees the distribution of federal incentive dollars based on how well a state ranks compared to the collective performances of all other states. Federal regulations also require OCSE approval of a state plan which demonstrates compliance with federal requirements as a prerequisite to obtaining federal financial participation for the program. The lack of an approved state plan would place Minnesota at risk for federal financial sanctions in other federally funded programs such as the TANF program. Therefore, similar to the legislative task above, obtaining approval from OCSE to make the changes in the operation of the Minnesota child support program is another activity on the critical path that must be completed.

> CSED should notify OCSE of its intent to modify its state plan early in the implementation process.

154   CSED will need to review their current child support program state plan and identify those areas in the plan that will be affected by the change in the service delivery models. The state plan review of administrative and operational changes must reflect the required compliance with the federal regulations that govern the IV-D program. Federal regulations, specifically 45 CFR §302.13(a), address the requirement for updating the state plan when there is a material change, such as the transition to a state operated model. These requirements should be carefully reviewed and a strategy for updating the state plan which identifies responsible parties and establishes deadlines for completion of necessary tasks should be developed and implemented.

155   It is recommended that CSED inform OCSE of the intent to change service delivery models prior to implementing the change. This may enable CSED to leverage federal assistance and guidance in implementing the change as OCSE is typically willing and able to provide technical and other assistance in such endeavors. OCSE may provide advice in drafting the revision to the state plan that will expedite the approval process by OCSE upon official submission of the revised state plan. By contacting OCSE early in the project, CSED will be able to ascertain more accurately the timeframe involved in obtaining OCSE approval and build a more accurate implementation plan.

156   CSED will then have to draft the necessary changes to the state plan. Drafting changes to the state plan and validating program compliance reduces the overall risk to the plan for changing service delivery models. CSED should deploy staff familiar with this process to leverage prior experience in developing and updating the state plan. As with the legislative drafting process, careful attention in choosing appropriate language

for the state plan is important. This language in the state plan is used by OCSE as a reference to validate program compliance in the federal audit process.

157   Obtaining state plan approval from OCSE will signify the successful completion of this task. The approval signifies that the Minnesota child support program's new service delivery model meets the applicable federal requirements. Furthermore, OCSE approval of the state plan validates to external stakeholders that the chosen service delivery model is in compliance with federal regulations and does not present any federal risk to the child support program.

Obtain OCSE Approval for Technology Changes and Cost

158   As CSED reviews the changes necessary in system technology to accommodate the change to the state operated model, CSED will have to update their system Advance Planning Document through an update (APDU). Technology updates and cost estimates will need to be reviewed by OCSE in order to provide funding for these changes.

159   As with the state plan, CSED will have to obtain OCSE approval for the APDU. OCSE approval signifies that CSED can move forward with the necessary system changes knowing the federal government will pay the Federal Financial Participation (FFP) share of the costs.

Develop Change Management Plan (Planning)

160   The major activities associated with creating a Change Management Plan include:

- **Branding**: The Change Management Team will create and market an internal brand for the project. This brand should contain a logo, theme, and guidelines for use and will accompany all official communications and documentation to uniquely identify the project and its work products.

- **Change Management Communication Plan**: Separate from the Project Progress Communication Plan used by the Project Team to communicate internally, the Change Management Team will develop and coordinate messages to the target stakeholders and stakeholder groups through a Change Management Communication Plan. The communication types and vehicles will be scheduled and disseminated in a cohesive fashion to achieve the desired effects on the population.

- **Communications**: Creating the actual communications for dissemination to both internal and external stakeholders.

Branding

161   Developing a brand appearance and format for communications will help present a cohesive and organized front to communications recipients. Presenting communications in an officially branded format will also help recipients recognize official communications regarding the project. CSED has developed project communication materials in the past that could be re-used or updated for future communications. Figure 28 is a snapshot of previous project communications in the ASDM Project that could be re-used or updated.

Assessment of Service Delivery Model Project Update

This is the first of a series of regular updates that CSED will be sharing with county directors, IV-D program managers and supervisors. High level project accomplishments and upcoming milestones will be shared so you can keep abreast of the project's progress. The update will track progress on data requests that have been made to the counties for the study analysis. Along the way interesting observations and bits of information deriving from the study will also be shared. And there will be the occasional word from Wayland Campbell, CSED Director. Please feel free to share the update with staff and other interested parties.

Any suggestions or feedback are welcome and can be directed to Jill.C.Roberts@state.mn.us

Words from Wayland

The majority of the county work group sessions are behind us. The response was overwhelming. Some sessions even had to turn away would-be registrants to manage to room size and free flow of discussion. I want to thank all the participants for their time and contributions to the discussions. I attended several sessions myself and was impressed with the tenor of the discussions. I also want to thank all the county directors who allowed staff to participate and some who even participated themselves. The next county contribution will be providing data for the analysis part of the study. Every county in the state has generously designated a staff person as a data contact. The study will only be as good as the information provided to the contractor. Your commitment and efforts have already gone a long way towards making this a valuable study and I know I can count on your continued participation.

ASSESSMENT OF SERVICE DELIVERY MODEL (ASDM) PROJECT STATUS REPORT
Key Accomplishments/Milestones for CURRENT Reporting Period
• Project Plan and Work Plan have been approved
• Benchmark states have been identified and all have agreed to participate:
o Colorado – May 5th
o Florida – Date Pending
o North Dakota – May 19th
o Texas – May 28th
o Wisconsin – May 26th
• 19 work sessions have been conducted
• 29 counties participated in at least one of the work sessions
• CSED representatives participated in all of the work sessions
• A representative from the Courts was also present at relevant work sessions
Notes were prepared and distributed to the participants of each session for their review and comment
Key Accomplishments/Milestones for NEXT Reporting Period
• Work session with advocacy groups
• Overview session with key stakeholders
• Overview session with Steering Committee
• Visit and conduct analysis of benchmark states
• Data requests to CSED and counties

Heard or Observed in the Work Group Sessions

❖ Inconsistent practices exist among counties across many of the child support service delivery processes, such as case initiation, locate, order establishment, etc.

❖ Many counties report utilizing telecommuting agreements for their CSOs.

❖ Minnesota has a culture of case ownership among workers and counties.

Benchmark State Survey

The five states which have agreed to participate in the benchmark study were sent a survey with over 180 questions on a broad range of topics. The following are just two of the survey questions.

136. Do you allow emailing between caseworkers and customers? ☐ Yes ☐ No

    If yes, how do you ensure confidentiality?

157. Do you have any restrictions on use of the internet for child support business purposes other than following federal data security requirements? ☐ Yes ☐ No

    If yes, please describe:

Data Requests

Percent of Counties Who Completed Data Requests
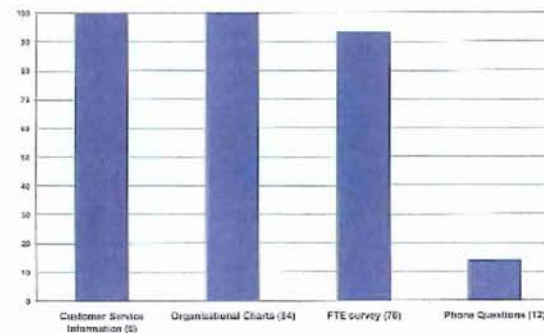
Most of the previous data requests have been returned. There are a few remaining FTE surveys with some errors, that we are working to correct. The current request for phone data is due to Jill Roberts by Wednesday, May 6th. The next data request will be sent out on Monday, May 4th.

Figure 28: Sample Project Communication

Change Management Communication Plan

162   Communication is the most visible element of the Change Management Plan. Beyond branding, developing a formal Change Management Communication Plan will help ensure that the targeted audiences receive appropriate messages and updates. The Change Management Communication Plan should be designed to provide a framework for driving clear, consistent communications to stakeholders. A well-designed Change Management Communication Plan will include detailed tactics, target audiences, timing, frequency of communications, and the person(s) responsible for developing, approving, and delivering the communications. It is also important to provide a feedback mechanism to gather thoughts and responses from communication recipients and then subsequently tailor future communications to address those responses.

163   The Change Management Communication Plan, a significant element of the overall Change Management Plan, should be a living document that can quickly respond to stakeholder questions and feedback as well as project developments. The plan may need to be updated as other elements

of the Implementation Plan progress, including the Workforce Transition Plan, working through the legislative approval process, and the Organizational Design Assessment.

164   The key objectives of the Change Management Communication Plan are to:

- Inform and educate stakeholders (internal and external) by providing accurate, timely information and enhancing understanding, curbing rumors and speculation, as well as reducing uncertainty

- Manage employee and client expectations while promoting awareness of the project benefits and impacts

- Achieve stakeholder buy-in and promote ownership by specifying their roles in making change happen and generating enthusiasm and excitement about the change

- Provide a forum for two-way communication for stakeholder feedback and engage user communities in a dialog where their questions can be answered

- Develop and maintain the profile of the implementation project within the organization and with external stakeholders

- Provide the knowledge and education necessary to begin to implement new business processes

165   As illustrated in Figure 29, an effective Change Management Communication Plan will require establishing a communication strategy with several key elements. Establishing an effective communication strategy involves selecting key messages for designated stakeholder groups, delivering those communications to each stakeholder through that stakeholder's preferred medium of communication, and then soliciting and incorporating feedback from stakeholders. Different stakeholders will have different perspectives and concerns about the project, so messages should be tailored appropriately to provide the necessary type and quantity of information. Communication delivery methods can also vary, ranging from periodic newsletters to town hall meetings. During the stakeholder assessment, information will have been gathered regarding each stakeholder's preferred medium of communication. This information should be used in the preparation of the communication strategy and incorporated into the Change Management Communication Plan.
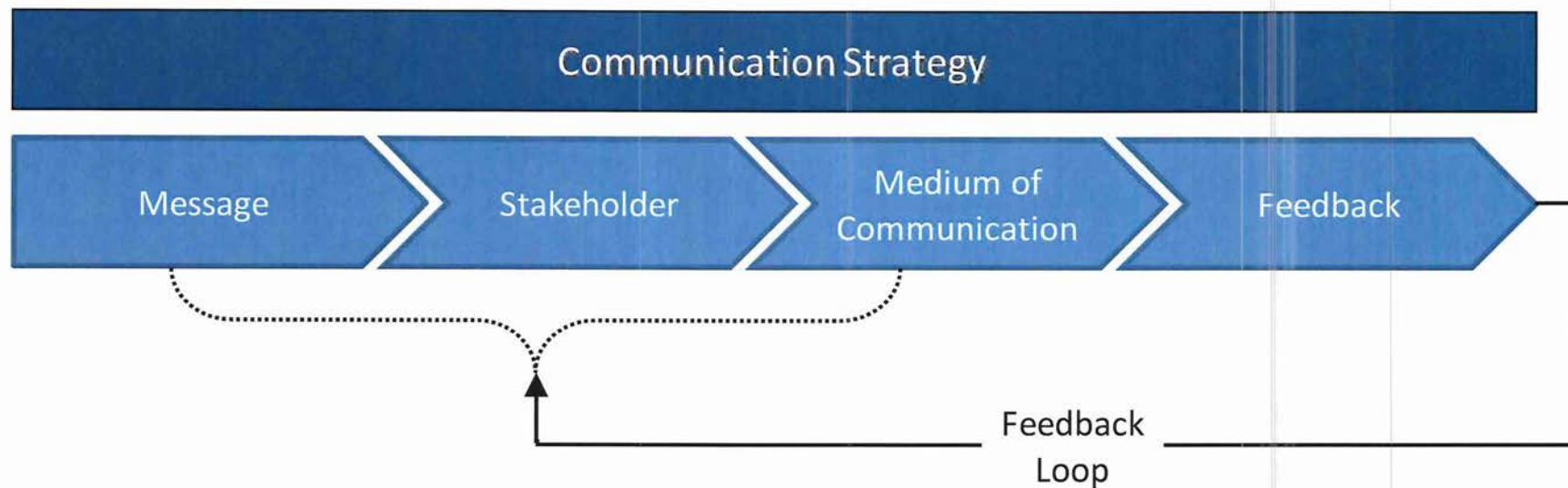
Figure 29: Key Drivers of a Successful Communication Strategy

166   It will be important for CSED to carefully design tailored messages that address the points of view of the different stakeholders. For example, child support clients may be concerned about who will manage their case and whether they will have to travel farther to meet with their caseworker. Legislators may be concerned about the cost of the implementation, while child support workers may be worried about changes in their jobs. Careful thought and consideration should be put into identifying the concerns, both obvious and subtle, of different stakeholders. Messages designed to address those questions and concerns should be clear, straightforward, and honest. Rumors can spread quickly during a time of change, so while messages specific to a particular audience may be different, they should not be contradictory.

167   The Change Management Communication Plan should be designed to provide a framework for driving clear, consistent communications to stakeholders and employees. A well-designed Change Management Communication Plan will include detailed tactics, target audiences, timing, frequency of communications, and the person(s) responsible for developing, approving, and delivering communications. As noted above, it is also critical to provide a feedback mechanism to gather thoughts and responses from communication recipients and tailor future communications to address those responses.

168   The Change Management Team should also develop a communication matrix to guide communication efforts. A communications matrix will include information such as message content, audience, key message themes, frequency, parties responsible for creating, approving, and distributing the document, and the status of the communication. Developing this matrix early in the Implementation Plan will help CSED provide a timely flow of important messages to stakeholders. By entering all communications into this matrix, the Change Management Team can build appropriately on previous communication content, ensure that recipients are not bombarded by too many messages in one period, or conversely left with no communication for an extended period. Figure 30 illustrates the nature of information that should be included in a communications matrix.

Comm. Title	Message Content	Audience	Key Message Themes	Media	Frequency	SME	Reviewers	Approvers	Communicator/ Distributor	Status
(What is the title of the message?)	*(Detailed list of what is to be communicated in the message.)*	*(Who is the audience of this message and how many recipients are there?)*	*(What is the underlying theme for each of the stakeholder groups?)*	*(Email, presentation, newsletter, checklist, etc.)*	*(How often will the communication be sent to the identified audience?)*	*(Who is the content expert on this subject?)*	*(Who needs to review this message for accuracy and style?)*	*(Who needs to approve this message before it can be sent?)*	*(Who will be the communicator of this message?)*	*(What is the progress of the communication activity?)*

Figure 30: Sample Communications Matrix

169   When building the content of each communication message, information should not only be targeted based on the position of the intended audience, but the content should also be tailored to support the building blocks of the Change Management foundation. For example, communications should highlight quick wins early on in the project to help build support and momentum for the implementation. Each message should have a clear purpose that ties back to the Change Management foundation and the goals of the Change Management Communication Plan.

Communications

170   Effective communications related to the transition to a new service delivery model will help achieve stakeholder buy-in and promote ownership by specifying the required steps for making change happen and then working to generate enthusiasm about the change. Creating and delivering the actual communications set forth in the Change Management Communication Plan will be critical for the successful implementation of a new service delivery model. This will take a coordinated effort on the part of the Change Management Team to ensure that communications are created appropriately, incorporate solicited feedback, and are disseminated on time and in accordance with the brand established for the project.

Execute Change Management Plan (Execution)

171   Once communications begin to be distributed to the targeted audiences, the feedback element of the Change Management Communication Plan becomes important. Feedback from recipients can be obtained through town hall meetings, surveys, or even casual conversations between leadership and staff. Feedback through both formal and informal channels will be a key source of information to aid in adapting communications to address the evolving concerns of stakeholders. Failure to adapt communications to the changing needs of targeted audiences as the project evolves will give stakeholders the impression that leadership is out of touch with the realities of the project.

172   While the Change Management Communication Plan will evolve and change as the project progresses, it is important to follow the general guidelines established in the communications matrix. New communications should be added to the matrix as they occur so that the Project Team has a single source of information that offers a comprehensive view of what has been officially communicated about the project.

173   Communication delivery will begin in the Planning phase of the Implementation Plan, and continue through the completion of the Execution phase.

Process

174   As the Minnesota child support program moves forward with the implementation activities associated with the establishment of the State Operated Regional Offices service delivery model, the development and documentation of its future business processes will be of central importance. The process related activities will occur during the Foundation, Planning, and Execution phases of the implementation effort. Particularly, the state will need to complete a To-Be Process Analysis during the Foundation phase, build this To-Be Process Analysis into a Detailed Process Plan during the Planning phase, and execute on that plan during the Execution phase. This section provides additional detail about the activities and deliverables of the To-Be Process Analysis and the Detailed Process Plan.

To-Be Process Analysis (Foundation)

175   The To-Be Process Analysis, completed during the Foundation phase, will encompass a range of activities that build on previously completed work and contribute to the development of a detailed understanding of the business processes that will exist when the new service delivery model is put in place. This To-Be Process Analysis can be focused independently on service delivery model process changes; however, were CSED to pursue the implementation of the Policy BPR Project recommendations concurrently, these To-Be Process Analyses could be combined to encompass process changes associated with both the change in service delivery model and the system renewal. This will be discussed further in Deliverable #4: Presentation of Periodic Updates and Final Report. The component activities that form the basis of the ASDM To-Be Process Analysis are discussed below.

Validate As-Is Process Flows from Policy BPR Project

176   During the Policy BPR Project, detailed process flows of the current child support processes were documented. This work already completed will serve as a strong starting point for the to-be process definition to be completed during the Foundation phase. Prior to the development of the planned future processes, it is important to briefly review and validate the processes as they currently exist. Doing so will help all project participants (including those that were not involved in the Policy BPR Project) to gather a basic understanding of the current processes, the challenges and opportunities associated with those processes, and the interactions among process areas.

177   This activity could likely take place over the course of four weeks, with formal validation / review sessions of the existing BPR process areas. Generally, we would recommend two weeks of half day sessions reviewing the documentation by process area and documenting questions, comments, and updates for each area. The following two weeks could then be used to complete any follow up relating to each process area, updates and reviews to documentation, and a few formal review and finalization sessions for the as-is effort.

178   The as-is processes include the subprocesses as documented during the Policy BPR Project and outlined in Figure 31.

Case Initiation	Application Request	Manual NPA Application Processing	Automated / Interface Referrals Processing	Interstate Referrals
	Automated Case / Person Match	Manual Entity Referrals		

Establishment	Interstate Initiating Referrals	Paternity Establishment	Obligation Establishment	Expedited Process
	District Court	Genetic Testing	Medical Support Establishment	Review and Adjustment (non-COLA)
	COLA	Expedited Process – Paternity Establishment		

Enforcement	Determining Compliance and Initiating Enforcement Action	Income Withholding	Project Intercept (Federal Tax Offset)	Financial Institution Data Match (FIDM)
	Unemployment Benefits (REI)	Credit Bureau Reporting (CBR)	Medical Support Enforcement	Passport Denial
	Judgment by Operation of Law (Liens)	Judicial Enforcement (Contempt)	DLS –Drivers License	Student Grant Holds
	Revenue Recapture (State Tax Refund Offset)	Federal Criminal Prosecution	OLS – Occupational License	Payment Plan
	RLS – Recreational License			

Financials	Order Entry	Accrual	Interest Accrual	Billing
	Collections	Distribution	Disbursement	Cost / Fee Assessment
	Adjustments	CP Overpayment and Recoupments	NSF Check Processing	Misapplied Payments
	Excess Support (URA)			

Locate	Identify Cases for Locate Services	Submitting Cases to Locate	Processing Locate Responses	Manual Locate Outside of PRISM

Case Management	Customer Contact	Case Assessment	Appointment Scheduling	Worklists and Case Monitoring
	Activity Logging – CAAD	Case Closure	Employer Maintenance	Arrears Management
	Tribal Cases	Reporting	New Hire Reporting	

Figure 31: Subprocesses Documented During Policy BPR Project

Conduct Sessions to Create and Validate To-Be Process Flows

179   After reviewing and updating the as-is documentation from the Policy BPR Project, the next step is to identify, document, and validate the to-be processes that CSED will use in the future. The exact order and approach to these activities is somewhat flexible, but this Implementation Plan outlines a typical approach to these efforts using a process modeling tool, such as Deloitte's IndustryPrint™ business process modeling tool. Other similar process modeling tools can be used for the design of to-be process flows.

180   While much of the planning for the future process work sessions and the development of the future processes is similar to the as-is process development completed during the BPR analysis (indeed, some of the initial information for the to-be process flows will be obtained from the output of those as-is sessions), there are several distinct differences. This section provides a description of the to-be work session planning, data gathering, session facilitation, and logistics, as well as a detailed discussion of the approach and methodology used to create / develop the future process vision.

181   Prior to the start of the to-be sessions, the Project Team will be asked to update the Subject Matter Expert (SME) session participant list. The success of the sessions will largely be attributed to having innovative, experienced SME involvement. In some instances, SME representatives may support more than one process area. In order to minimize travel as much as possible, the team will need to understand the composition of the SME participants.

182   As with the as-is session preparation, the team should prepare the participants for the work sessions by providing a kick-off session explaining the methodology and tools it will use for the to-be effort. During the kick-off session, the Project Team should communicate the broad plan, session rules, and the initial schedule. The presentation should include an overview of the new service delivery model, the changes that it will bring for employees and customers, and an outline of its benefits. They should also explain the roles and responsibilities of the SMEs and how the information will be used in the future phases of the project.

183   An example of a to-be kick-off session agenda is shown in Figure 32. This preparatory work with the SMEs can be offered virtually or in a face-to-face format. The determination of the most appropriate venue will depend on such factors as the state / county relationship and travel capacity of SMEs.

Session Agenda

Day 1 Pre-session activity
- Introductions
- Overview of future service delivery model
- Discuss operational parameters for To-Be design
- Explain process to this point
- Explain To-Be sessions
- Establish ground rules

Day 1 To-Be Process Design Session
- Welcome and reminder of ground rules
- Review homework
- Conduct session
- Close session / assign post session work
- Discuss next steps
  - Validation procedures
  - Timing
  - Feedback

-1-

Figure 32: Sample To-Be Process Session Kick-off Agenda

Preparing To-Be Work Session Materials

184   To-be work session materials should consist of several types of documentation including outputs from the Policy BPR Project (such as the process flows from the as-is sessions, process pain points and impacts, leading practices / benchmark findings and recommendations) as well as straw model to-be process maps. Prior to the start of the to-be sessions, a small group should review the relevant as-is materials and process improvement recommendations, preparing a draft straw model process map showing a high-level potential future process that reflects the new service delivery structure. This straw model will jump start the discussion in the to-be session and help to focus participants on the development of new child support processes that reflect the future service delivery model.

185   Work session materials, including an agenda, a packet of relevant as-is documentation and process improvement recommendations, and a high-level overview of the straw model should be distributed to participants at least several days in advance.

Approach to To-Be Work Sessions

186   The first activity in the to-be sessions should be to work with the to-be participants to review (and update if necessary) the process pain points, leading practices, and recommendations for each process area. This highly interactive exercise serves two purposes. First, it gets the workgroup members involved in the process early on (this is of particular value when there are managers and line staff in the sessions). Second, this is an efficient way to identify any additional opportunities for improvement that result from the transition to the new service delivery structure. Figure 33 shows the range of inputs that generally inform a to-be process effort. Many of these activities were completed as a part of the ASDM and Policy BPR projects, and they should be updated as necessary.

Identify opportunities for improvement	Consider best practices	Develop future process flows	Augment process flows and capture conditions

• **Identify pain points**
• **Review previously identified issues**
• **Brainstorm challenges and potential solutions**
	• **Book of Knowledge**
	• **National trends and experience**
	• **Group-suggested solutions**
	• **Identify conditions affecting redesign success:**
	  – **Barriers**
	  – **Benefits**
	  – **Automation**
	  – **Level of effort**
	  – **Stakeholders**
		• **Develop or modify flow to reflect future state**
		• **Validate**
			• **To-Be Process Conditions**
			• **Inputs**
			• **Outputs**
			• **Performance Metrics**
			• **Roles**
			• **Automation**
			• **Form Generation**
			• **Reports**
			• **Interfaces**
			• **Customer Notification**

Figure 33: Process Flow Development

187   As they review these input materials, the participants should complete an Opportunity Matrix with data pertaining to conditions that could affect redesign success, such as barriers to implementation, level of effort, and stakeholder response, among others. Given the extensive work completed in the ASDM and Policy BPR projects, this effort should specifically focus on the opportunities associated with the new processes that will take place in the new service delivery model.   It should also focus on identifying and documenting potential processes that can be performed centrally or otherwise made more efficient. An example Opportunity Matrix is provided in Figure 34.

Case Initiation Opportunity Matrix												
Sub-Process	#	Pain Point	Recommendation	Primary Recommendation Category	Primary Goal Met	Potential Benefit	Barriers	Technological Impact	Organizational Impact	Affected Policy	Potential Risks	Proposed Quick Win
Application Request	1	There is currently no way for an applicant to request and submit an application for services via the internet.	Develop the capability for an application for services to be submitted the internet via Minnesota Child Support Online (MCSO).	Automation Modification	Improved Customer Service / Enhanced accessibility to services	Reduction in paper documentation and postage; improved customer service; reduction in caseworker time	System changes needed, IT resource limit	Yes	Yes	Yes	None identified	No
Paternity Establishment	2	There are multiple, county based contracts with genetic testing vendors. These result in excess costs in managing contracts, duplication of efforts and varioius standards for services provided by the vendors.	CSED should enter into a statewide genetic testing contract with a genetic testing vendor.	Cost Control	Cost Reduction / Standardization of Services	Reduced costs; improved consistency of services	Procurement effort required, elimination / termination of existing contracts needed	No	Yes	No	None identified	Yes

Figure 34: Sample Opportunity Matrix

188   Once the Opportunities Matrix is complete, the working session will turn its attention to amending or transforming the as-is flows into the desired future to-be business flows. The order of the process assessments for to-be work sessions should follow the same process / subprocess decomposition as the previously completed as-is work sessions. During the development of the 'to-be" workflows the following data points should be included:

- Inputs – entry points or triggers that are the beginning point of a workflow

- Outputs – exit points from the workflow model

- Roles – identify the organizations, stakeholders, and systems that perform activities associated with the workflow

- Automation – identify any activities that are suited for automation using systems

- Form Generation – identify any forms that are generated along with a brief description of the purpose and audience of the form

- Reports – identify any reports that are generated along with a brief description of the purpose and audience of the report

- Interfaces – identify any interfaces between systems

- Customer Notification – identify any notifications that need to occur as part of the process

Work Session Participants and Logistics

189   The participants for the future sessions should represent a similar makeup and cross-section of county representation as took part in the Policy BPR Project. This means the cross-section should account for size (small, medium, large counties), type (rural, urban, suburban), and operational / organizational structure (caseload driven, functionally aligned). Given that the new service delivery model will focus on regions, these sessions are good opportunities to build engagement with participants from all regions. The cross-section of participants is important to the development of the future processes as it provides a consensus on the high-level recommendations related to how the business of child support enforcement will be conducted in the future.

190   Based on our understanding from the Policy BPR Project, our experience and knowledge of the Minnesota child support program, and our experience with other states on projects of a similar size and scope, we anticipate a large number of redesign sessions taking place over several months. Given the scope of change that is planned, the significant process redesign effort will be a highly labor intensive activity.

Finalize To-Be Process Flows

191   After completion of the to-be sessions, CSED will have to-be workflows validated by the SME participants. The Project Team will have an ongoing (informal) opportunity and a formal opportunity to review the to-be process flows. The informal opportunity will occur during the to-be work sessions, as the Project Team will have ongoing access to the to-be process flows as they are posted and made available online. During the work sessions the Project Team may provide informal comments on any posted workflow. The formal opportunity for review occurs after the completion of the to-be sessions.

192   SME participants will also have both informal and formal opportunities for to-be workflow validation. Informally, during the work sessions, the SMEs will assess the initial process flows. The second opportunity provides more flexibility for work session participants. Process flows should be posted online for review. This will allow SMEs access to the process flows at anytime. SMEs can then provide comments and raise concerns regarding any of the process flows. As issues are identified, the SMEs will have an opportunity to address the concerns during the work sessions or as a part of the formal process finalization process.

193   Once the to-be process flows have been validated by the Project Team and the SMEs, they will be considered final and should be used to inform new to-be policies and procedures for the program under the new service delivery model. Informal identification of necessary policy and procedure changes can begin once the to-be process flows are finalized. Formal identification, documentation, and implementation of process, policy, and procedure changes will occur during the creation and execution of the Detailed Process Plan.

Conduct Gap Analysis

194   As a part of conducting the gap analysis CSED should use the data gathered throughout the as-is and to-be sessions to identify the difference between where the child support program is today versus where the leadership and staff want it to be in the future under the new service delivery

model. The gap analysis will also identify how the differences impact the organizational structure, service delivery, and technology. The gap analysis also captures the risks, priorities, and complexities associated with moving toward the future state. Once these components are understood, the analysis can proceed with grouping the findings strategically. These strategic categories are then redefined as a gap statement so that the "primary enabler;" that is the missing process change, technological tool, training module, or legislative mandate necessary to achieve the future state, can be readily identified. The effect of addressing the primary enablers is to inform the development of an implementation roadmap.
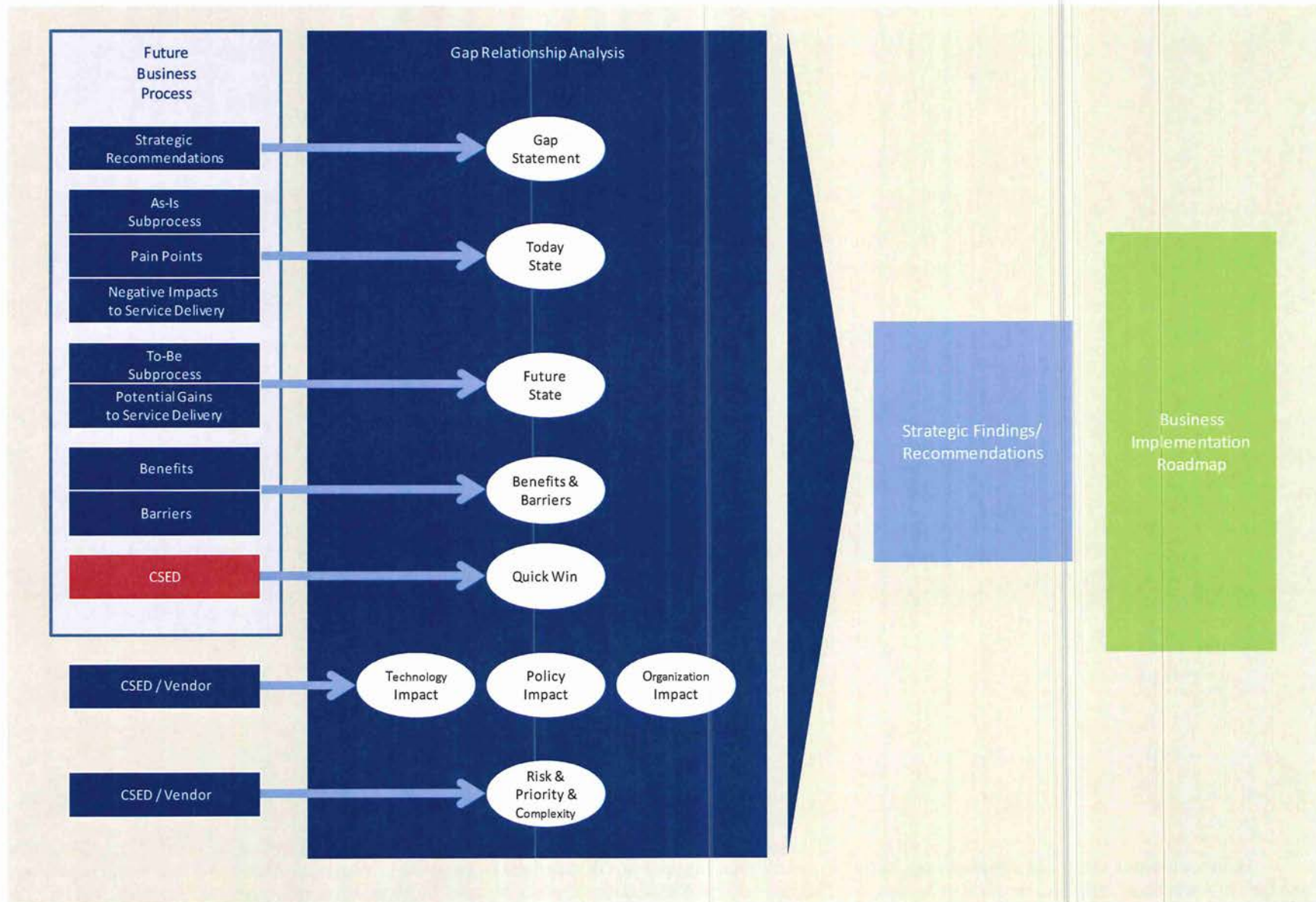
Figure 35: Approach to Gap and Relationship Analysis

195   The gap template, which contains "today state" and "tomorrow state" explanations, captures the major benefits, barriers, and impacts of the transition to the future state. This provides executives and stakeholders with a one-stop view, not just of the issues or challenges but also the proposed solutions. For some leaders, this document becomes the day-to-day detailed source document that can be used to answer many inquiries from various areas of the child support community.

196   A representative sample of the gap analysis matrix categories and definitions is provided in Figure 36.

Gap ID #	Strategic Category	Gap Statement	Subprocess	Today State	Tomorrow State	Benefits	Barriers	Impacts			Complexity	Risk	Quick Win	Priority
								Tech	Policy	Org				
1	CI-010-01	Lack of standard application content and application processing	CI-010 Application Request	Today, there are multiple versions of the Child Support application for services. Depending on the applicant type or originating source, a customer could complete different versions of an application. Furthermore, the various applications do not request all of the information that is necessary to complete the Case Initiation process, which causes incomplete data that must then be obtained through additional manual efforts. In addition, the application completed on the OAG website is different than the application received through the mail. Finally, the processing of application request varies among staff.	Tomorrow, one universal standard application will be implemented that will capture all core data requirements so that additional gathering efforts will be minimized. The system will allow applications to be generated on existing cases, i.e., closed, Registry-Only cases, with existing case information included on the application. Staff will be trained to consistently process application requests according to standard practices.	Increase efficiency in application processing Save staff time Improve customer service	System change	None	Application processing	Communication and training	Low	Low	No	High
2	CI-010-02	Lack of ability to automatically track requested applications	CI-010 Application Request	Today, when customers request applications, some Field Offices simply provide a copy of an application and do not generate the application from the system with a unique application sequence number. This practice defeats the purpose of the application sequence number and prevents the tracking of application requests by using this sequence number.	Tomorrow, outbound applications will be stored in the system for 'anytime, anywhere' access within an electronic case (e-case) structure. With enhanced document management capabilities such as imaging and indexing, bar-coding and optical character recognition (OCR), applications will be bar-coded and attached at a case and/or member level, which will provide the ability to track requested applications.	Increase efficiency in application processing Save staff time Improve customer service	System change	Document Imaging Content Management - Electronic Case File Interface Integration	None	Staff configuration	High	Medium	No	High

Figure 36: Gap Matrix Categories

- **Gap ID** – The Gap ID labels each identified gap with a unique identification number.

- **Strategic Category** – This identifier references the associated subprocess-level strategic recommendation(s) as presented in the To-Be Process Analysis deliverable. The nomenclature consists of the process abbreviation, subprocess number, and recommendation number within the respective subprocess.

- **Gap Statement** – The Gap Statement is a brief statement that captures the difference between the current and future state processes as represented through identification of the absence of a primary enabler (e.g., tool or process change).

- **Subprocess** – The Subprocess associated with the Gap Statement, as numbered in the to-be process flows. In the conclusion section, the significant gaps are those which are repeated throughout several associated subprocesses.

- **Today State** – The Today State is a functional explanation of the associated as-is subprocess(es) and numerous Pain Points plaguing the staff's execution of the subprocesses. The Today State portrays the current state of conducting child support activities and operations.

- **Tomorrow State** – The Tomorrow State is a functional explanation of the associated to-be subprocess(es) and illustrates the ease of operations and the benefits to staff, if the Gap is addressed.

- **Benefits** – This component lists the tactical benefits to be gained in the Tomorrow State by implementing the to-be subprocess(es). These benefits are to be quantified by cost / benefit analyses performed as part of the overall findings.

- **Barriers** – This section addresses barriers that may be met when implementing the to-be subprocess(es). The potential barriers that are listed may in fact never be encountered.

- **Technology Impact** – How technology is impacted by the Gap.

- **Policy Impact** – Policy materials affected by the implementation of the to-be subprocess(es), as referenced during as-is and to-be sessions. The name of the specific policy is documented whenever it is provided by staff.

- **Organization Impact** – Organizational aspects affected by the implementation of the to-be subprocess(es) including:

    - Staff Level. Will staffing level change or need to change?
    - Staffing Configuration. Will staffing organizational charts / structure change or need to change?
    - Communication and Training. What kind of communications and training will need to be shared with staff and stakeholders?

- **Complexity** – The projected difficulty of implementing the to-be subprocess(es): High, Medium, Low. The Project Team should exercise conservative caution when predicting the complexity of implementation.

- **Risk** – The potential risk of implementing the to-be subprocess(es): High, Medium, Low. The Project Team should exercise caution when estimating the risk of execution.

- **Quick Win** – The identification of the Gap that provides a Quick Win opportunity as identified in the Opportunity Matrix. The categorization of Quick Win is an initial designation and may change as more information about cost / benefit is determined during the project.

- **Priority** – The priority of implementing the suggested to-be subprocess(es), as preliminarily designated during the to-be work sessions. A final recommended designation will occur with the delivery of the Detailed Process Plan and will continue to be updated as part of the Rollout Plan.

197 Finally, the gaps' impact on technology, policy, and organization will be captured in the gap matrix for use in the development of the Technology Assessment, the Organizational Design Assessment, and the Detailed Process Plan. Together, these deliverables will also provide input to the Roll-out Plan. The team will document the gap analysis and potential benefits based on the information gathered during the to-be sessions.

Finalize Detailed Gap and Relationship Analysis

198   The results of the gap analysis should be incorporated into the draft version of the To-Be Process Analysis deliverable. The goal at the end of this task is to have a comprehensive document that describes the new business processes as well as the impact of the changes they represent, both on the process level and on the larger, enterprise level.

Summary

199   The to-be and gap analysis approach will provide CSED with an overarching view of the gaps between current processes and the future processes. This view provides direction based on priority and complexity. It is this two-pronged assessment that informs the implementation order for addressing the identified challenges and opportunities for improvement. These opportunities are grouped and categorized on a strategic level. The strategic view of the program provides for enterprise-wide improvements and overall program prioritization that stakeholders will be a part of and have contributed to during the course of the analysis.

200   The features and benefits of this approach are listed in Table 14.

Feature	Benefit to CSED
Broad Capture of Key Data for Determining Short and Long Term Opportunities	The process is designed to capture key data related to multiple aspects of the processes – roles, forms, documents, as well as integration of the leading practices and staff identified opportunities for improvement. This provides the baseline data to support fundamental recommendations for change.
Integrated Analysis and Recommendations	CSED will be provided with a multi-dimensional view of the effect that the recommendation will have on people (organization and structure), processes, and system automation. This will allow CSED to plan for and begin to address enterprise change management and planning.
Efficiency of Approach and Process	The work performed in the as-is, is used to inform the to-be processes. The use of the gap analysis provides a clear understanding to CSED and it stakeholders of the path necessary to achieve the identified program goals.
Use of The IndustryPrint (or Similar) Tool	IndustryPrint, or another tool can contain the child support business processes for all core and identified cross functional processes. This data will be available to be reported on in Excel, HTML or Word as needed.

Table 14: Features and Benefits of To-Be Methodology

Create Detailed Process Plan (Planning)

201   After the completion of the Foundation phase, detailed planning activities will take place to transform the conceptual changes and approach into implementable activities. In particular, the process-related activities during the Planning phase include the following:

- Identification and documentation of process-driven policy and procedure changes (including some implementation activities)

- Establishment of a detailed performance management approach, including detailed performance metrics and the establishment of a Service Level Agreement (SLA) framework that strengthens the relationship between CSED and the program's service providers

202   While these activities can be completed independently, consideration of them together will allow CSED to focus on the implementation of detailed process changes in concert with the necessary means to monitor performance of these changes and the mechanisms for funding the new service delivery model. These detailed Planning activities, taken together, will establish the processes that allow the new service delivery model to function well as it is implemented during the Execution phase.

Identify and Implement CSED Process, Procedure, and Policy Changes

203   The first component of the Detailed Process Plan is the development of detailed documentation of process, procedure, and policy changes associated with the new service delivery model and to-be business processes. While high-level policy and legislative changes will be analyzed and addressed during the Foundation phase of the Change Management thread of the Implementation Plan, CSED will need to undertake a detailed analysis of policies and procedures during the Planning phase of the Process thread to identify and develop the planned changes to them. This analysis will draw upon each of the Foundation phase deliverables, identifying process, technology, and organization policy and procedure impacts. In addition, CSED should hold sessions to gather the business process expertise of state and county line staff and first-line supervisors across the different process areas.

204   The activities to complete this deliverable should include:

- Creation of detailed step-by-step procedures for each approved process area

- Identification of any additional legislation / policy changes required based on new processes

205   Based on the to-be business designs and planned changes, the Project Team should begin creating the detailed procedures outlining the step-by-step activities to be performed in the new business processes. Throughout the development of these procedures, the team will be building upon the knowledge gathered during the Foundation phase – continuing to engage team leaders and subject matter experts to enable tangible, operational transformation. The team should update existing procedure manuals for new process changes that are modified by the to-be design. In addition, the team should create new procedure manuals for new processes that do not exist in current environment. A procedures manual should include the following:

- Description of the business process (e.g., application request)

- Description of task steps to complete the business process (system and non-system steps) represented as a business process flow diagram

- Step by step instruction on how to complete the process steps

206   Typical detailed section headers for the procedure manuals, built directly from the to-be documentation, may include the following for each subprocess area:

- Purpose – describes the purpose of the business process area to which the procedures apply

- Scope – outlines the scope for the procedure manual

- Process Description – provides an overview of the processes in scope

- Process Flow – includes a visual depiction of the business process

- Process Inputs – outlines the entry points for the process

- Process Outputs – outlines the links to other processes and the results of the process

- Policy – identifies key policy implications of the process and procedures

- Roles and Responsibility – notes responsibility for performing the procedures

- Procedures – documents specific to-be procedures for the processes in scope

- Exceptions – identifies known exceptions to the procedures

- System Access – documents system access needs for completion of procedures

- Procedure Owner – identifies the procedure owner

207   To the extent that the team identifies the need for additional policy and / or legislative changes during its development of detailed procedures, they should be documented, escalated for CSED's resolution, and formally tracked for follow-up.

Identify Performance Management Approach and Establish Metrics

208   As CSED and the child support program move to a new service delivery model, it is essential that the transition include a well designed performance management approach and effort. As a result, the second element of the Detailed Process Plan is the performance management framework. While CSED already tracks performance measures (and uses performance based incentives to some extent), the transition to a new service delivery model provides an opportunity to significantly enhance the program's performance management efforts. Figure 37 demonstrates the inputs, key areas, and outcomes of a fully defined performance management framework.
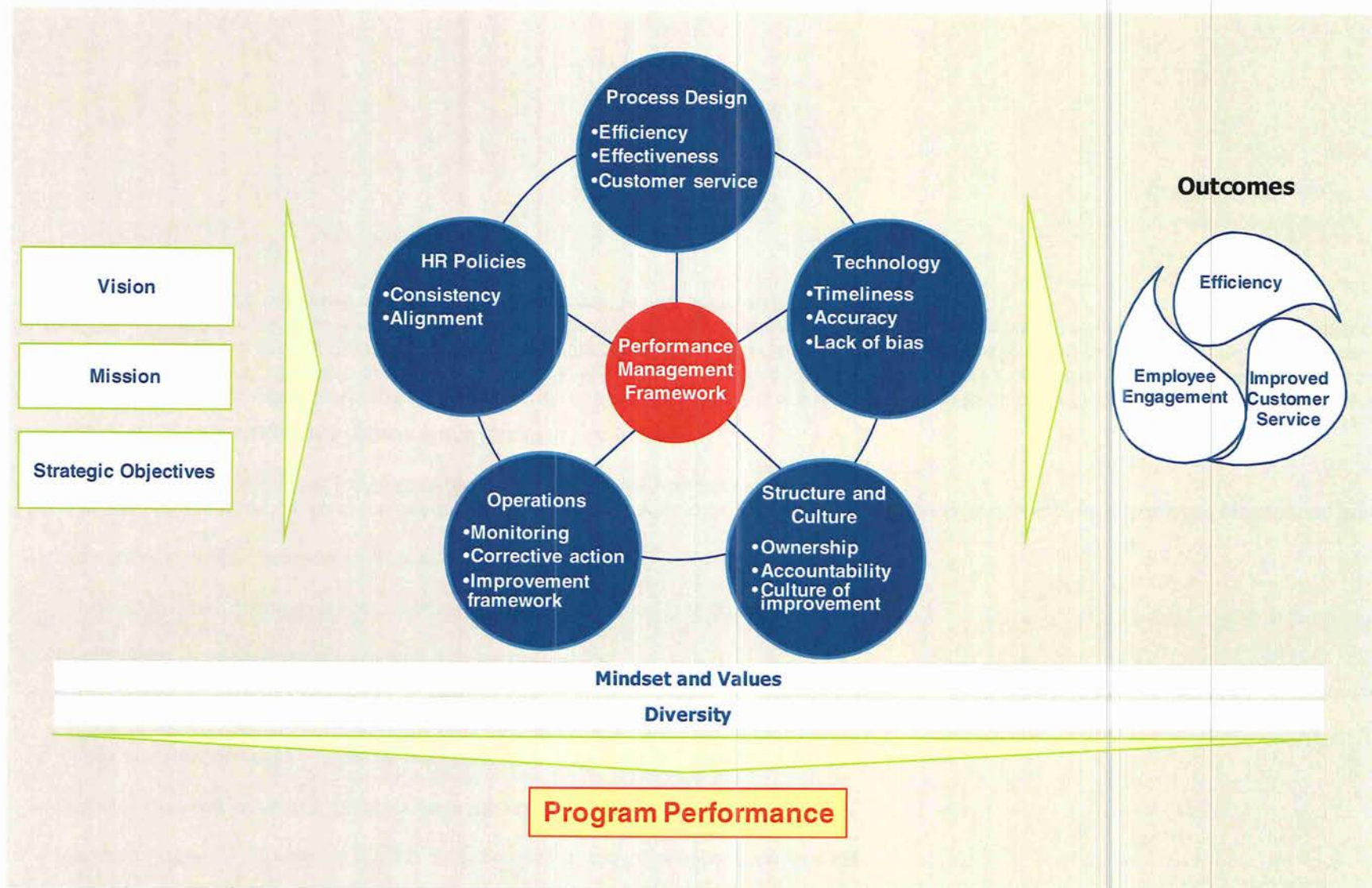
Figure 37: Performance Management Framework

Developing Performance Management Metrics

209 In its performance management framework, CSED will need to design metrics that address performance in each area shown above and are focused on achieving the outcomes sought by the program. As they are defined throughout the development of CSED's performance management framework, these metrics should be designed carefully to achieve the characteristics outlined in Figure 38.

Characteristics of effective metrics:

Communicate Results Clearly	• Show performance inside and outside the function • Provide feedback to people who can act upon the information • Convey information through as few and simple measures as possible
Align to Goals	• Align to both strategic and functional (process) goals • Balance across the dimensions of the process – efficiency is one dimension • Provide a basis for employee rewards and recognition
Apply to the Process	• Touch all levels within the process • Are simple to use • Are easy to understand
Foster Improvement	• Foster and encourage continuous improvement • Are fact-based to prioritize continuous improvement initiatives • Quantify continuous improvement initiative results

Effectiveness of the metrics is defined against multiple criteria:

Validity	Does the measure track true requirements or real productivity?
Comparability	Can the measure be compared across time or different locations?
Completeness	Are all sources that yield an output tracked by the measure?
Usefulness	Does the measure drive action?
Compatibility	Is the measure compatible with existing data and information flows?
Efficiency	What are the tradeoffs between the cost of measurement and benefits gained?

Figure 38: Characteristics and Criteria of Effective Metrics

210   Applying these general characteristics to CSED, the Project Team should consider the following key questions about the transition to a centralized and highly efficient organization:

- How will CSED and the stakeholders evaluate the organization's performance?

- Are the processes functioning as designed?

- Do the transaction volumes processed by the organization match the anticipated transaction volumes?

- Is the organization performing at targeted levels of efficiency and quality?

- How will CSED measure and track its performance (self-monitor and evaluate performance)?

- How is that performance measured internally in CSED and externally for DHS and the stakeholders?

- How is that performance communicated and how often?

Building the Performance Management Framework

211   Answering these questions will help CSED to define several different elements of the performance management framework, but significant additional work will be needed to finalize the framework. First, CSED should design a conceptual performance management framework tailored to its needs. Then, it should identify Key Performance Indicators (KPIs) or measures that are broken down into the following (and defined further below):

- Balanced scorecard metrics

- SLA metrics

- CSED internal metrics

212   While the performance management framework and the KPIs should be established during the Planning phase, the detailed service level targets could be established with the existing counties during the Execution phase to help them feel comfortable about the quality of services that will be delivered once the state assumes full control of the child support program. The differences between the balanced scorecard metrics, the SLA metrics, and the CSED internal metrics are outlined in Figure 39.

Key Performance Indicators

Balanced Scorecard Metrics	Service Level Agreement (SLA) Metrics	CSED Internal Metrics
• Balanced scorecard metrics are higher level metrics used to provide a comprehensive enterprise view of performance • Balanced scorecard metrics are populated into a model that calculates the results • The balanced scorecard is shared / distributed to the stakeholders	• SLA metrics are bi-directional metrics aligned to the current process split of responsibility and underscore the shared accountability between CSED and the program's service providers • The SLA metrics provide visibility into CSED's ability to meet its service expectations and visibility into the organization's ability to meet its process commitments • The SLA metrics are shared / distributed to the participating service providers	• CSED internal metrics are granular metrics used to gauge efficiency and quality of transaction processing • CSED internal metrics provide visibility into why a specific SLA target may have not been met (i.e. error rates or turnaround time) • CSED internal metrics are used by the CSED process teams and the CSED leadership to uncover performance issues and recommend continuous improvement initiatives

Metrics are gathered and calculated on a monthly basis.

Figure 39: Differences between Key Performance Indicators

213   As outlined above, a balanced scorecard is a performance measurement tool that combines and reports performance measures across operational, financial, and people dimensions. The KPIs in a balanced scorecard are typically aligned to four key areas / quadrants within a balanced scorecard as depicted in Figure 40.

Efficiency
• Ratio of child support actions to collections
• Avg. days from receipt of application to case creation

Quality
• Percentage of children receiving medical support when medical support is ordered
• Percentage of locate hits received for members resulting in the update of data

Customer Service
• % of first call resolution
• Average hold time
• Customer satisfaction %
• % of inquiries addressed through self-service (online and IVR)

Operational Excellence

Financials

Customer Satisfaction

Employer of Choice

Cost
• Ratio of total dollars collected per dollar spent
• Non-Labor costs compared to budget
• Process cost as a % of operating budget

People Development
• % turnover of high performing employees
• Employee engagement %
• Employee training satisfaction

Figure 40: Key Areas of a Balanced Scorecard

214   Building on the Balanced Scorecard, CSED could develop SLAs with the program's service providers (e.g., the providers of legal and genetic testing services), as well as potentially with counties currently providing services. As part of large organizational changes, it is considered to be leading practice to establish SLAs to assist with service delivery transition and change management issues. In addition, when organizations are confronted with significant change, SLAs can provide significant comfort that adequate services will be maintained for customers. Having SLAs between CSED and, for example, the county Commissioners, would give the counties confidence that the child support services previously provided by county child support offices will continue to be provided in an effective manner to the counties' citizens. The goals of SLAs with this or similar county groups are to manage change and build trust throughout the transition. The key elements of an SLA include:

- Roles and Responsibilities

- Issue Resolution

- Chargeback / Cost Allocation Approach

- SLA Reviews

- Scope of Services, including:

    – Service Responsibility Matrix
    – Performance Metrics and Reporting

215   Finally, internal metrics are a key part of a performance management framework. These metrics will provide CSED with data to track its performance and often help to inform the metrics that are publicly shared.

Evolution of the Performance Management Framework

216   As the centralized CSED organization matures, so does its performance management framework. Maturation is a function of time, scope expansion, and continuous improvement. The sample high-level Maturity Model in Figure 41 outlines the capability stages required for the Performance Management Framework to reach a high performing capability stage.

Performance Management Capability Stages				
Stage 1 – Aware	**Stage 2 - Developing**	**Stage 3 – Practicing**	**Stage 4 – Improving**	**Stage 5 – Leading**
• Metrics exist and are tracked, but not used to improve service • Metrics are not communicated outside of CSED • Tools and templates are simple and updated manually	• Metrics are built into SLAs and communicated to Stakeholders • CSED leadership uses simple metrics to identify process issues • Tools and templates are built into the processes and updated as part of daily work • Performance management process is defined	• Measureable CSED objectives are defined, tracked, and tied to overall State of Minnesota objectives • SLAs and performance measures for CSED are clearly defined and tracked • Performance management tools are tied to system data, but not fully automated • Performance management process is operationalized	• Metrics are reviewed and updated on a regular basis • A single performance measurement system is in place • Continuous measuring and collecting of data is fully automated • System has drill-down functionality – incentives & outcomes are in place	• CSED management practices are assessed and compared against industry benchmarks; continuous improvement programs are in place • Performance of CSED is regularly assessed against other world-class service organizations

(Row label, rotated: Performance Management)

Figure 41: Performance Management Capability Stages

Potential Metrics

217   As it builds its performance management framework, there are many potential performance measures that CSED may want to consider. In addition to identifying its metrics, CSED will need to dedicate sufficient effort to the establishment of the actual goals and measurement definitions associated with each of these measures. Several sample performance metrics are provided in Table 15.

Process Area	Performance Metric
Case Initiation	Number of applications for services received by the agency
	Average number of days from the receipt of application to case creation date
Establishment	Number of new applications received with an existing support order
	Number of days from case creation to the initial legal action
Enforcement	Average number of days from the date of determination of non-compliance to initiation of enforcement action
	Amount of collections resulting from the use of enforcement remedies

Table 15: Sample Performance Metrics

218   CSED should develop its performance management framework during the Planning phase of the project. This framework should illustrate CSED's approach to performance management, and should include the balanced scorecard, SLA metrics, and internal metrics discussed above. While additional detail can continue to be added to the framework and the specific metrics during the Execution phase, the performance management framework will provide guidance to the Project Teams and visibility to project stakeholders throughout the project.

Implement Process Changes (Execution)

219   The Execution phase activities associated with the Process thread will follow directly from the activities that occurred during the Planning phase. Particularly, it will be essential for CSED to execute the detailed activities to develop processes and procedures for the new organization, establish a strong performance management framework (including SLAs), and develop a well-documented and fair approach to the program's budget during the transition to the new organization and in the long-term.

Organizational Design & Workforce Transition

220   This section outlines the implementation tasks that relate to the design of the new organization and the transition of the workforce from 84 county offices to a single state workforce with regional offices. The organizational design and workforce transition will be a major undertaking, significantly affecting hundreds of employees and thousands of CSED constituents. Issues that affect staff recruitment and employment, benefits, and working conditions must be handled carefully and must be well planned. The new organizational structure must also be able to meet the needs of CSED's constituents throughout the implementation timeframe.

221   CSED's transition to a new service delivery model will drive significant changes to the job roles and structures of child support employees. To position the organization for success in the future, Organizational Design & Workforce Transition activities will be undertaken to plan for change throughout the organization.

222   Organizational design refers to a structured approach applied to re-configuring the organization / business units to achieve valued business, customer, and employee outcomes. Although the transition to a new service delivery model is the primary driver for CSED's redesign efforts, effective organizational design will consider the organization and business unit's strategy, mission, vision, culture, work processes, structure, and systems.

223   Workforce transition is the process of identifying, developing, and executing transition procedures for the potential workforce actions (loss of job, change in role, change in reporting relationship, etc.) which are a result of the organizational redesign. Workforce transition activities should meet the organization's short and long term strategic, financial, and operational goals, while minimizing the risk of operational disruption.

224   The Organizational Design & Workforce Transition thread interacts significantly with other threads of the Implementation Plan, particularly the Process and Change Management threads. As discussed in those sections, robust process redesign and change management efforts are a key predecessor to the design of the new organization.

225   In addition, it is important to recognize the sequential nature of the Organizational Design & Workforce Transition activities. During the Foundation phase of implementation, the Organizational Design Assessment is completed. This deliverable informs the subsequent development of the Workforce Transition Plan during the Planning phase. In addition, during the Planning phase, CSED may continue with development of additional detail related to the Organizational Design Assessment. The activities planned and discussed in these deliverables will be executed throughout the Execution phase. Figure 42 illustrates the phasing and relationships between the deliverables within the Organizational Design & Workforce Transition thread.

Foundation	Planning	Execution
Organizational Design Assessment	**Workforce Transition**	**Execution Activities**
Assess Organizational Structure	Develop Workforce Transition Approach	Implement Organizational Design
Design Organization Operating Model	Design Workforce Transition Plan	Implement Workforce Transition
	Prepare Training Materials	Support Workforce
		Conduct Training
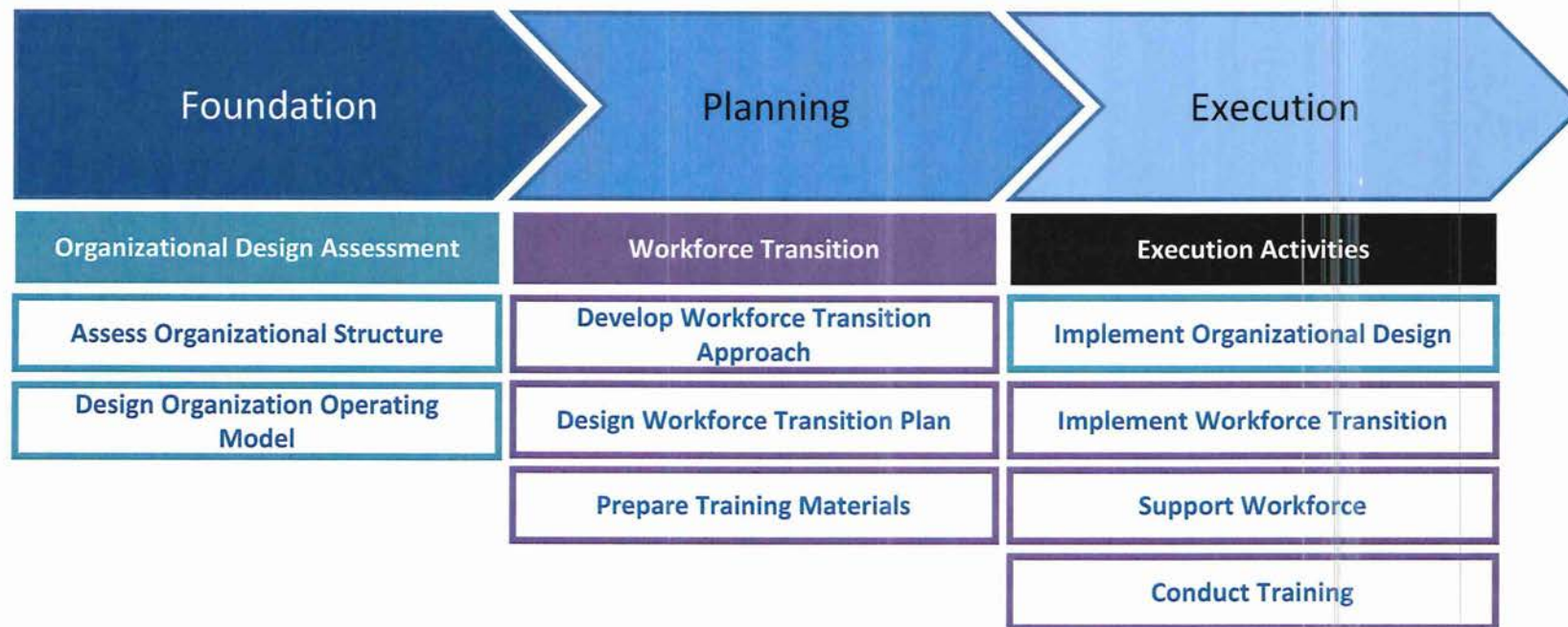
Figure 42: Organizational Design & Workforce Transition Deliverables

Organizational Design Assessment (Foundation)

226   The process of transitioning from a county operated service delivery model to a state operated service delivery model will require a redesign of Minnesota's child support organization. An effective organizational design is based upon the belief that "form follows function". CSED has studied its current business processes as a part of the Policy BPR Project and identified opportunities for improving these processes. As discussed in the Process section, the design of detailed to-be processes is a key predecessor to the design of CSED's future organization.

227   As it undertakes its Organizational Design Assessment, CSED should understand that this assessment is a starting point for the organizational redesign. It will not answer all questions that relate to the new organization. Particularly, Table 16 provides a general guide to what is and what is not included in the assessment.

Organizational Design is...	Organizational Design is Not...
A comprehensive analysis of the organizational structure of the Minnesota child support program	"Boxes & wires" for the organizational chart of Minnesota child support
A fluid approach, grounded in proven leading practices and methodology, to attain a scalable, effective organizational structure	A scripted methodology and a "one size fits all" approach to determining the future state for Minnesota child support
A foundation for transitional state structure while managing to an initial future state vision	A one-time vision that stands apart from ongoing organizational change discussions
A comprehensive approach to analyzing all parts of an organization, and designing the system and infrastructure that can support the organization	A picture of reporting relationships and span of control snapshots
A method for aligning the business strategy with the people strategy	A replacement for the business strategy

Table 16: General Guide of Organizational Design

Developing Guiding Principles for Organizational Design

228   Before commencing organizational design work, it is recommended that a set of organizational design guiding principles be defined. These guiding principles serve as the ground rules for all organizational design decisions to follow and are closely related to the leadership engagement activities discussed above in the Change Management section. To develop its guiding principles, CSED should identify strategic business drivers, the status of the current business performance, and best practices and previous experiences that are important to the organization. Figure 43 represents an example of guiding principles that CSED could consider as it creates the guiding principles for its organizational structure.

	Methodology Questions	CSED Inputs
Strategic business drivers	■ What are the strategic imperatives to which the business must be aligned?	■ Create operating efficiencies ■ Save taxpayer money ■ Attract the right people, with the right skills, at the right time
Assessment of current business performance	■ What are the strengths that should be retained in the new design? ■ What are the weaknesses that should be changed in the new design?	■ Current Minnesota CSE performance measures ■ BPR Results ■ Staff Performance Plans
Best practices and previous experience	■ Which generic design principles should be used to guide almost all Organization Design work?	■ Examine alternative compensation options ■ Create a scalable, agile organization ■ Engage with the Union ■ Investigate self-managed work teams and strive for a flat org design concept

CSED-specific Design Principles

1. Performance-based culture
   - Transparency
   - Accountability
2. Scalable and sustainable organization
3. Alternative compensation elements
4. Alternative management structures
   - Flat organization
   - Self-directed work teams
5. Employee-focused
   - Development opportunities
   - Rewards and Recognition

Figure 43: Example Organizational Design Guiding Principles

229   Defining its guiding organizational design principles will assist CSED with resolving the tough decisions that will arise in creating a new organizational structure. These principles also aid in conflict resolution by keeping stakeholders focused on what is truly important to the organization and its stakeholders. Table 17 shows more detailed examples of guiding principles that CSED could use as a starting point and customize.

Design Principle	Detail of Principle
Structure supports a performance-based culture.	Culture is grounded in core competencies, and performance is regularly monitored and evaluated according to the principles of continuous improvement, transparency, and accountability. Since CSED is moving to an essentially new organization, thinking should be out-of-the-box and the Project Team should explore non-traditional approaches to enabling performance that emphasize transparency and accountability.
Structure is organizationally flexible and scales up and down based on changing business needs while sustaining operational performance excellence.	The Project Team's approach keeps the future state in mind (including all additional processes). The initial focus is on the smaller, more manageable in-scope processes. The structure reflects the business reality that CSED services may need to incorporate additional services due to changing business needs and remain flexible enough to transition in other processes.
Structure supports alternative compensation options.	Alternative compensation offerings (e.g., pay structures, benefits packages, additional pay for performance opportunities) are options to be explored by CSED and design decision support alternative compensation structures if they are selected. CSED performance metrics should align with strategic operational objectives.
Structure accounts for alternative management approaches, such as a relatively flat hierarchy or self-directed work teams.	In the future state of CSED, the organizational structure will be broad and flat. CSED work teams operate in such a way that employees can self-manage within their work groups and increase productivity.
Structure promotes a focus on employee development and recognition that is aligned with business objectives.	CSED employees have opportunities to develop themselves through training and continuous improvement initiatives that are aligned with the nature of work and help achieve business objectives. The culture promotes rewarding and recognizing individual and team achievements in work performance.

Table 17: Example Detailed Design Principles

Developing the Organizational Design Assessment

230   Armed with a set of guiding principles for creating the new organizational design for CSED, the Organizational Design Assessment will be completed during the Foundation phase. This assessment should include several components as outlined in Table 18.

Element	Description
High-Level Organizational Design	Broad view of the organizational structure showing high-level reporting relationships at the strategic level; provides the high-level structure to enable the realization of the operating model
Detailed Organizational Design	A diagram showing key positions within the organization, their roles / responsibilities, and overall reporting structure
Classification and Compensation	Approach for determining job classifications and identifying overlaps and gaps between best practices and current practices
Competency Assessment	Assesses maturity of organizational competencies and fills gaps with new or revised competencies based on organizational need
Preliminary Job Profiles and Descriptions	Profiles detailing a job's roles / responsibilities, key competencies, reporting relationships, contact points, and performance metrics
Preliminary Shared Services Career Path Model	Inputs and elements that help define how an employee will progress through an organization

Table 18: Organizational Design Elements

231 These elements of the Organizational Design Assessment are developed through the application of a defined methodology to understand the current and future organization at a sufficient level of detail. The general steps for completing are depicted in Figure 44.

Figure 44: Organizational Design Assessment Steps

Review As-Is Organization Design and To-Be Processes

232 Before a new organizational structure can be created, the current organizational structure, along with the business process recommendations and to-be processes identified in the Policy BPR Project, must be reviewed for organizational design implications. This analysis, focusing on organizational structure implications, should consider all functions performed within the child support program. As noted, this assessment is explained in greater detail in the Process section of this deliverable.

Design New Organizational Structure to Align with To-Be Process Flows

233   Once all the business processes have been documented, grouping similar functions and aligning processes and systems across the new organization should occur. This should include finding consensus when grouping "like" functions. After grouping business processes together, administrative and supporting processes should be identified and reviewed. Following this examination, the next step should be to determine where structurally these supportive functions best serve the business processes.

234   A common mistake in developing an organizational structure is to think in terms of people and then begin to place functions based upon who can best handle the task or who has the capacity to accept the additional responsibility for the function(s) being discussed. The leading practice is to think not in terms of the specific people, but in terms of effectiveness and efficiencies in placing these functions into the structure.

Create New Organizational Structure

235   When all the business functions and supporting operational functions have been identified and subsequently grouped, creating the new organizational structure begins. First, high-level organizational charts by function should be created and then further developed to include leadership and staffing charts. CSED can expect to go through numerous iterations of organizing business and supporting functions. The process of aligning business units and supporting functions is labor intensive and challenging.

Form Follows Function

The To-Be Process Analysis identifies the functions CSED performs which become the foundation for building the new organizational structure.

236   Building on the high-level structure, CSED will be well positioned to begin a more detailed organizational design. These activities include reviewing high-level design scenarios, clarifying business process impacts on the organization, developing the detailed design, and rationalizing and mapping business activities.

237   The detailed organizational design is intended to develop an organizational chart down to the unique position level. A few examples of tasks involved are:

- Span of control assessments

- Workload / job analysis

- FTE costs and other savings requirements

Develop Job Descriptions and Related Activities

238   Once CSED has developed the detailed organizational structure, it can focus on position and individual level activities. These include classification assessments, competency evaluations, development of job profiles and descriptions, and development of preliminary career path models.

239   CSED should begin with an analysis of the classifications and compensation schedules that it will use. These, coupled with preliminary competency assessments, will provide a framework for the preliminary development of the job profiles and descriptions. Some of the tasks involved in the creation of job descriptions are:

- Review process data to understand the impacts on jobs and positions (A "job" refers to a generic title or role within an organization, such as a child support caseworker; whereas a "position" refers to a specific occurrence of a job fixed within an organization, such as "Caseworker #13, Region #1, Enforcement Unit.)

- Determine if the descriptions will be written at the job or position level (These could be generic and therefore applicable regardless of the location, or they could apply to a specific position.)

- Review detailed organizational design to understand the reporting relationships and relative levels of positions

- Assess current metrics for each position and determine if they tie to desired competencies for the role

- Validate the job / description with and obtain sign off from SMEs and leadership

240   In addition to the components above, CSED should develop career path documentation at this stage of the process to identify the growth opportunities from various roles.

241   Factors such as Civil Service rules and regulations, Minnesota Merit System requirements, and union issues encompassing wages, benefits, and working conditions should be incorporated into CSED's Organizational Design Assessment. These factors are addressed in more detail in the Workforce Transition section below.

242   Based upon the data provided from the various elements of the Organizational Design Assessment, CSED will have a new organizational structure built from its guiding principles and program objectives. Generally, the number of staffing positions, job descriptions and classifications, and skill sets will have been determined at this point. Broadly, there will be staffing reductions across the Minnesota child support program through the implementation of this service delivery model. However, to carry forward the mission of the new CSED organization, the goal for CSED will be to retain as many qualified county staff as possible. Transitioning the workforce to the new service delivery model will be the next step of the Organizational Design & Workforce Transition thread.

Workforce Transition Plan (Planning)

243   Workforce transition includes more than bringing county staff into state employment. Workforce transition includes moving current CSED or county staff to new or different business units as well. Any changes in work effort or work location by a staff person due to the new service delivery model should be considered part of workforce transition for the purposes of this project. The purpose of the workforce transition plan is to staff the future-state organization in a fair and consistent manner in order to meet the near and long term goals of the organization. Planning for and coordinating the physical relocation of staff from 84 county offices into 10 regional offices will be addressed in the Facilities & Infrastructure thread of the Implementation Plan. This actual relocation will be scheduled and carried out through the Roll-out Plan.

244   Workforce transition is a series of activities that prepares employees for transitioning to a new service delivery model and organizational structure. Implementing a workforce transition strategy is critical in addressing organizational and people risks following the CSED service delivery model transformation announcement as well as through the go-live date. The activities should be documented in a formal Workforce Transition Plan. Figure 45 contains sample considerations that CSED should include in its workforce transition strategies (some of these considerations are also related to the Change Management thread previously outlined).

CSED Leadership Needs to Consider:	A Well-Planned Workforce Transition Strategy Will:
▪ Once information about the transformation begins to move through the organization, employees will be motivated to secure a role in the new structure ▪ The long implementation period makes it more difficult to maintain standard productivity ▪ The skills necessary to run daily operations are difficult and timely to replace ▪ Loss in critical business knowledge due to the unexpected departures of key resources may occur without sufficient knowledge transfer ▪ Business processes in the new structure will require new skills and capabilities	▪ Provide fair treatment of all employees impacted by the SDM implementation ▪ Include accurate, timely and targeted communications, keeping staff well informed of any changes and minimizing rumors and speculation ▪ Strengthen commitment to successful transition, including transfer of critical knowledge, processes, and staff ▪ Minimize business disruption and productivity decrease ▪ Stabilize key employees identified as critical for transition ▪ Ensure that activities are targeted so that employees make a smooth transition to the new groups and service delivery model

Figure 45: Workforce Transition Strategy Considerations

Identify Gaps in Current Structure to be Addressed in Workforce Transition Strategy

245   As briefly noted in the Organizational Design Assessment section above, a key workforce transition task is to study the current organizational structure and compare it to the new organizational structure. The results from that comparison should identify the staffing gaps between the two structures. The identification of these gaps becomes the beginning point for the workforce transition planning. This assessment studies the gaps in human resource needs such as staffing levels, positions and job descriptions, competency needs, work locations, and establishing people metrics for performance standards.

246   For CSED, the closing of the gaps between the current (as-is) staffing job classifications, compensation, benefit packages, performance measurements and other human resource policies and the future (to-be) will require cooperation among existing staff, stakeholder agencies, and union leadership. Commencing these activities as early as possible in the service delivery model process is advisable. The need to build trust and cooperation with the stakeholders early in the process and to communicate frequently with affected staff will yield benefits for CSED during the transition. The state human resource (HR) division and the Minnesota Merit System staff will play a significant role in the success of transitioning the workforce. CSED should ensure the HR division has significant resources to dedicate to this long term project.

Development of the Workforce Transition Plan

247   Once the gaps between the current structure and the future structure are identified, CSED can begin to develop the Workforce Transition Plan. The purpose of this effort is to develop a detailed plan for transitioning the current organization to the future-state in a consistent, transparent, and fair manner. Key tasks in developing the Workforce Transition Plan include:

- Identify Positions, Impacts, and Job Classifications

- Reconcile County Staff with State Positions and Create Retention Policy

- Identify Labor Union and Human Resources Issues

- Identify HR Transition Issues and Policy Differences

- Define On-boarding Procedures

- Design Knowledge Transfer Plan

- Create Training Plan

Identify Positions, Impacts, and Job Classifications

248   As part of the Workforce Transition Plan, identifying and evaluating the job positions and the impacts to staff is an important task. Table 19 is an example of documented impacts.

Job Impact	Description	Typical Actions
New Job	New jobs which did not exist before in any department in the organization (jobs transferring from other parts of the organization are typically not considered "new," rather they are considered "changed")	• Advised action: Post • Other potential actions: Slot
Changed Job	One or more aspects of the job has changed (responsibilities, skills required, geographic location, job level / size, etc.)	• Advised action: Slot, then post unfilled roles
Unchanged Job – Same Number of Positions	Job is changing (reporting relationships may change) and the same # of positions will exist in the future organization	• Advised action: Identify incumbents • Other potential actions: Slot or post
Unchanged Job – Decrease in Number of Positions	Job is not changing (reporting relationships may change), however there will be fewer positions in the future organization	• Advised action: Slot • Other potential actions: Post
Unchanged Job – Increase in Number of Positions	Job is not changing (reporting relationships may change), however there will be more positions in the future organization	• Advised action: Slot • Other potential actions: Post

Table 19: Example Job Impacts and Suggested Action

249   As part of the Workforce Transition Plan, each position in the new organization should be mapped to the current classification system used by the state. In reference to job classifications, the common denominator between the counties covered by the Minnesota Merit System (MMS) and the state is that both use the Hay methodology of job evaluation. There are vast differences in salary ranges among the counties at the present time. Labor contracts also influence the pay ranges and benefit packages.

250   The counties have a variety of job descriptions and various levels within those positions. CSED currently does not utilize the same job classifications in child support as the counties. Job descriptions will need to be reviewed and new ones created for positions that currently do not exist in the CSED organizational structure. Once the positions have been identified and described, then classifying and establishing skill sets for the positions, according to state human resource policies, commences and is governed by Civil Service rules and the Hay method.

251   The MMS provides human resource management for 73 of the 87 counties. Some of the larger counties, such as Hennepin, Ramsey, Dakota, etc., each have their own merit systems. Human Resource functions provided by MMS include consultation to managers, recruiting and assessing applicants, developing and maintaining a job classification plan, maintaining a compensation plan for employees not covered by collective bargaining agreements, developing personnel rules and policies to ensure compliance with federal and state employment laws, maintaining an online application database, maintaining an employee database, monitoring personnel actions to ensure compliance with rules and laws, and facilitating and conducting appeal hearings for veterans and employees not covered by collective bargaining agreements.

252   Last year MMS completed a classification study of the child support series, so there is current classification data available to CSED. Since MMS provides Merit System services to 73 of the 87 counties, they should be considered a major stakeholder involved in Workforce Transition planning.

253   There will be an approval process for changes to job classifications by the state and potentially the unions as well. This process may take considerable time in obtaining all the necessary approvals from the state Civil Service agency and labor unions. However, it is wiser for CSED to remain focused on the business need in creating and defining positions for the future service delivery model than to permit perceived barriers to job classifications to influence staffing decisions.

254   Because the current stakeholders involved in this process are highly vested in the current Minnesota child support program, there is likely to be a sense of ownership by staff to the processes and business units to which they belong. This sense of ownership can create fears about the transition and resistance to implementing a new organizational structure. Conversely, the commitment of these stakeholders to the program can also be positively leveraged throughout the implementation process if the transition is viewed as an improvement to current processes and an opportunity to improve service to the program's constituents, as well as an opportunity for career growth. The messaging and communications aspects of the Change Management thread will be vital to a positive workforce transition.

Staff Commitment

Existing staff have an emotional investment in the MN child support program.

Reconcile County Staff with State Positions and Create Retention Policy

255   The detailed process of comparing, evaluating, and rating existing county job classifications and descriptions to the positions currently used or required by the state and CSED will take a team of HR staff, state Civil Service experts, and labor specialists from respective agencies working together for the goals of the project.

256 CSED may anticipate that some staff in the smaller counties may benefit from this restructuring effort while other staff in the larger counties most likely will not. Most large counties currently have higher salary and better benefit packages than smaller counties and better than some state employees according to the Minnesota Merit System staff. Assessing salary and benefit impacts and new job classifications upon transitioning staff is part of an effective Workforce Transition Plan and must also be part of the overall program budget adjustments.[5]

257 CSED should anticipate that county staff will seek to maintain their position and pay status in instances where their positions may be downgraded. Staff whose job classification and (if applicable) pay rates will decrease during this process should be considered for additional mentoring as they will most likely resist this change to the organizational structure. In addition, some county staff will not want to transfer to state employment. These candidates should be targeted as priorities in knowledge transfer and job retention efforts.

258 In an effort to retain as many county child support professionals as possible, the development of a retention policy that recognizes the labor and benefit concerns makes good business sense. In addition, as critical positions are identified from the organizational structure and workforce transition efforts, CSED may need to establish policies that recognize their importance and handle them appropriately. Establishing policies to address these issues will help in reducing the overall risks to the project.

259 An additional consideration during the Workforce Transition thread is for CSED to identify and evaluate the tenure of staff transitioning to the new organization. Developing an attrition plan to address long term sustainability and to retain a highly skilled and knowledgeable workforce should not only help with workforce transition and sustainability needs, but also knowledge transfer needs as well.

Lesson Learned

When the State of Michigan offered early retirement as a form of staff reduction, they lost their knowledge base throughout the state which affected the delivery of services for quite some time.

260 New job classifications and revising existing job classifications must be based upon business needs. It becomes easy to fall into the trap of thinking about people and not positions. CSED should be cognizant of the risk of focusing on people, especially those they may have worked with for many years. Staff may try to leverage the restructuring process as an opportunity to seek salary increases, establish territorial boundaries, and reassign staff that have not met performance expectations in the past. To combat these concerns, CSED will need to remain focused on the business need of the organization, communicate changes often, establish competitive hiring practices that are administered fairly, and control perceptions by subordinate staff of favoritism.

Identify Labor Union and Human Resources Issues

261 Minnesota is a strong union state and county child support employees belong to a variety of unions representing their wage, benefit, and working environment interests. There are 50 labor contracts for the county agencies that MMS serves and at least 14 other counties with their own merit / personnel system. Anoka County has its own merit system where the social services employees are not represented by any union. In summary, there are approximately 75 labor contracts for the 84 county social services agencies which will make staff conversion a critical path task and will present a variety of challenges to successful transition.

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[5] A preliminary assessment of average county salaries compared to the Minnesota Merit System ranges found that 73 counties fell within the Merit System salary range, six counties fell below the low end of the range, and five counties exceeded the high end of the range.

262   Not all county employees are represented by the AFSCME union. The Teamsters represent some of the county workers. At the state, the employees would be represented by AFSCME, MAPE, and MMA. Salary and benefit packages of county workers in comparable job classifications can vary greatly across the state. In addition, working conditions also vary such as some county workers do not work a full 40 hour work week. These issues will have to be addressed through the Workforce Transition Plan.

263   For existing county employees, salaries are determined by the labor contracts negotiated by the unions. Generic salary ranges for job classifications are established by the DHS Civil Service staff through the Hay methodology. However, these salary ranges are not binding upon any governmental agency. Some staff in smaller counties start work at a lower union rate than is represented in the state classification table. Conversely, staff in larger counties start at a higher salary than described in the wage table.

264   Wage and benefit packages for child support employees across the State of Minnesota have such a variance that the task of reconciling wage and benefits will take significant time and effort. CSED will have to be creative (to the extent possible) in developing wage and benefit packages that provide incentives for existing county employees to transition to the new organizational structure in order to retain the experience and knowledge of these professionals.

265   CSED should consider the development of a specific labor union engagement effort during (or before) its workforce transition planning to work with union representatives throughout this project.

Identify Transition Issues and Policy Differences

266   Another workforce transition activity is to review the operational policies as well as daily working policies through which county staff conduct daily business. There also needs to be a review of personnel policies affecting child support workers in the counties.   County policies regarding the conduct of personnel in the workplace vary across the state but they must comply with Civil Service rules and regulations as well many other labor related laws.

267   The current CSED personnel policies should be reviewed to identify significant variations from policies currently applied in the counties. Policies such as dress codes, work week, flexing time, lunch time, family time, personal time off (PTO) instead of sick and vacation time all need to be identified and evaluated. The Workforce Transition Plan should include decisions made about these issues for the benefit of the future CSED structure. These are personnel issues that greatly affect staff and must be carefully addressed to ensure a county workforce that wants to become state employees.

Define On-boarding Procedures

268   It is realistic to assume that not every county employee will want to transfer to state employment, relocate to a regional office location, or work in the central office. Therefore, a thorough, clear, on-boarding process that addresses the employment concerns of county employees who elect to transfer, as well as new employees, is a key component of the transition.

269   A good on-boarding process goes well beyond the Civil Service processes of application, testing, interviewing, selecting, and informing an employee of a start date. On-boarding includes activities that make an employee feel welcomed in the new organization, such as establishing liaisons and mentors to help new employees with new hire paperwork, handling equipment and supply needs, explaining policies and procedures, and sharing the culture of the new organization. The on-boarding process should be documented in the Workforce Transition Plan.

Design Knowledge Transfer Plan

270   As not all staff will be transitioning to the new organization, the need exists to transfer child support program knowledge and wisdom from those staff leaving the organization to those joining or continuing on. The process of achieving sustainability and capturing program knowledge and experience should be documented through a Knowledge Transfer Plan. Sustainability, in this instance, refers to having the knowledge and resources required to carry out the daily work activities of the child support program.

271   By having a thorough Knowledge Transfer Plan, the risk of interruptions or diminished quality in the delivery of services to the children and families of Minnesota is reduced. The primary goal of a knowledge transfer program is to support the transfer of required capabilities (knowledge, skills, and abilities) within the organization through training, team structure, and performance measures. Therefore, knowledge transfer is more than simply obtaining the knowledge from those leaving an organization. It also includes confirming that knowledge is in place to meet and sustain the operational needs of the child support program.

272   The capability to transfer knowledge requires up-front planning, time, and the full commitment and participation of all team members. Table 20 demonstrates samples of guiding principles that provide the foundation for the development and executions of the Knowledge Transfer Plan and critical success factors for consideration by CSED.

Guiding Principles	Critical Success Factors for Consideration by CSED
Flexibility – Establish a flexible capability transfer process that can be adapted to multiple audiences and future initiatives.	Build a capability transfer process and plan into the Implementation Project from the beginning.
Knowledge and Skills Transfer – Identify and transfer required functional and technical skills.	Train team members on how to transfer knowledge, skills, and abilities.
Formal Process and Metrics – Establish transfer agreements with clearly defined learning and performance objectives, objective measurement criteria, and timeliness of completion.	Gain consensus among staff on expectations, roles, responsibilities, accountabilities, and strategy for learning and growth.
Involvement – Actively engage team members in the development of the plan to promote ownership.	Include approaches to measure, motivate, and reward team leads / members to transfer capabilities.

Table 20: Knowledge Transfer Guiding Principles and Critical Success Factors

273   The Knowledge Transfer Plan and processes should be considered a critical path item for the implementation of a new service delivery model, as it is imperative that staff have the skills necessary to perform their tasks at an optimum level of efficiency and effectiveness. The success of the Minnesota child support program under state administration will be dependent upon an effective Knowledge Transfer Plan that provides for sustainability of the program.

Create Training Plan

274   Part of transitioning the workforce is identifying staffing needs and determining the skill sets required to fill these needs. Some of these positions will be new to the child support program, some will be upgraded or modified from existing positions, and some will likely remain quite similar to existing positions. As staffing positions are identified and job descriptions developed, the skill sets for those positions will need to be identified in

order for CSED to create a training program to effectively prepare staff to deliver child support services under the new service delivery model. Creating a formal Training Plan during the Planning phase of the Implementation Plan will assist CSED in transitioning its workforce and preparing it for work under the new model.

275   As the required skill sets are identified, assessing the skills of existing staff and preparing (and eventually delivering) effective trainings become the core activities within the Training Plan. The training approach illustrated in Figure 46 presents more detail on these core elements of an effective Training Plan.

Training Scope	End-User Training Needs	Training Curriculum	Training Delivery Methods	Training Materials Development	Training Infrastructure	Training Delivery	Subject Matter Expert Involvement	Plan Maintenance
•Audience Scope •Geographic Scope •Process Scope •Organization Scope	•Current Skills Assessment •Prerequisites •Learning Needs •Roadmap	•Training Structure •Roles •Learning Path •Curriculum •Courses •Events •Sessions	•Web-based Training •Self-study •Distance Learning •Classroom •Delivery Method Selection Process	•Development Process •Approval Process •Document Version Control	•Environment •Hardware & Software •Training Support •Resources •Facilities	•Logistics •Training Rollout •Reports •Training Evaluation	•CSED Trainers •Project Mentors	•Plan Maintenance

Figure 46: Training Approach Roadmap

276   Each element is described in more detail below:

- **Training Scope** – This element defines the intent of the training and sets the parameters of the training program. Various parameters need to be considered in setting the scope of the Training Plan, including the audience, geography, newly created processes, and newly designed organization.

- **End-User Training Needs** – This element identifies the training needs for the end-user. This includes conducting a current skills assessment, defining prerequisites, and determining the learning needs of the end-users. Once staffing needs and new job descriptions are identified, CSED should conduct an assessment of the skill levels of all transitioning staff and identify the gaps between the newly defined skill sets and current skill levels. CSED should also determine if there are particular skills or requirements that should be prerequisites to some trainings, and if there are prerequisite materials that should be distributed to end-users prior to attending some trainings. Defining these prerequisites would enable end-users to better benefit from the trainings.

- **Training Curriculum** – This element establishes the structure and content of the training courses to be offered. It includes defining the roles of instructors and identifying potential instructors, clearly defining a learning and development path for each of the defined staff levels under the

new organizational structure, beginning to define the curriculums for individual trainings, and defining what information would best be delivered as mandatory or optional courses or sessions versus presented at program-wide events.

- **Training Delivery Methods** – This element identifies the logistical and geographic constraints of the end-users and determines delivery methods that best suit these needs. Various channels can be considered for training delivery, including web-based trainings, self-study guides, in-person classroom sessions or workshops, and teleconferences. A selection process should be determined for choosing training methods that takes into consideration factors such as the type of information to be conveyed, the materials necessary for delivering this information, the frequency of delivery, and the level of the training.

- **Training Materials Development** – This element determines how best to present the training curriculums that have been established and develops the required materials. In creating these materials, CSED should keep in mind the objectives of each training and how the achievement of these objectives can be facilitated through the prepared materials. This element also includes establishing a review and approval process for all training materials, as well as a process for updating these materials and controlling their use and distribution to protect against the dissemination of incorrect or outdated information.

- **Training Infrastructure** – This element identifies the infrastructure and resources required to deliver training, and establishes a process for setting up and testing needed equipment prior to use. For courses delivered in a classroom setting, adequate preparation of facilities and equipment is a critical component of delivering effective training. For technology-enabled trainings, such as webinars or teleconferences, testing and system checks become essential to conducting the trainings.

- **Training Delivery** – This element includes the logistics and scheduling of the trainings, as well as actually delivering the training curriculums. Also included in this element is post-training evaluation. Evaluation by both the instructors and the end-users will be useful to critique the perceived on-the-job usefulness of the content, the delivery method, the effectiveness of the instructor, and the perceived skill level of the end-users. Delivering training is not a static process; feedback is important for the continual evaluation, update, and improvement of the information delivered and the materials and individuals used to deliver it.

- **Subject Matter Expert Involvement** – This element involves the collaborative process of building specific knowledge, skills, and abilities applied on the job and the transfer of these elements to other end-users. Effective training leverages experienced staff or former staff as instructors and subject matter experts to transfer their knowledge to newer staff members. CSED may choose to employ a "train the trainer" approach to delivering trainings and transferring knowledge, whereby the Project Team prepares a few experienced staff in each region to deliver trainings locally and serve as on-site support should questions or issues arise regarding the information.

- **Plan Maintenance** – This element includes carrying out the tasks that are necessary to maintain an active training program and to make adjustments and updates when and where appropriate to enable the continual delivery of training and transfer of knowledge. While plan maintenance will begin during the Execution phase of the Implementation Plan, it will be important for CSED to continue plan maintenance after the transition is complete. Training will be an ongoing need within the child support program and an effective training program will allow CSED to address this need.

277   While it is essential that training be an ongoing aspect of the child support program, the Training Plan created as part of the Workforce Transition Plan should focus on first delivering the training necessary to transition staff to the new service delivery model and then on the continual maintenance and development of their skills. During the Execution phase of the Implementation Plan, trainings should be delivered that will

enable new and transitioned staff to perform their defined job responsibilities under the new organizational structure as the State Operated Regional Offices service delivery model becomes functional. Once this transition is complete, and as part of the plan maintenance element of the Training Plan, CSED can turn its attention to the ongoing training needs of the program.

Execute Workforce Transition Plan (Execution)

278   It will be critical for CSED to provide support for its new and newly transitioned workforce in order for a smooth transition to a new service delivery model to occur. By preparing a well-defined Workforce Transition Plan during the Planning phase of the Implementation Plan, CSED will be well positioned to provide this necessary support. Figure 47 illustrates many of the activities that should occur during the Execution phase of the Implementation Plan to provide this support and training to the child support workforce, as well as example deliverables that could be prepared to facilitate workforce transition to the new organizational design. The exact set of activities will depend on the details of the completed Workforce Transition Plan.

Conduct Staffing and Selection Process	Transition Workforce	Evolve and Monitor Organization

Activities

• Prepare for staffing plan • Determine impacted individuals and when work will be transitioned • Engage "at-risk" talent in retention programs • Identify incumbents • Post / pool open roles and execute selection process • Involve Legal and other pertinent groups as appropriate • Develop communication plan for communicating selecting decisions • Develop performance metrics specific to each role	• Managers and HR determine start dates of new position based on transition plan • Identify transition "buddies" for staff to partner with to transfer knowledge • Conduct meetings with affected staff to explain process • Develop detailed, coordinated communication plans for implementation phase • Work with managers to prepare and plan for communicating the results of selection process to associates • Populate future state org charts with selected names and make updates • Develop and conduct on-boarding process • Deliver trainings • Execute Knowledge Transfer Plan	• Conduct quarterly focus group with functional leaders to understand the impact of the changes and discuss further improvement opportunities • Follow-up on selection decisions to ensure fit and skill acquisition • Track that business case targets are being met (typically savings are not realized until well after the new organization is in place)

Recommended / Sample Deliverables

• Staffing decisions for all positions in the organization • Plan for communicating selection decisions to stakeholders	• Detailed transition plans by CSED • Knowledge transfer documents • Training materials • On-boarding plans	• Improvement plans, as appropriate

Figure 47: Example Workforce Transition Activities

279   Throughout the Execution phase of the implementation, CSED should carefully monitor the support and training provided to the child support workforce. Ultimately, it is the people within the child support program who provide services to the program's customers. As such, CSED should take great care in assisting these individuals' transition to the new business processes and organizational structure brought about by the implementation of the State Operated Regional Offices service delivery model.

Technology

280   The business of child support relies heavily upon technology to support its business processes. In child support casework activities, for example, there are forms that are generated and mailed, appointments that are scheduled, notes that are captured and countless business rules that help drive casework forward. The change to a new service delivery model must include an analysis of the current enabling technology and a plan to make necessary modifications to align the supporting technology with the state operated business model.

281   There are four core technology systems that support the Minnesota child support program. These include:

- **PRISM (Providing Resources to Improve Support in Minnesota)** is the current legacy mainframe application used for both online and batch processing. It is considered to be the primary means by which CSED supports its policies and procedures and administers child support in the state. PRISM contains most of CSED's policy and business processing, the logic for its business workflows, and is the source for case and client master data. PRISM provides custom developed tools to help the caseworkers manage their caseloads which include worklists, document creation, case tracking, and report generation.

- **Minnesota Child Support Online (MCSO)** is the program's website application. There is a secure site for parents accessing case information, including payment status. Employers can find information about income withholding (including electronic funds transfer), medical support, and new hire reporting.

- The **Integrated Voice Response (IVR)** system allows various child support stakeholders to obtain a variety of information related to the child support program and specific child support case information.

- The **data warehouse** produces reports that provide performance and operational data for the state office as well as the county child support offices. Counties also can request ad hoc reports for specific data requests and business needs.

282   The Technology thread will consist of assessing these applications for compatibility with the new service delivery model, identifying the gaps between the current state of the technology and the needs of the new service delivery model, and implementing the actions to modify the systems accordingly.

Conduct Technology Assessment (Foundation)

283   The initial work associated with the Technology thread is to assess how the current technology used by the child support program aligns with to-be child support business processes that will be defined. It will be critical to stage the timing of the Technology Assessment to occur after the definition of the to-be process vision in order to make sure that the assessment is based upon the future business model. One critical input into the Technology Assessment will be the to-be process flows that show how the various child support processes and subprocesses will be accomplished in the state operated business model. It is likely that there will be modifications and / or enhancements to the existing technology systems that will need to be made as a result of these to-be process definitions.

284   We would anticipate that the Technology Assessment Team would consist of staff members from the PRISM technical team, functional analysts and, potentially, end-users. It will be important that the assessment examine the needed changes from both an end-user experience and also a

back-end technical perspective. This team will need to be familiar with existing system documentation including functional and technical specifications, test scripts, and training manuals. This documentation, along with the knowledge of the various systems that the team members have, will serve as the basis for identifying gaps that exist between the current way the system functions and any needed modifications based on the to-be process flows.

285   As mentioned previously, all four key systems that support the child support business processes will need to be assessed. In the following pages, a summary of each of these systems is provided along with potential modifications that might need to occur based on the transition to the State Operated Regional Offices service delivery model.

PRISM

286   The PRISM system will likely represent the system with the largest number of modifications needed to support the new service delivery model. PRISM is what caseworkers use to complete the majority of the work associated with child support cases.

287   The fact that services will no longer be delivered at the county level but rather at state operated regional offices will require careful analysis of PRISM functionality to see what subsystems are impacted by the transition. Table 21 shows some examples of PRISM functionality that could require modification.

PRISM Functionality	Nature of Potential Modification
Caseload Assignment	Cases are currently assigned according to counties, and there are 84 county offices that have caseloads. The new model has ten state operated regional offices instead of these 84 county offices. PRISM caseload management will need to be modified to assign cases according to the appropriate region. In addition, there will be a need to move existing cases to the new model. This "conversion" to the new model could be done via automated programs or could be done manually.
Outbound Forms	Outbound forms typically have the caseworker name and contact information on them so that the receiving party can contact the person who initiated the correspondence. The forms programs and templates will need to be modified in order to populate the correct office / caseworker that will be supporting the case in the new service delivery model.
Worklists	Worklists notify caseworkers to take actions on a case or notify them when a certain event occurs. Worklists will need to be assessed to determine if they should still go to the same type of worker or whether there is a new worker that should receive it.
Default flows	Default flows help the user navigate through various screens in order to complete a business function. These default flows will need to be reviewed to determine if any changes need to be made.

Table 21: Example of Potential PRISM modification

288   In order to expedite this assessment process for PRISM, It is recommended that the staff members doing the assessment participate actively in the to-be process sessions. Doing so will allow them to begin to understand potential changes early on and begin to plan for implementation of the necessary changes.

Minnesota Child Support Online (MCSO)

289   MCSO provides 24 hour access to information about the child support program and specific case information to registered users. Figure 48 shows a screenshot of the MCSO application that is used by child support participants and employers.
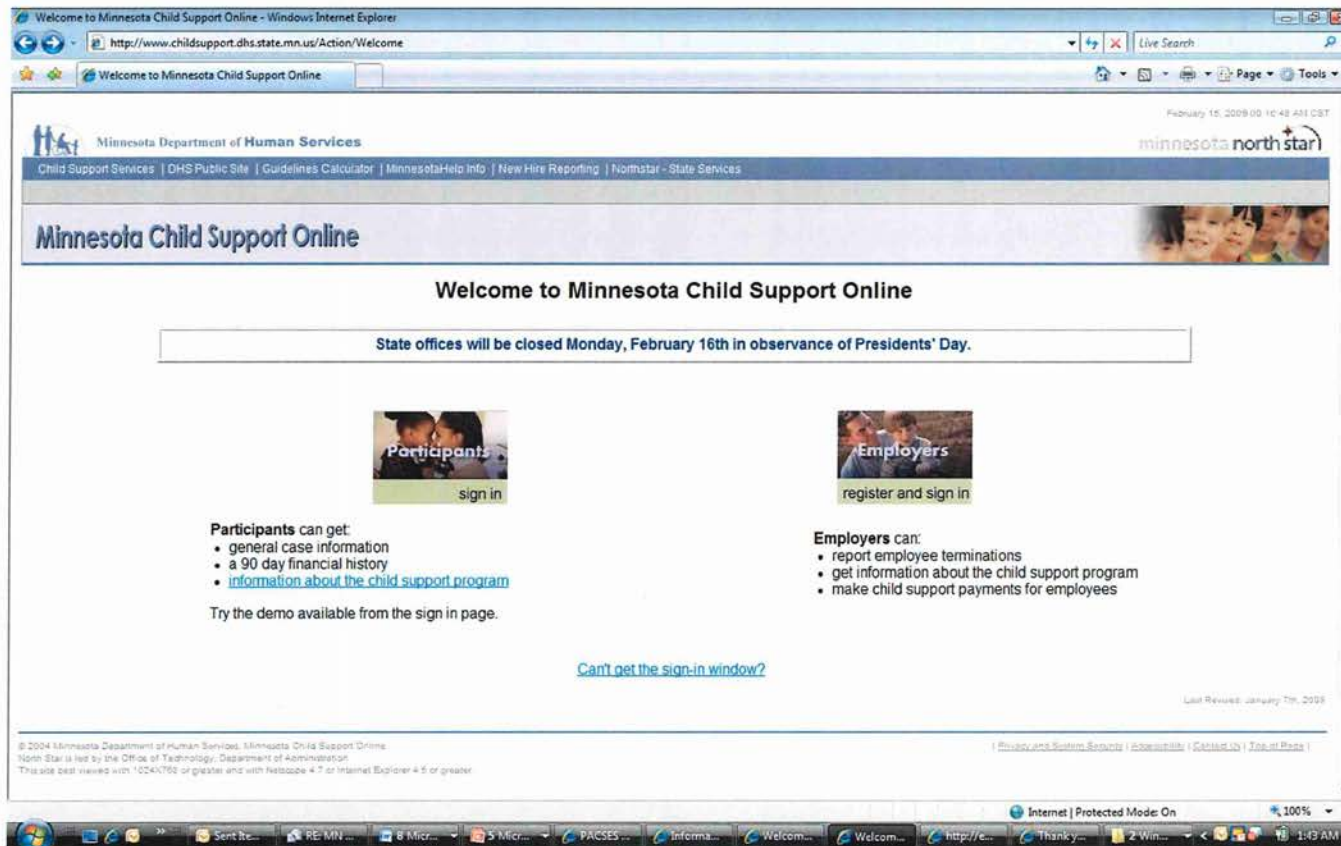
Figure 48: Screen Shot of the MCSO Home Page

290   MCSO serves a variety of citizen and employer communities, which include:

- **Participants:** A secure site that allows participants in a child support case to obtain case related information.

- **Employers:** A secure site that allows employers to deduct funds from employee paychecks (Income Withholding) in order to pay child support obligations, manage and track attached employees, and report terminations.

- **General Public:** An unsecured area on the website providing information for the general public on various child support topics via the top menu and an available broadcast message (also called seasonal messages).

291   The core functionality that exists on MCSO will likely not be impacted significantly by the change to the State Operated Regional Offices service delivery model. Currently, the majority of the actions that case participants can take on MCSO are related to obtaining information about account balances, payments, pending events, and activity history associated with a case. These types of capabilities should not be impacted if a case is being handled by a regional office instead of a county office. In fact, one of the core reasons for the development of online applications like MCSO is to reduce the dependency on caseworkers to answer routine case questions.

292   The main DHS website also has a child support section that provides static information about the child support program. This DHS website is linked to MCSO and vice versa. This website will also need to be evaluated to determine what changes need to be made. For example, there is a map that shows the various child support offices and provides contact information for each one. This type of information will need to be updated to reflect the new office structure of the state operated program.

293   Another consideration to be made during this assessment period is to account for the 18 counties that currently have websites that provide child support specific information. It will be important during the Technology Assessment to account for each of these and create an inventory of all of the websites that will need to be shut-down.

Integrated Voice Response (IVR)

294   The IVR includes seven separate applications (phone lines) with unique scripts designed to support different types of callers. Each one of these lines will need to be accessed to determine if modifications to scripts are necessary. Table 22 shows the existing lines and the group that is served by each.

IVR Application (Line)	Nature of Potential Modification
Application A	General info line – for anyone seeking information on child support
Application B	County line – for county workers to call the Help Desk and get to the correct agent; has general system information
Application C	Partners line (Employers, POF, Banks, interstate agencies) – informational – CSED can fax / mail documents out from this line
Application D	Participant Line – NCP's or CP's can receive payment, case, or general information
Application E	Main office line
Application F	TTY menu – Connects to application A and D
Application G	ACSU transfer line - calls come into the front desk where they can be routed to policy help desk, CSPC, security desk, technical desk, etc.

Table 22: Existing IVR Lines that will need to be assessed for change

295   We do not anticipate that there will be significant changes to most of the IVR scripts and capabilities. One area that will need to be addressed across all lines will be related to the case contact information provided. However, if this information is pulled directly from PRISM, and PRISM reflects these changes, then this will be addressed during the PRISM modifications. For example, the IVR and PRISM share a common data model. Thus, when caseload assignments have been aligned with the new service delivery model, not only will PRISM have this information, but the IVR will be updated with this information as well.

Data Warehouse

296   The data warehouse supports report generation for a number of reporting mechanisms. Though data for reporting is extracted from the data warehouse, the distribution medium for these reports is varied. There are three different sites from which data warehouse reports may be generated.

- **Standard Data Warehouse Reports** – 34 data warehouse reports are generated from the Department of Human Services - System Information Repository (DHS-SIR) site. These are reports that the users have requested over time and have been institutionalized on DHS-SIR.

- **Info Pac / eReports** – 93 data warehouse reports are generated from the Info Pac / eReports link on PRISM. These are mostly operational reports, data for which is extracted for the data warehouse and provided to the mainframe

- **Minnesota CountyLink Reports** – The CountyLink site hosts the County Performance Assessment Tool (CPAT) and Child Support Performance Reports. CPAT is a series of 18 reports to be used by the counties to measure their performance in federally mandated measures and to determine each county's share of federal incentive money. The reports are available on the internet at the county server site and some intermediate reports are available on Info Pac.

297   As part of the Technology Assessment, the reports associated with the data warehouse will need to be evaluated to determine if the transition to a new service delivery model effects the way in which it provides data to the various reporting mechanisms. Furthermore, each of the reports that are generated will need to be assessed to determine if the layout and logic should be changed to align with the new service delivery model. During this assessment effort, there may be reports found that will no longer be required in the new model. Conversely, new reports could potentially be identified that should be developed to support the management of the new model.

Technology Plan (Planning)

298   Following the assessment of the core technology systems and the identification of the gaps that exist between the current systems and the to-be process models, CSED will need to develop a plan for making the required changes and enhancements to the systems. CSED will need to prioritize the changes and identify the needed resources to manage and implement the changes.

299   A critical factor in this planning effort will be to consider the long-term system planning efforts that are currently underway to renew the technology applications that support the child support program. During the Policy BPR Project, a technology roadmap was created that outlines the projects that CSED should complete in order to obtain an automated system that will improve the efficiency and effectiveness of the child support program. This roadmap included recommendations to replace the PRISM system with a new system. CSED will need to consider how much time and money it will want to invest in making modifications to PRISM to support the service delivery model change versus waiting to make the changes in a new system. Figure 49 shows the high-level Implementation Roadmap that was the final outcome of the Policy BPR Project.
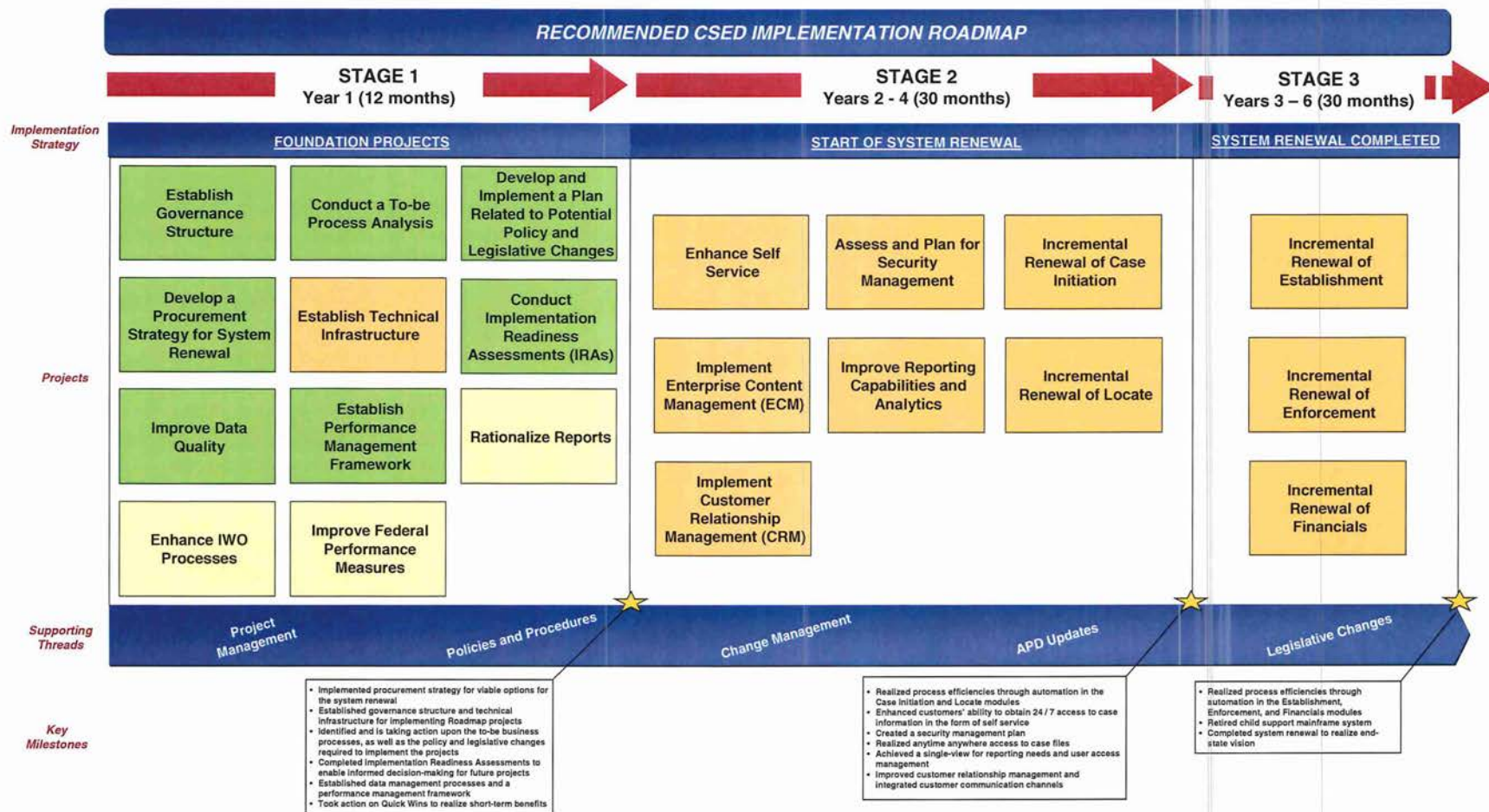
RECOMMENDED CSED IMPLEMENTATION ROADMAP

STAGE 1 Year 1 (12 months)	STAGE 2 Years 2 - 4 (30 months)	STAGE 3 Years 3 – 6 (30 months)

Implementation Strategy

FOUNDATION PROJECTS	START OF SYSTEM RENEWAL	SYSTEM RENEWAL COMPLETED

Projects

Establish Governance Structure

Conduct a To-be Process Analysis

Develop and Implement a Plan Related to Potential Policy and Legislative Changes

Develop a Procurement Strategy for System Renewal

Establish Technical Infrastructure

Conduct Implementation Readiness Assessments (IRAs)

Improve Data Quality

Establish Performance Management Framework

Rationalize Reports

Enhance IWO Processes

Improve Federal Performance Measures

Enhance Self Service

Assess and Plan for Security Management

Incremental Renewal of Case Initiation

Implement Enterprise Content Management (ECM)

Improve Reporting Capabilities and Analytics

Incremental Renewal of Locate

Implement Customer Relationship Management (CRM)

Incremental Renewal of Establishment

Incremental Renewal of Enforcement

Incremental Renewal of Financials

Supporting Threads

Project Management — Policies and Procedures — Change Management — APD Updates — Legislative Changes

Key Milestones

- Implemented procurement strategy for viable options for the system renewal
- Established governance structure and technical infrastructure for implementing Roadmap projects
- Identified and is taking action upon the to-be business processes, as well as the policy and legislative changes required to implement the projects
- Completed Implementation Readiness Assessments to enable informed decision-making for future projects
- Established data management processes and a performance management framework
- Took action on Quick Wins to realize short-term benefits

- Realized process efficiencies through automation in the Case Initiation and Locate modules
- Enhanced customers' ability to obtain 24 / 7 access to case information in the form of self service
- Created a security management plan
- Realized anytime anywhere access to case files
- Achieved a single-view for reporting needs and user access management
- Improved customer relationship management and integrated customer communication channels

- Realized process efficiencies through automation in the Establishment, Enforcement, and Financials modules
- Retired child support mainframe system
- Completed system renewal to realize end-state vision

Figure 49: Policy BPR Implementation Roadmap

Execute Technology Plan (Planning / Execution)

300   After completing the assessment and planning for the necessary changes, CSED will need to implement these changes. This is typically done by following a standard system development lifecycle (SDLC) for software creation and modification. Figure 50 shows the steps of the five core aspects of software development.
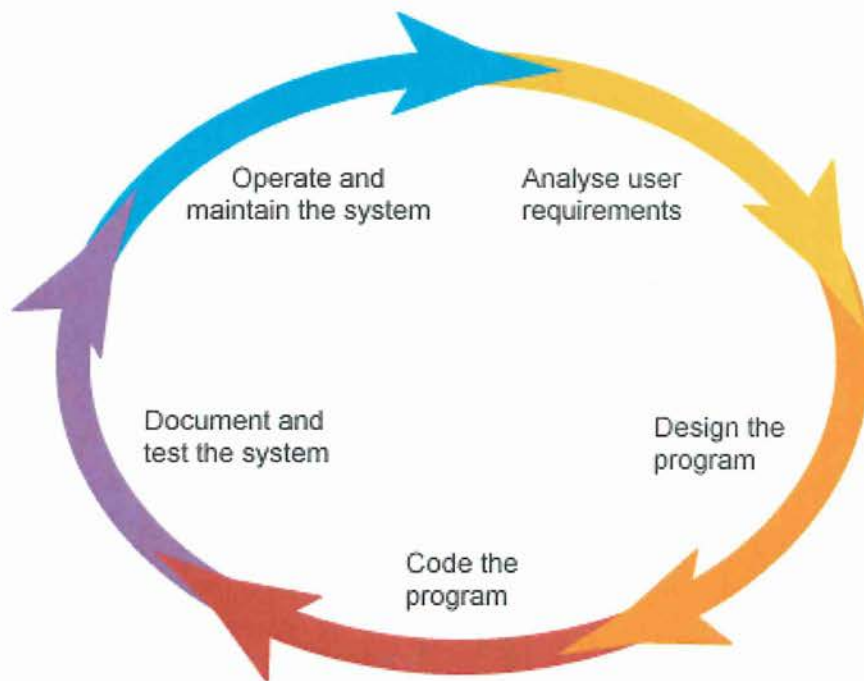
Figure 50: Typical System Development Lifecycle Methodology

301   The SDLC example provided is meant to show a typical approach for creating new or modifying existing software. CSED will need to determine the specific method it wants to use for executing the required system changes. Depending on the extent of the needed changes, CSED may choose an alternate software development method that could accelerate the time required to go-live with the system enhancements. Regardless of the precise method chosen, the steps contained below typically need to occur.

Analysis of User Requirements

302   During this stage, the problem is defined so that a clear understanding of what the system should do can be gained. For the purposes of implementing the new service delivery model, this problem could be defined in terms of what needs to happen for the system to be aligned with the new service delivery model.

Program Design

303   During this stage, a solution to the problem is designed by defining the logical sequence of steps that will achieve each of the objectives defined in the User Requirements stage. In terms of this project, CSED can leverage previously created PRISM, MCSO, IVR, and data warehouse design specifications and modify them according to the new requirements. Using existing documentation will reduce the amount of time required for this stage. If there is not adequate documentation in existence, this stage could take longer to accomplish.

Program Coding

304   During this stage, sometimes called the implementation stage, the designs are translated into updates to the software. When developing new software, this tends to be the longest phase of the SDLC. When modifying existing software, depending on the extent of the changes, the time required to code is usually not as significant as with new development efforts.

Documentation and Testing

305   In this stage, the system documentation is updated to reflect the changes being made to the system. This provides a technical reference point for ongoing maintenance and development of the software itself. Documentation also provides instructions to the users that inform them about the features of the software and how it should be used. The software testing activities identify errors, or "bugs", that are introduced during the coding effort.

Operating and Maintaining the System

306   Once the software has been tested it can be "rolled out" for use in the production environment. It will be necessary to monitor the performance of the system over time to ensure that the modifications made are working as expected.

307   CSED already has teams in place that are responsible for enhancements and modifications of the core systems that support the child support program. These teams define system requirements, complete functional and technical designs, and perform the development activities and corresponding testing efforts that must be accomplished for each change. CSED could decide that it wants to augment the existing staff with outside vendor support in order to meet the timeframes for implementation.

308   If outside vendor assistance is going to be used, CSED will need to take the necessary steps to procure these services. Since the procurement process can take some time, CSED will want to make this decision as early as possible to make sure that it has the implementation resources available when they are needed.

Facilities & Infrastructure

309   Locating, securing, and preparing appropriate workspace to support the new business processes and organizational design will be key to the successful implementation of the State Operated Regional Offices service delivery model. CSED can partner with the Property and Facilities Management Unit (PFMU) of the Department of Human Services' (DHS) Management Services Division to accomplish the necessary planning and execution activities related to facilities and infrastructure. The PFMU provides assistance to DHS divisions making transitions of this nature. Its experienced staff assists in navigating state statues, policies and guidelines to make certain that the transition is completed in compliance with state regulations, with the best possible results for the agency, and at a low cost to taxpayers. The PFMU can provide project management services; assist CSED in making decisions about using in-house state resources or contracting out to third party vendors for various activities; and serve as liaison between CSED and these resources. The PFMU will also leverage the services of the Department of Administration's Real Estate and Construction Services Unit. This Unit will be an important player as they partner with the PFMU to provide a broad range of pre-planning, acquisition, leasing, project management, relocation, and space management services to CSED at various stages of the transition.

310   During the Planning phase of the implementation, CSED will undertake several activities to analyze and select the locations of the regional offices. Beginning towards the end of the Planning phase and continuing throughout the Execution phase based upon the schedule determined within the Roll-out Plan, the state will negotiate and sign leases or enter into other formal real estate arrangements. As potential sites are identified, a detailed assessment of each facility will be conducted. Once a site is selected and a lease signed, final designs for necessary infrastructure and other tenant improvements will be created. Construction for the necessary facility build-out will take place in the weeks prior to each regional office becoming operational. Also during this time, necessary office furniture and equipment will be procured and moved into each facility. The Facilities & Infrastructure thread will also coordinate with the Technology thread to complete the installation and necessary set up of all systems and IT equipment prior to employees reporting to each facility for work.

Facility Analysis and Plan (Planning)

311   The first step in achieving the successful identification and preparation of new regional office space will be for CSED to contact the PFMU and submit a business justification. This executive-style briefing memo should provide PFMU with CSED's rationale for the transition, addressing the costs and benefits to the state. Upon approval of the business justification, PFMU will assign a member of its team as a liaison to be involved in the initial planning and scheduling efforts and to serve as project manager throughout the transition. A transition of this size and nature will have many complex pieces to consider, and planning the timeframes necessary to accomplish each task is key for the implementation schedule. Leveraging existing state staff with similar project experience within the PFMU will be essential in this effort. While the PFMU may contract with third party vendors based on the size and cost of individual components of the Facilities & Infrastructure project, all project management will be done internally with staff from CSED's Project Team and the PFMU.

312   CSED should apply an organized and data driven approach to site selection so that the sites identified and ultimately selected will support the new State Operated Regional Offices service delivery model. As depicted in Figure 51, CSED will first determine the basic requirements of each facility and the general geographic area within each region in which each facility is to be located. As described in greater depth below, this will be done by conducting strategy sessions with the CSED Project Team and key program stakeholders so that the goals and vision of the child support program are considered and the selected facilities successfully enable the delivery of child support services. After establishing the facilities requirements and selection criteria, market surveys will be conducted in each of the selected geographic areas to gather site information and compile a long list of possible facilities. The PFMU will assist in planning these surveys, which will either be conducted in-house by state staff or contracted out to third party vendors. By applying a methodology that numerically weights the various selection criteria based on relative

importance to the child support program, CSED can then narrow the long list to two or three locations, perform site visits, and pursue lease negotiations.

313 Within each geographic area, CSED should consider existing state owned or leased facilities that may suit the needs of the child support office to be located in that region as well. The PFMU can assist CSED in identifying and assessing these facilities. In some regions, it may also be possible to remain in existing county child support offices, depending on the size of the existing space, the size of the regional staff to be located there under the new model, and the terms and conditions of the existing lease or occupancy agreement. Such an arrangement, if possible, would likely eliminate the need for an extensive market survey in this region or large-scale infrastructure and tenant improvements to the facility, and would also allow some continuity of service for customers in this region already familiar with the office location.
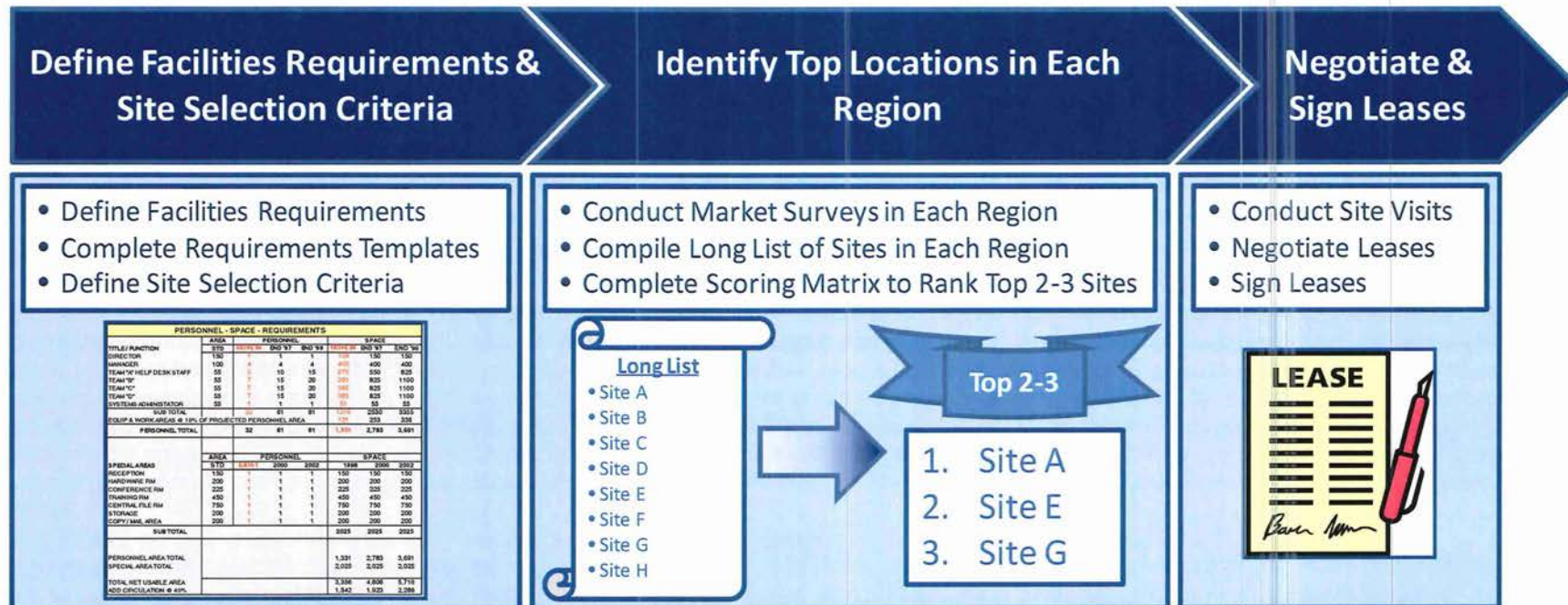

Figure 51: Location Selection Approach

Determine Facilities Requirements

314 Based on the new organizational structure and proposed organizational chart completed during the Organizational Design & Workforce Transition thread of implementation, CSED will know the number and level of employees within each regional office. The PFMU will work with the Department of Administration to determine the space requirements per employee and for common areas such as reception areas, meeting rooms, lunch rooms, and file storage rooms. In considering the size of the facilities required, CSED should also take into consideration future growth of the program.

315   In addition to personnel considerations, other location parameters will figure into determining facilities requirements. CSED will need to gather input from members of the Process and Technology threads of the Project Team to confirm that all requirements of these areas are incorporated into the final facilities requirements. For example, it will be important to determine how work will flow between employees as determined by the new business processes, the type and frequency of client interactions that will take place in each office, and the system and information technology needs of each location.

316   Once the facilities requirements are finalized and approved by the Project Team and program leadership, CSED should undergo planning exercises to gather the requirements for each new regional office. These planning exercises will identify such relevant elements as the number of employees to occupy each facility, the state-regulated space requirements for each employee based on level and position, and the necessary common areas that will be necessary. Projections for future needs of the program should also be considered and incorporated into the planning. CSED should develop a facilities requirement template similar to that presented in Figure 52 to capture and organize the information gathered during these exercises in a concise manner, which will allow facilities to be more easily evaluated during the market survey.

PERSONNEL - SPACE - REQUIREMENTS							
	AREA	PERSONNEL			SPACE		
TITLE / FUNCTION	STD	MOVE IN	END '11	END '12	MOVE IN	END '11	END '12
DIRECTOR	150	1	1	1	150	150	150
MANAGER	100	4	4	4	400	400	400
TEAM "A" HELP DESK STAFF	55	5	10	15	275	550	825
TEAM "B"	55	7	15	20	385	825	1100
TEAM "C"	55	7	15	20	385	825	1100
TEAM "D"	55	7	15	20	385	825	1100
SYSTEMS ADMINISTATOR	55	1	1	1	55	55	55
SUB TOTAL		32	61	81	1210	2530	3355
EQUIP & WORK AREAS @ 10% OF PROJECTED PERSONNEL AREA					121	253	336
PERSONNEL TOTAL		32	61	81	1,331	2,783	3,691
	AREA	PERSONNEL			SPACE		
SPECIAL AREAS	STD	EXIST	2011	2013	2009	2011	2013
RECEPTION	150	1	1	1	150	150	150
HARDWARE RM	200	1	1	1	200	200	200
CONFERENCE RM	225	1	1	1	225	225	225
TRAINING RM	450	1	1	1	450	450	450
CENTRAL FILE RM	750	1	1	1	750	750	750
STORAGE	200	1	1	1	200	200	200
COPY / MAIL AREA	200	1	1	1	200	200	200
SUB TOTAL					2025	2025	2025
PERSONNEL AREA TOTAL					1,331	2,783	3,691
SPECIAL AREA TOTAL					2,025	2,025	2,025
TOTAL NET USABLE AREA					3,356	4,808	5,716
ADD CIRCULATION @ 40%					1,342	1,923	2,286

Figure 52: Sample Space Requirements Template

Determine Location Selection Criteria and Identify Sites

317 In addition to determining the facilities requirements for the new regional offices, CSED will also need to determine the general geographic areas in which each regional office will be located. While it has been proposed that the regional offices should be located within the judicial districts, some of these regions encompass very large areas. A map of the judicial districts is presented below in Figure 53. CSED may also choose to pursue a different regional structure.
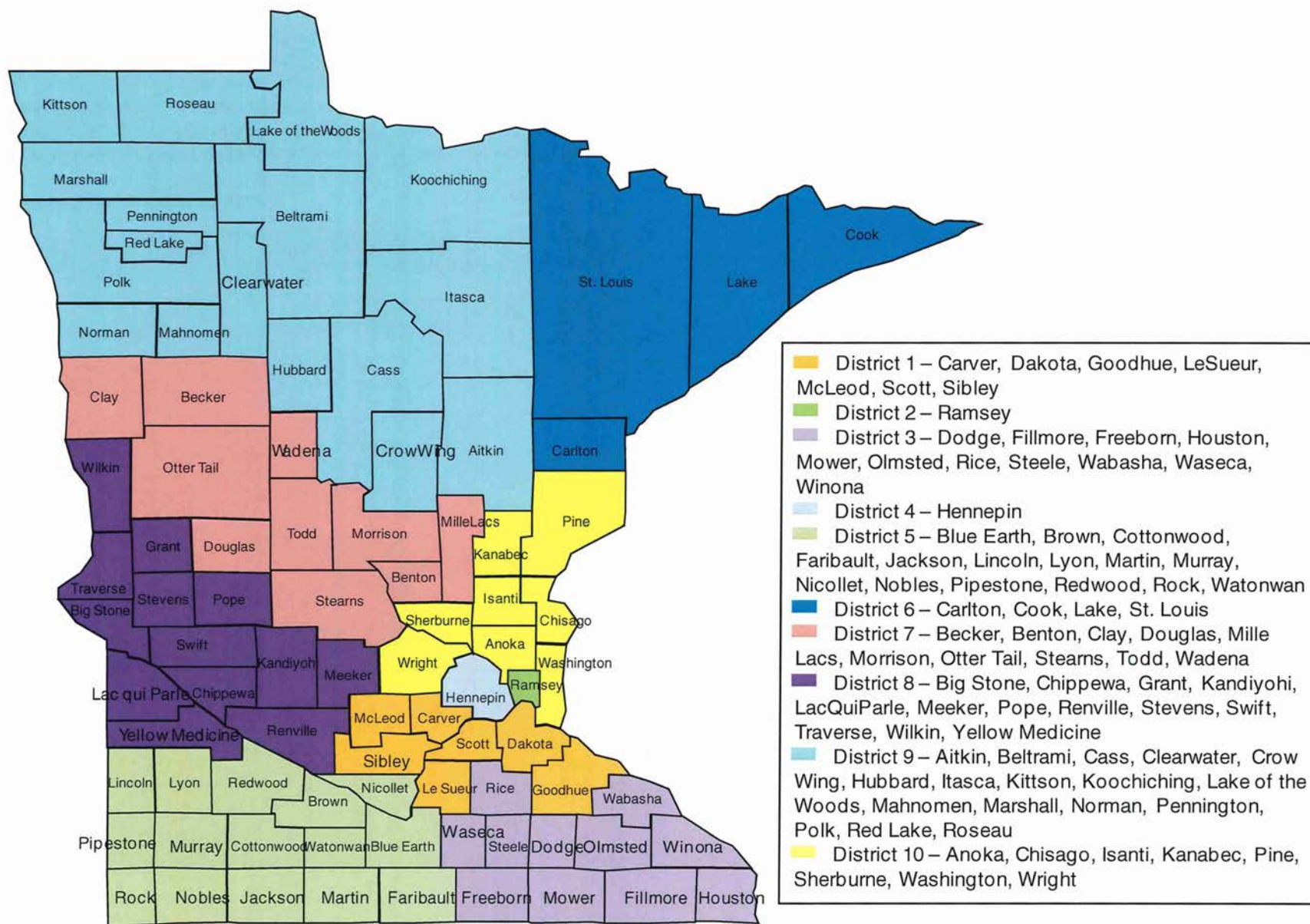
District 1 – Carver, Dakota, Goodhue, LeSueur, McLeod, Scott, Sibley
District 2 – Ramsey
District 3 – Dodge, Fillmore, Freeborn, Houston, Mower, Olmsted, Rice, Steele, Wabasha, Waseca, Winona
District 4 – Hennepin
District 5 – Blue Earth, Brown, Cottonwood, Faribault, Jackson, Lincoln, Lyon, Martin, Murray, Nicollet, Nobles, Pipestone, Redwood, Rock, Watonwan
District 6 – Carlton, Cook, Lake, St. Louis
District 7 – Becker, Benton, Clay, Douglas, Mille Lacs, Morrison, Otter Tail, Stearns, Todd, Wadena
District 8 – Big Stone, Chippewa, Grant, Kandiyohi, LacQuiParle, Meeker, Pope, Renville, Stevens, Swift, Traverse, Wilkin, Yellow Medicine
District 9 – Aitkin, Beltrami, Cass, Clearwater, Crow Wing, Hubbard, Itasca, Kittson, Koochiching, Lake of the Woods, Mahnomen, Marshall, Norman, Pennington, Polk, Red Lake, Roseau
District 10 – Anoka, Chisago, Isanti, Kanabec, Pine, Sherburne, Washington, Wright

Figure 53: Map of Judicial Districts

318   CSED should narrow down the possible geographic areas for each regional office. To do this, it is typical for strategy sessions to be held to determine the factors that will be critical for the success of a location. CSED, with input from stakeholders within the child support program, will define these criteria based on what will facilitate the best delivery of services to its customers. Sample location selection criteria are provided in Table 23.

Selection Criteria	Description
Access	• Customer access to office, including availability of public transportation and parking • Distance to courts and other service partner locations • Distance from existing county offices for county employees retained under new structure
Cost	• Responsible, low cost to tax payers • Day to day employee costs
Workforce Scalability	• Availability of appropriately skilled workforce • Size of labor force • Unemployment
Workforce Sustainability	• Demographics • Graduates / education levels • Competition
Physical Infrastructure	• Electric • Telecommunications • Security / access control • Real estate availability • Expansion options
Community Impact	• Unemployment • Economic distress
Image	• Inviting for customers • Quality of life for employees
Disruption Risk	• Weather / natural disaster risks • Business climate

Table 23: Site Selection Criteria

319   After reviewing and finalizing the criteria with program leadership, relative weightings will then be assigned to each criterion based on its overall importance to and influence on the successful delivery of child support services. This will allow CSED to take a systematic approach to determining locations that best meet the needs of the program, its customers, and its employees. For example, as proximity to the courts, genetic testing facilities, and other service providers, as well as customer access to the child support offices in the event that a customer does need to meet face to face with a child support worker, are of great importance to the timely delivery of services and effective customer service, these factors will likely receive high weightings, as depicted in the sample weightings template in Figure 54. CSED can then focus its search and invest

greater time in locating facilities that meet criteria with higher relative weightings. In considering these criteria, CSED will likely want to consider such factors as the facility's proximity to public transportation and access to parking, distance to the courthouse, and the average or longest distance that a customer of the child support program is likely to have to drive to reach an office. Determining the site selection criteria and relative weightings for the new office locations will be important activities for CSED to spend time completing during the Planning phase of implementation. As many of the judicial districts span large geographic areas and have diverse populations and customer bases, locating facilities that meet all criteria may be quite difficult should CSED pursue a regional structure based on the judicial districts. By assigning relative weightings, however, CSED will be able to more easily rank available locations.

Criteria	Weighting
Customer Access	5
Labor Availability	3
Occupancy Costs	4
Physical Infrastructure	2
Staff Proximity	3
Proximity to Partners / Services	5
Community Impact	2

Scale
1   to   5
Low   High

Figure 54: Sample Relative Weightings

320   Based on these selection criteria and the application of the relative weightings, the general geographic locations for each regional office will be determined. For each of these areas, a complete market survey will be conducted to gather information that will inform the selection of individual office facilities. Using the same selection criteria that were used to identify the geographic areas, perhaps with additional criteria to narrow down particular locations, a long list of eligible locations will be compiled for each regional office. Using a matrix similar to that shown in Figure 55, the long list of locations can be ranked according to the weighted selection criteria and a short list of the two to three highest ranking locations can be compiled.

Critical Weight	Primary Location Selection Criteria							No Criteria Weight		With Criteria Weight	
	Customer Access	Labor Availability	Cost	Infrastructure	Staff Proximity	Partners/Services Proximity	Community Impact				
1 = Low, 5 = High	5.00	3.00	4.00	2.00	3.00	5.00	2.00	Score	Overall Rank	Score	Overall Rank
Place A	5.00	4.00	3.00	3.00	3.00	5.00	2.00	25.00	1.00	93.00	1.00
Place B	4.00	4.00	3.00	3.00	2.00	4.00	3.00	23.00	2.00	82.00	2.00
Place C	1.00	3.00	4.00	3.00	3.00	3.00	1.00	18.00	6.00	62.00	6.00
Place D	3.00	5.00	1.00	2.00	2.00	2.00	3.00	18.00	5.00	60.00	7.00
Place E	3.00	1.00	3.00	2.00	1.00	3.00	2.00	15.00	8.00	56.00	8.00
Place F	1.00	1.00	2.00	3.00	5.00	5.00	2.00	19.00	5.00	66.00	5.00
Place G	2.00	3.00	3.00	2.00	4.00	4.00	4.00	22.00	3.00	75.00	3.00
Place H	3.00	4.00	5.00	1.00	3.00	2.00	3.00	21.00	4.00	74.00	4.00
Place I	1.00	3.00	4.00	3.00	3.00	3.00	1.00	18.00	6.00	62.00	6.00
Place J	2.00	2.00	3.00	2.00	1.00	1.00	5.00	16.00	7.00	50.00	9.00
Place K	1.00	2.00	1.00	1.00	4.00	2.00	3.00	14.00	9.00	45.00	10.00

**Figure 55: Sample Location Scoring Matrix**

321   At this stage, members from the CSED Project Team will likely want to perform site visits at each of the sites on the short list. From this short list, lease negotiations will take place to determine which single location within each region will be the best fit for the child support program.

Facility Leasing and Build-out (Execution)

322   In accordance with the schedule defined in the Roll-out Plan, lease negotiations will be completed and the leases signed for each new regional office site. Upon signing the lease, CSED, in conjunction with the PFMU, will determine the design and build-out needs for the interior space of each facility and complete detailed design plans. If the facility is not available for leasing or is owned by another governmental entity, CSED should explore opportunities for alternative arrangements, including an intergovernmental agreement or a purchase.

323   Using the facilities requirements previously established for the requisite space per employee and for common areas such as reception areas, meeting rooms, lunch rooms, and file storage rooms, PFMU staff will create schematics diagrams of the office layouts. These detailed floor plans, samples of which are depicted in Figure 56, will allow CSED to effectively plan how to assign workspace and where to position equipment so as to best facilitate efficient workflow based on the new business processes and organizational design.
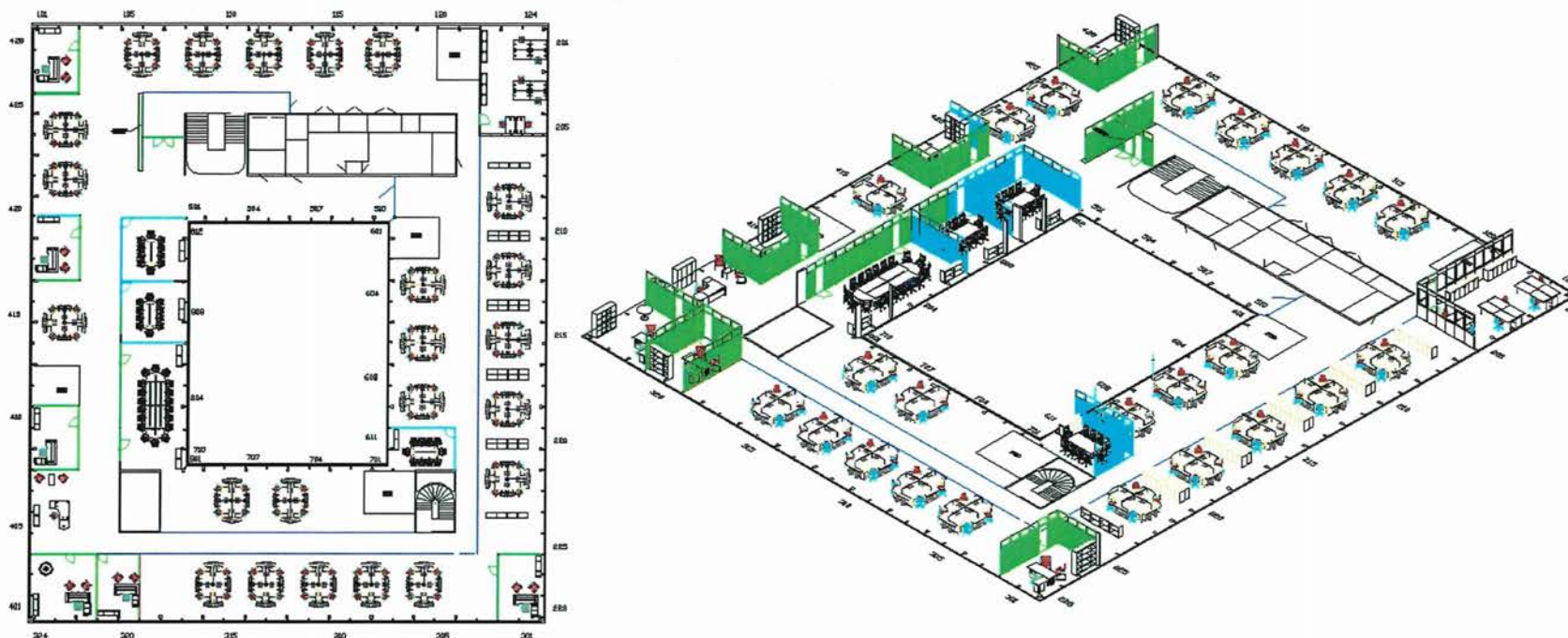
Figure 56: Sample Floor Plan Schematics of Office Space

324 From these schematics, CSED and the PFMU will determine the extent of the construction necessary to complete the build-out. The Technology thread will also have to be consulted to determine what, if any, enhancements will need to be made to the existing wiring and networking capabilities. The PFMU will then work through the Real Estate and Construction Services Unit or, if the architectural and engineering work to be done is extensive, contract out to a private architectural and engineering firm through a bid process, to complete the necessary build-outs at each facility.

325 Also during this time, CSED will work with the PFMU to identify and secure the necessary office furniture, individual computer equipment, and general office IT equipment. Quantities of each of these components will largely be determined by the facilities requirements, though depending on supplier pricing and growth estimates, CSED may choose to purchase additional pieces of furniture or equipment. Floor plan and layout requirements will then be sent to office furniture suppliers for design proposals and pricing estimates. CSED will also seek pricing estimates on IT equipment from various IT equipment suppliers. Delivery and installation of furniture and IT equipment at each location will be coordinated through the Roll-out Plan.

326 Based on the build-out required for each facility and the schedule determined in the Roll-out Plan, construction for each facility will be scheduled and carried out with the oversight of the CSED Project Team and the PFMU manager assigned to the project. There will also need to be

considerable coordination with the Technology thread to determine an appropriate timeline for setting up and testing the IT equipment prior to the office becoming functional. CSED will also work with the PFMU to arrange for all necessary janitorial and maintenance services to be provided at each location.

Conclusion

327   The transition to a new service delivery model is a major undertaking that will require careful planning, preparation, and execution, as well as the commitment and support of program leadership and diverse groups of stakeholders. Should CSED proceed with the implementation of the State Operated Regional Offices service delivery model, this Implementation Plan can serve as a high-level guide for the deliverables and activities that will need to be accomplished.

328   While the preceding narrative provides CSED with a broad view of the work that will be required to complete such a transition, this deliverable is not intended to serve as a detailed work plan. Rather, it can provide overall guidance and a starting point for future planning as CSED moves forward with the transition.

329   As we progressed through the Implementation Planning phase of the ASDM Project, certain themes surfaced that should factor into CSED's planning and decision making processes when choosing if, when, and how to move forward with the transition. Among these themes are:

- *The right staff must be allocated appropriately* – Allocating capable and sufficient staff resources to the various implementation threads, during each thread, will be essential to carrying out the transition to a new service delivery model.

- *Communication is key* – Communication with stakeholders should occur early and often, conveying such information as transition plans and status, benefits of the new service delivery model, and the program goals and vision that will be achieved by making the transition. Existing technologies can be leveraged as part of this effort. For example, IVR scripts or MCSO messages informing customers of the change could be developed. An understanding of the key messages that will be delivered and the preferred methods of communication for each stakeholder group is necessary.

- *Approval of legislative and federal changes is essential* – Gaining approval for the necessary statutory changes is a critical component of moving forward with the implementation of a new service delivery model. Building support for the transition among key stakeholders will be an essential aspect of this effort. Also key is the receipt of approval of the child support state plan changes from OCSE.

- *Momentum toward defining to-be processes should be sustained* – CSED has an opportunity to build on the significant work it has already accomplished through the Policy BPR Project. CSED already understands the current environment well, including the pain points related to existing policies, procedures, and technology.

- *Organizational structure must be carefully aligned with new service delivery model* – Creating an organizational structure that facilitates the efficient delivery of child support services to the children and families of Minnesota will be a critical element of the transition to a new service delivery model. This will entail not only creating an organizational structure that best enables the flow of work as dictated by the new to-be processes, but also training and supporting the workforce that is ultimately responsible for delivering child support services.

- *Modifications of technology systems, especially PRISM, during the transition must be planned and executed* – To provide continual service to the customers of the child support program throughout the transition, CSED will need to plan for the required modifications to the supporting technology that supports the to-be vision for the new service delivery model.   CSED will need to reconcile the identified changes in PRISM with the competing need to replace PRISM that was identified in the Policy BPR Project.

- *Suitable office space could be difficult to locate* – Locating available office space for the new regional offices could be a difficult task given the broad range of geographic regions that will need to be examined. Defining clear site selection criteria and assigning relative weightings that accurately reflect the importance of each in relation to the efficient and effective delivery of child support services will be important. Teaming early with the Property and Facilities Management Unit and other in-house resources will also be beneficial to CSED, as these units are experienced in projects of this nature.

Appendix A – Implementation Work Plan Schedule

330   Appendix A presents a Gantt chart view of the project activities and deliverables within each thread of the Implementation Plan. We have broken down each of the phases into discrete activities with estimated timeframes for completion. The dates and durations presented in Appendix A are illustrative only. Actual dates will depend on CSED's detailed planning efforts should it move forward with the transition. Activity durations will also be dependent upon this planning, as well as upon the completion of predecessor activities throughout the implementation process. Appendix A is meant to provide a representation of how deliverables and activities might be sequenced throughout the implementation of the State Operated Regional Offices service delivery model. Timing and sequencing will also be affected by the roll-out approach selected, the staff resources dedicated to the effort, the mix of state, county, and vendor resources selected, and the timing of necessary legislative and federal change approvals, among other factors.

331   Appendix A consists of one separate file which includes the Microsoft Project Gantt chart.

Appendix B – Initial Statute Assessment

332   Appendix B provides an initial list of existing statutes that will require a more detailed examination to determine their impacts on the program, if any, as it pursues a change in service delivery model. This list constitutes an initial assessment based on specific key word searches of Minnesota statutes. This is not intended to be an exhaustive list of the statutes CSED will have to examine as part of its review of current legislation; nor does a statute's inclusion on this list indicate that it must be amended to support the change in service delivery model. This list is merely the result of the key word searches that are an initial step in determining the legislative changes that may be necessary to support a new service delivery model.

333   A key word search of the phrase "child support agency" performed of all Minnesota statutes returned the following list of statutes that should be reviewed to determine if an amendment is warranted to support a new service delivery model:

Section	Section Title	Chapter	Description
Section 256.741	Child Support And Maintenance	Human Services	For individuals applying for or receiving public assistance, assigns to the state all rights to child support and maintenance from any person the applicant or recipient may be responsible for; provides for good cause exemptions.
Section 256.979	Child Support Incentives	Human Services	Provides for the payment of bonus incentives to county child support agencies for defined child support services or activities and the distribution of federal incentives to the county child support agencies.
Section 256.9791	Medical Support Bonus Incentives	Human Services	Provides for the payment of incentives to county child support agencies for medical support activities.
Section 256J.50	County Duties	Minnesota Family Investment Program	Defines the duties of the counties to provide employment and training services for those receiving public assistance; provides for the notification of the child support agency at the beginning of any job training or work placement assistance program.
Section 268.155	Child Support Deducted From Unemployment Benefits	Unemployment Insurance	Provides for the deduction of child support payments from unemployment benefits.
Section 518A.54	Child Support Payment Center; Definitions	Child Support	Defines the "local child support agency" as the entity at the county level that is responsible for providing child support enforcement services.
Section 518A.56	Mandatory Payment Of Obligations To Central Collections Unit	Child Support	Mandates the use of a central collections unit for all child support collections.

Table 24: Potentially Relevant "Child Support Agency" Key Word Search Results

334 A key word search of the phrase "IV-D agency" performed of all Minnesota statutes returned the following list of statutes that should be reviewed to determine if an amendment is warranted to support a new service delivery model:

Section	Section Title	Chapter	Description
Section 256.87	Contribution By Parents	Human Services	Sets forth the circumstances under which a parent is liable for making and reimbursing child support payments while on public assistance and after public assistance has ended.
Section 256.741	Child Support And Maintenance	Human Services	For individuals applying for or receiving public assistance, assigns to the state all rights to child support and maintenance from any person the applicant or recipient may be responsible for; provides for good cause exemptions.

Table 25: Potentially Relevant "IV-D Agency" Key Word Search Results

335 A key word search of the phrase "county attorney" performed on all Minnesota statutes returned the following list of statutes that should be reviewed to determine if an amendment is warranted to support a new service delivery model:

Section	Section Title	Chapter	Description
Section 13.46	Welfare Data	Government Data Practices	Defines the circumstances under which private data on individuals within the welfare system can be disseminated and to whom.
Section 13.83	Medical Examiner Data	Government Data Practices	Defines the circumstances under which data created or collected by a coroner or medical examiner can be disseminated and to whom.
Section 13.461	Human Services Data Coded Elsewhere	Government Data Practices	Provides citations which govern the disclosure of specified non-public human services data.
Section 13.851	Corrections And Detention Data Coded Elsewhere	Government Data Practices	Provides citations which govern the disclosure of specified non-public corrections and detention data.
Section 256J.396	Support From Parents Of Minor Caregivers Living Apart	Minnesota Family Investment Program	Provides for the payment of support by a parent to a minor caregiver who lives independently from the parent.
Section 257.69	Right To Counsel; Costs; Free Transcript On Appeal	Children; Custody, Legitimacy	Grants the right to counsel to all parties involved in proceedings under the Parentage Act; designates the county attorney as representative of the public authority.
Section 388.051	Duties	County Attorney	Assigns duties to the county attorney, including representation of the county in cases where the county is a party to a legal action.

Section	Section Title	Chapter	Description
Section 393.07	Powers And Duties	Local Social Services Agency	Grants powers and assigns duties to the local social services agencies to administer social services programs, including child support, and bring contempt actions to compel payment of child support.
Section 393.11	County Attorney; Expenses	Local Social Services Agency	Provides authority to the local social services agency or commissioner of human services to contract for legal services to support the child support program.
Section 393.13	Private Insurance Policies	Local Social Services Agency	For services provided under Section 393.07, provides for the subrogation of the county agency providing the services to any rights the person may have under any private health care coverage, to the extent of the cost of services provided.
Section 518A.39	Modification Of Orders Or Decrees	Child Support	Provides the authority and circumstances under which a support order can be modified.
Section 518A.46	Procedures For Child And Medical Support Orders And Parentage Orders In The Expedited Process	Child Support	Defines the procedures for establishing child support, medical support, and parentage orders in the expedited process.
Section 518A.63	Trustee	Child Support	Establishes the circumstances under which the court can appoint a trustee to receive maintenance and support money for remittance to the person entitled to the payments, and defines the responsibilities of the public authority responsible for enforcing the order and the county attorney if payments are not made.

Table 26: Potentially Relevant "County Attorney" Key Word Search Results