



**COLORADO**  
Child Support Services  
Department of Human Services

# STRATEGIC PLAN



# EMPOWERING FAMILIES

# 2023 & BEYOND

# ACKNOWLEDGMENTS



## Committee Members, Past and Present

Keri Batchelder, Committee Chair

Ann Teixeira

Carisa Clinton

Daphne Risch

Donald Bess

Elise Topliss

Heather Rego

Jacques Livingston

Janine Archuletta

Jeremy Backal

Jessica Goodman

Kathy Keairns

Michelle Rove

Randa Alshami

Susie Gager

Yvette Harrison

## Committees, Task Groups, and Work Groups

2Gen Liaisons Group

ACSES Users Group

APA/Judicial Task Group

Customer Experience/Engagement Work Group

Dream 2Gen Statewide Committee

EDI Committee

Employee Engagement Committee

Enforcement Task Group

IVA/IVD Task Group

Online Application Work Group

Tableau Governance Group

Training Group

CDHS Family Voice Council

Grays Peak Strategies

# DIRECTOR'S LETTER

## GREETINGS COLORADO CHILD SUPPORT PROFESSIONALS, OUR HUMAN SERVICES COLLEAGUES AND OUR COMMUNITY PARTNERS

On behalf of the Colorado Child Support Services Program, it is my pleasure to present to you our Colorado Child Support Strategic Plan, Empowering Families in 2023 and Beyond.

Our plan focuses on the following four key initiatives, each of which contains an associated objective, approach and action item:

1. A Whole-Person, Whole-Family, Whole Community Approach
2. Efficient and Effective Processes
3. Leveraging Technology
4. Making the Child Support Program a Great Place to Work

Decisions regarding how resources will be allocated for system changes, legislative initiatives, training, policy development, process improvement, etc. will be informed by whether or not they support and directly contribute to achieving this Strategic Plan.

Thank you to all of our Colorado child support professionals for what you do everyday to make a difference for the families we serve. We are excited for the years ahead and we look forward to continuing to work collaboratively to achieve our shared goals!

Sincerely,  
Larry Desbien  
Director, Colorado Division of  
Child Support Services

# VISION

We work together to find innovative ways to empower Colorado parents to support their children

# MISSION

Collaboratively, our purpose is to promote, design and deliver family-centered child support services



## VALUES/PRINCIPLES

### Value: People-First Approach

**Principle:** We believe in child support services that support the whole person, the whole family, and the whole community. Our services will be individual- and family-focused, family-driven and community-based.

### Value: Organizational Culture

**Principle:** We will strive to foster an inclusive working environment where people are valued, recognizing the need to have balance in life to be productive and effective in our jobs. We will provide staff with the knowledge, resources, and support to deliver quality services, while embracing innovation.

### Value: Accountability

**Principle:** We operate in a way that reflects honesty, integrity and reliability and adheres to federal, state, and local laws and regulations. Together with our county partners and stakeholders, we are accountable first and foremost to the families we serve to remain committed to our mission.

### Value: Transparency

**Principle:** We build confidence in our operations by being open, accessible, and clear about our services and our limitations.

### Value: Equity, Diversity, and Inclusion

**Principle:** We believe in treating people equitably, so all families have the opportunity to reach their full potential. We offer child support services that value and respect the diversity of the State of Colorado and are committed to continue to learn and grow in this area.

### Value: Collaboration

**Principle:** We are stronger together when we work with all of our stakeholders—the families we serve and other members of the community as well as program staff— toward excellent service.

# FOUR KEY INITIATIVES

1

## A WHOLE-PERSON, WHOLE-FAMILY WHOLE-COMMUNITY APPROACH

**Objective** Seek an understanding of the customer experience to improve engagement

**Approach** Formalize customer outreach and collect feedback data for analysis and action

**Action** Implement accessible and inclusive customer surveys to attain regular, real-time, actionable feedback

**Objective** Expand and improve outreach about the Child Support Services program

**Approach** Implement intentional collaborations across human service programs

**Action** Seek opportunities to include the link to the Child Support Services program application on the PEAK application

**Approach** Explore public outreach opportunities, and tools including social media, and community events

**Action** Develop a plan for regular engagement in a diverse set of community events and outreach opportunities

**Approach** Build intentional partnerships, at the local level, to expand education and outreach to those who could benefit from child support services

**Action** Increase collaborations with external partner agencies by using an MOU template, a release of information for parents and expanding contacts with other community programs



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## 2

# EFFICIENT AND EFFECTIVE PROCESSES

**Objective** Leverage electronic solutions to reduce staff workload burden and enhance services to customers

**Approach** Explore digital/electronic document storage solution to meet the needs of the Division

**Action** Implement a digital/electronic document storage solution to meet the needs of the Division

**Approach** Move county-generated notices to electronic format

**Action** Actively engage in CDHS efforts (JAI) to develop a statewide repository for uploading documents

**Action** Leverage statewide contracts and pricing for electronic solutions (i.e., texting, DocuSign)

**Action** Enhance parent and partner agency/other state portals for payments, viewing of documents/notices, etc.

**Approach** Move Division-generated notices to electronic format

**Action** Determine where to leverage the flexibility that exists and move forward the necessary statute and/or rule changes that result

**Objective** Improve financial payment processes to reduce staff workload burden and enhance services to customers

**Approach** Redesign ACSES financial sub-system

**Action** Implement an automated financial reconciliation process that aims to eliminate the use of manual ledgers and reduce county/state financial liabilities



## Objective

Empower all child support professionals to embrace and embed process improvement

### Approach

Provide opportunities to county child support professionals for education and participation in policy, practice, and system development change processes

### Action

Create statewide training on policy, practice, and system development change processes (i.e., flow chart) and available work group opportunities

### Approach

Convene a Colorado Child Support Training Network of state and county training professionals

### Action

Establish a purpose, objectives, and goals for the Training Network

### Approach

Enhance coordination and collaboration with mandated program stakeholders

### Action

Focus process improvement efforts on the Recently Referred List (RRL) that 1) includes opportunities for confirming the effectiveness of any enhancements implemented and 2) develops a role for ACSES Operations Analysts & CS SMEs in the process

### Approach

Identify manual processes where there may be opportunities for automation or consolidation

### Action

Eliminate need for manual back-up processes

### Approach

Implement timely and effective external communication processes

### Action

Reconvene DOCGEN Work Group; Review and prepare all existing open tickets related to DOCGEN forms in the backlog; Prioritize technical changes to DOCGEN forms

## 3

## LEVERAGING TECHNOLOGY

## Objective

Empower all child support professionals to embrace and embed process improvement

### Approach

Enhance coordination and collaboration with all program stakeholders

### Action

Explore the feasibility of implementing an accessible child support mobile application

### Action

Design and implement an accessible child support mobile application

### Approach

Implement timely and effective internal communication processes

### Action

Create automated messages (i.e., alerts) in ACSES that align with process time frame requirements

**Objective** Empower all child support professionals with key performance metrics to effectively manage the program caseload

**Approach** Launch the Child Support Data Intelligence System (CSDIS)

**Action** Release basic dashboards for all functional areas of the program

**Approach** Enhance the Child Support Data Intelligence System (CSDIS)

**Action** Continue to build customized dashboards and predictive analytics tools for all functional areas of the program

**Objective** Improve customer experience and extend self-service opportunities

**Approach** Continue to enhance the accessibility of the program's online application

**Action** Implement Phase III of the program's online application

**Approach** Continue to enhance the program's public-facing communication

**Action** Implement enhancements to improve the public's accessibility and ease of navigation on the CSS website

**Action** Expand accessible communication options to include online chat, automated assistance and/or FAQs

**Approach** Enhance secure website for parents/caretakers

**Action** Undertake redesign and implementation of secure website for Parents/ Caretakers

**Objective** Improve customer service through enhanced tools available for all child support professionals

**Approach** Enhance secure website for both state and county child support professionals

**Action** Undertake complete redesign of the child support professional portal to include exploring the future state of the Division's Learning Management System (LMS) and the intersection between the platforms

**Objective** Enhanced communication with partners

**Approach** Enhance secure website for employers, partner agencies and other states.

**Action** Undertake redesign and implementation of the secure website for employers, partner agencies and other states.



**Objective** Improve ACSES user experience for all child support professionals

**Approach** Create a more effective and efficient case management dashboard for county child support professionals

**Action** Implement the Partial Payer Dashboard

**Approach** Enhance ACSES screens to allow for comprehensive tracking of case activities and services provided to families.

**Action** Implement the ACSES 2Gen screen enhancements

**Approach** Ensure opportunity for regular feedback regarding ACSES exists for all system users

**Action** Conduct annual ACSES survey for all system users

## 4 MAKING THE CHILD SUPPORT PROGRAM A GREAT PLACE TO WORK

**Objective** Recruit and retain the best talent

**Approach** Seek to enhance the consistency of position descriptions, titles and postings statewide, ensuring alignment between recruitment tools and qualifications required for positions

**Action** Develop recruitment tools (i.e., marketing/advertising, minimum/preferred qualifications, interview questions) for all functional areas of the program

**Approach** Focus on the employee experience by improving the onboarding process

**Action** Implement onboarding program for Division child support professionals

**Approach** Focus on providing workforce resilience and wellness resources to all child support professionals

**Action** Review Department and/or statewide staff survey results and make recommendations to Leadership for actions to be taken

**Approach** Focus on offering more open communication opportunities across organizational levels and between DCSS and the local county programs

**Action** Provide career pathing and other professional growth opportunities (e.g., trainings) to both state and county child support professionals

**Objective** Design and deliver robust training for professional development

**Approach** Focus on offering more open communication opportunities across organizational levels and between DCSS and the local county programs

**Action** Create a Colorado resource guide for IV-D Administrators

**Approach** Increase on-demand training opportunities for county child support professionals available on the LMS

**Action** Map out an accessible and inclusive, short and long term curriculum plan for county child support professionals, both specialized and non-specialized, that includes all functional areas of the program

**Approach** Ensure county-facing resources (i.e., procedures, desk aids) are regularly updated and created timely, as needed

**Action** Inventory all county-facing resources and collaborate with SMEs to ensure they are updated; create any needed county-facing resources in a timely manner

**Approach** Enhance training opportunities

**Action** Provide regular interactive, and accessible training opportunities centered on customer engagement skills

**Action** Seek to obtain additional funds for professional development and training, including grant funds, for both state and county child support professionals

**Objective** Build on best practices and share successes statewide

**Approach** Enhance county-to-county program communication

**Action** Communicate cross-program updates and highlight where intersections and relationships are working well. (i.e., Newsletter, FAQs)

**Objective** Embed EDI as fundamental to all areas and practices of the program

**Approach** Align approach with the Office of Economic Security (OES) EDI Action Plan

**Action** Complete initiatives from the Office of Economic Security (OES) EDI Action Plan at the Division level

## CONTACT

Thank you for taking the time to review our Strategic Plan.

If you have questions about the strategic plan or want to get involved in part of the work outlined in this document, contact Keri Batchelder at [keri.batchelder@state.co.us](mailto:keri.batchelder@state.co.us).





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