



The Wayne County Friend of the Court 2014 - 2019 Strategic Plan

State of Michigan
Child Support Program
October, 2013

2014 STATE OF FRIEND OF THE COURT ADDRESS

First and foremost, thank you for your hard work and dedication to your jobs. As the eighth largest Court in the country, we continue to deal with astronomical workloads; despite the lack of funding to provide adequate work environments, technology or regular pay increases. However, we here in Wayne County manage to get it done! We get it done due to the hard work and determination of our staff out of the care and concern to our customers. Our employees understand that behind every child support order, parenting time order, custody order and enforcement request, a family is counting on us to get it done.

Last year a lot of improvements were made. We increased our work force, added a referee, and embarked on new and exciting child support collection methods. There is much left to do; despite our efforts, we have 4.8 billion in unpaid child support. Under the leadership of a new Friend of the Court, new Court Administrator and new Chief Judge, I expect significant progress. It is anticipated that we will sign new and improved lease space with Wayne County for the Friend of the Court Offices, have improved technology by way of credit card machines and access to on-line child support payments. We also expect to embark on streamlined case processing efforts and will have opened a significantly expanded self-help center. Many other improvements are planned.

To that end, I am asking each one of you to continue to give of your time and talent. In addition, I am asking each one of you to take it upon yourselves to improve morale personally and among your co-workers. I'm also asking that each of you share with me one idea that will either reduce our collection numbers or improve efficiency at the Friend of the Court. Together we can get it done in 2014!

I am proud of all of you and I am proud to be the Presiding Judge of this Division.

Best Regards,

Kathleen M. McCarthy
Presiding-Family Division

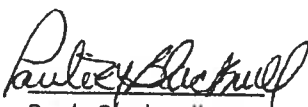
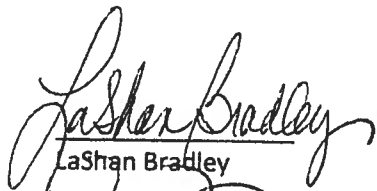
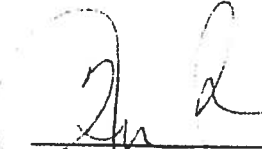

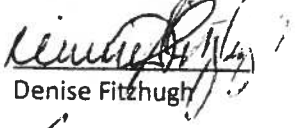
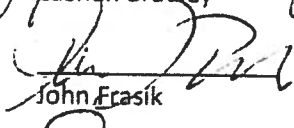
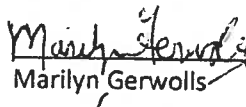
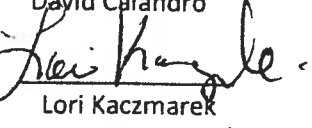
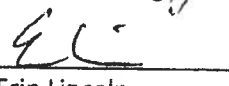
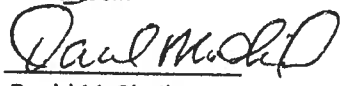
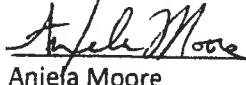
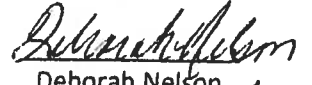
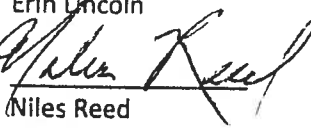
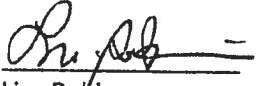
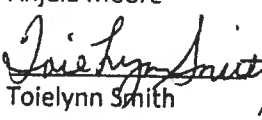
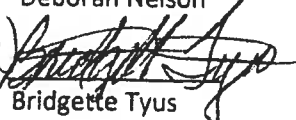
The Wayne County Friend of the Court Strategic Plan

The Wayne County Strategic Plan Committee is pleased to present the 2014 - 2019 Wayne County Friend of the Court Strategic Plan. The forward-thinking staff, supervisors, and managers on the Strategic Plan Committee envision a Friend of the Court that is committed to better serve the public, maximize technology, empower the staff, and offer a productive work environment. This plan represents that vision and sets forth the goals and strategies which will move our organization in that direction.

The Committee reviewed the Friend of the Court's previous strategic plan, the current Michigan Child Support program, and the most recent plan issued by the Federal Office of Child Support Enforcement. Input was also solicited from employees and stakeholders. Analytics on court trends and court re-engineering, social challenges, and issues of staff engagement were reviewed and discussed. The Committee also acknowledged the Friend of the Court's current strengths, such as improvements in the child support performance measures and its increased outreach efforts. In order to create a Friend of the Court that fulfills its mission to ensure children receive emotional and financial support; the Committee reached a consensus to target the areas of Child Support Enforcement, Work Process Improvements, Parenting Time and Custody, Outreach, Technology, Staffing and Customer Environment.

These pages hold the goals and objectives the Committee believes were most important in those areas. The signature below of each Committee member evidences the individual and collective commitment to seeing the goals and objectives to fruition.

Sincerely,

 Paula Blackwell	 LaShan Bradley	 Zenell Brown	 David Calandro
 Denise Fitzhugh	 John Frasier	 Marilyn Gerwolls	 Lori Kaczmarek
 Erin Lincoln	 David McPhail	 Anjela Moore	 Deborah Nelson
 Niles Reed	 Lisa Robinson	 Toielynn Smith	 Bridgette Tyus

The Wayne County Friend of the Court

2014 - 2019 Strategic Plan

MISSION

To ensure children receive emotional and financial support, as these are critical foundations for the children's physical, mental, social and economic well-being.

KEY VALUES

- Strengthen families and relationships
- Establish and enforce appropriate support
- Ensure timely financial support of children and families
- Develop appropriate family and parenting plans
- Engage community partners and stakeholders

STRATEGIC GOALS

I. Child Support Collections

- A. **Engage parents and ensure regular financial support is paid**
- B. **Provide negotiation skills and tools on support collections to all Friend of the Court (FOC) employees and Call Center Staff**
- C. **Develop and use tools to measure collections**
- D. **Educate the Public**
- E. **Increase performance on State and Federal incentive collections**

II. Work Process Improvements

- A. **Collect the litigant's personal data (i.e. cell phone numbers, e-mail addresses, assets, bank account numbers, etc.) to prepare cases for future enforcement**
- B. **Increase state and federal performance incentives for establishing support; specifically paternity (Orders of Filiation) and family support (Judgment of Support)**
- C. **Create policies in Case Establishment for 'failure to appear' to ensure final orders are established**
- D. **Improve customer service in our daily operations by emphasizing that staff should resolve issue(s) or refer/escalate them to the appropriate department or person**
- E. **Explore usage of MiCSES alerts by identifying a productive use for them to assist with collections**
- F. **Create a Work Process Committee to oversee that the strategic goals are met**

III. Parenting Time/Custody

- A. Educate and provide resources/tools so parents and caregivers can give children the needed emotional support**
- B. Educate FOC staff regarding mediation and parent education so they are knowledgeable and can help promote these programs**
- C. Continue the docket that is dedicated specifically for parenting time to ensure that parenting time matters are addressed in a timely fashion**
- D. Establish a committee to develop the parenting time/custody resources and employee training**

IV. Outreach

- A. Create a standing Friend of the Court Outreach Committee that works with the FOC Executive Office**
- B. Create a contact database of community leaders and organizations; faith-based leaders and organizations; and other agencies and organizations that focus on children**
- C. Educate and provide resources and tools so parents and caregivers can give children the needed emotional and financial support**
- D. Publish and promote outreach events to the public, partners and staff via social media, e-mail blasts, intranet, and internet**
- E. Support the creation of a funded public relations position**

V. Technology

- A. Establish a standing committee (comprised of a cross-section of FOC users) to identify and support the development of technological enhancements that may be beneficial for the operational needs of the FOC focusing on improved collections, work efficiencies, and customer service**
- B. Continue the joint, manager and supervisor FOC-Information Technology (IT) Services**

Bureau workgroup to ensure that Third Circuit Court IT projects for the FOC include FOC input and meet the needs of the end users

VI. Staffing

- A. Foster a culture where FOC employees are proud of the organization and enthusiastic about their work**
- B. Train and educate the staff on the function of each department**
- C. Educate staff regarding mediation and parent education programs available to the Litigants**

VII. Customer Environment

- A. Make the FOC environment safe and family friendly in all areas**
- B. Create a waiting area for genetic testing and a parenting time room in any new plans for the current or new building**

STRATEGIC GOALS AND OBJECTIVES

The Strategic Planning Committee fleshed out the goals and then identified specific objectives for each goal to ensure that the Friend of the Court had certain strategies to help reach its aspirations. This section is intended to be a work plan used by FOC managers, supervisors, and staff.

I. Child Support Collections

- A. Engage parents and ensure regular financial support is paid (2014)**

-Objectives:

- 1. Create an Enforcement Committee (consisting of the Information Services Department (ISD) Manager/Supervisor, Legal Staff, Call Center) Manager/Staff) to oversee strategic goals**
- 2. Develop special enforcement projects**
- 3. Help improve Michigan's 'Kids Count' Economic data for children**

B. *Provide negotiation skills and tools on support collections to all Friend of the Court (FOC) employees and Call Center Staff. All departments can contribute to child support collections.* (2014)

-Objectives:

1. Create a collections training manual
2. Provide quarterly or yearly training sessions based on support collection
3. Prepare cases for future enforcement by collecting personal data (cell phone numbers, e-mail addresses, assets, bank account numbers, etc.) at case initiation
4. Continue to identify and use valuable locate tools
5. Collaborate efforts between the Call Center Staff and FOC Staff

C. *Develop and use tools to measure collections* (2014)

-Objectives:

1. Create benchmarks and time standards for collection processes for each department
2. Utilize the Michigan Child Support Enforcement System (MiCSES) alerts, queries and reports

D. *Educate the Public*

-Objectives:

1. Develop and implement processes to ensure early education and intervention to reduce child support delinquency
2. Consistently communicate the need for the children to receive financial support. This ensures the well-being of children

E. *Increase performance on State and Federal incentive collections* (Ongoing)

-Objective: Strive for 1 to 2% annual increase in collections (current support due and arrearages)

II. Work Process Improvements

A. *Collect the litigant's personal data (i.e. cell phone numbers, e-mail addresses, assets, bank account numbers, etc.) to prepare cases for future enforcement* (2014)

-Objectives:

1. Create and/or update the 'Personal Data Form' to include the above personal data
2. Ensure that every one of the FOC staff who has contact with the public uses the 'Personal Data Form'
3. Verify the parties' personal information
4. Copy the litigant's Social Security card, license, etc. when the same is presented
5. Continue to develop and use 'locate' tools

B. *Increase state and federal performance incentives for establishing support; specifically paternity (Orders of Filiation) and family support (Judgment of Support)* (Ongoing)

-Objective: Strive for an annual 1 to 2% increase on establishment of Orders of Filiation and Judgments of Support

C. *Create policies in Case Establishment for 'failure to appear' to ensure final orders are established* (2014)

-Objectives:

1. After the litigants' first 'failure to appear', try to locate and send notices to all alternative addresses before a final order or non-cooperation status is issued
2. Review the Office of Child Support and State Court Administrative Offices' policies to ensure compliance before the final order is created

D. *Improve customer service in our daily operations by emphasizing that staff should resolve issue(s) or refer/escalate them to the appropriate department or person* (2014)

-Objectives:

1. Ensure all Call Center staff has the correct and/or appropriate information to escalate issues to the correct FOC department or staff
2. Make periodical updates and distribute the FOC Road Map to be used by each

employee

E. Explore usage of MiCSES alerts by identifying a productive use for them to assist with collections (2014)

-Objectives:

1. Review alerts based on department function and staff roles
2. Categorize alerts related to collections; organize as first priority

F. Create a Work Process Committee to oversee that the strategic goals are met (2014)

-Objectives:

1. Monitor progress
2. Assist staff, when necessary, to help reach the strategic goal(s)
3. Ensure compliance with state, federal and local policies

III. Parenting Time/Custody

A. Educate and provide resources and tools so parents and caregivers can give children the needed emotional support

1. Continue to promote Family Assessment, Mediation and Education (FAME) investigation and mediation as they help ensure the outcomes are in the best interest of the child(ren)
2. Continue FAME parent education programs (Kids First and Mom and Dad We Need You) and expand (to the degree possible) so more parents/caregivers have opportunities to attend
3. Continue to use and share the Wayne County Co-Parenting Plan
4. Promote, when appropriate, mediation and parent education
5. Explore and identify other parent education programs

-Objective: Create a place in the FAME waiting area to provide resource information from agencies that provide parenting time, custody, mediation and co-parenting services (2014)

B. Educate FOC staff regarding mediation and parent education so they are knowledgeable and can help promote these programs

-Objectives:

1. Organize training specifically for FOC staff who work directly with the public (such as Case Establishment and ISD) to educate them regarding Parenting Time/Custody and Mediation so they can be knowledgeable and promote these programs (late 2014)
2. Ascertain the Call Center's current process regarding informing the public about the programs; determine if the process can be improved to better promote the services (2014)

C. *Continue the docket that is dedicated specifically for parenting time to ensure that parenting time matters are addressed in a timely fashion*

D. *Establish a committee to develop the parenting time/custody resources and employee training*

IV. Outreach

A. *Create a standing Friend of the Court Outreach Committee that works with the FOC Executive Office* (2014)

-Objectives

1. Identify outreach opportunities
2. Develop an annual outreach calendar
3. Create and submit outreach proposals
4. Develop the necessary tools to track the success of outreach efforts
5. Assist in the execution of the outreach program

B. *Create a contact database of community leaders and organizations; faith-based leaders and organizations; and other agencies and organizations that focus on children*

C. *Educate and provide resources and tools so parents and caregivers can give children the needed emotional and financial support*

-Objectives:

1. Promote mediation and FOC parent education programs (2014)
2. Identify external parent education programs

3. Create a resource area in the Case Establishment Department and FOC lobbies (2014)
4. Offer an annual education and workshop event for the public (2014)
5. Create and disseminate an annual public newsletter (2016)

D. *Publish and promote outreach events to the public, partners and staff via social media, e-mail blasts, intranet, and internet* (2015)

-Objectives:

1. In outreach efforts, consistently communicate the need for children to receive financial support as this ensures their well-being (2014)
2. Offer an annual educational event for employers, faith-based organizations, and other service providers (2014)
3. Collaborate with the Office of Child Support, Head Start, and other agencies on family events

E. *Support the creation of a funded public relations position* (2016)

V. Technology

A. *Establish a standing committee (comprised of a cross-section of FOC users) to identify and support the development of technological enhancements that may be beneficial for the operational needs of the FOC focusing on improved collections, work efficiencies, and customer service*

-Objectives:

1. Create FOC educational videos that may be aired in the lobbies, waiting area, on the FOC website or possibly sold (2014)
2. Create electronic reminders or important information that may be disseminated in various electronic media formats (kiosks, closed-circuit televisions, etc.) (2015)
3. Pilot social media as a means to communicate with the public, help support collection efforts, and locate parties (2014)
4. Explore the need for a Facebook page for the Friend of the Court (2015)
5. Develop a Facebook page for Friend of the Court - For Our Children
6. Create kiosk stations that offer public information and forms (2015)
7. Create a database consisting of parties' e-mail addresses, home and cell phone

numbers that may be used as a means to communicate with the public and help with other FOC efforts/goals that involve or impact the public (2014)

B. *Continue the joint, manager and supervisor FOC-IT work group to ensure that Third Circuit Court IT projects for the FOC include FOC input and meet the needs of the FOC end users*

-Objectives:

1. Develop work processes for electronic filing of FOC motions, recommendations, etc. (2014)
2. Develop and implement a paperless work environment processes, such as the electronic signature feature for the public and FOC staff (2014)
3. Collect support via credit and debit cards through the Michigan State Disbursement Unit and a private vendor (2014)
4. Identify and explore resources that provide locate tools and other information (2014)

VI. Staffing

A. *Foster a culture where FOC employees are proud of the organization and enthusiastic about their work*

-Objectives:

1. Host an annual FOC meeting for all FOC Staff at which time the FOC Executive Director will share the vision and annual goals, review the performance of the past year and address pertinent/relevant issues and concerns
2. Provide periodic surveys to staff to address their needs and concerns (2015)
3. Sponsor health seminars and workshops (2015)

B. *Train and educate the staff on the function of each department*

-Objectives for each department:

1. Review the FOC Strategic Plan with all staff members
2. Create information to help educate staff in other departments:

- a. Create a one page outline/overview of their function and service that they provide (2014)
- b. Develop a 15 minute presentation about the function and service they provide (2015)
- c. Provide an annual update of their outline/overview presentation (2016 - 2019)

C. *Educate staff regarding mediation and parent education programs available to the litigants*

-Objective: Become more knowledgeable and proficient in promoting these programs so that they can assist the litigants with custody and parenting time issues

VII. Customer Environment

A. *Make the FOC environment safe and family friendly in all areas*

-Objectives:

1. Provide easy access for children's activities (i.e. puzzles, games, coloring books, kid friendly reading materials, etc.) (2014)
2. Paint the walls with a kid friendly theme (2014 - 2015)
3. Create an area with tables and chairs for children (2015 - 2016)

B. *Create a waiting area for genetic testing and a parenting time room in any new plans for the current or new building*

-Objectives:

1. Create a designated genetic testing area (2019)
2. Provide parenting related videos, reading materials and resources to promote a shared parenting time plan that will benefit parents and their children (2017)
3. Create a parenting time room to allow parents and children time and space to discuss the issues that they are encountering (2019)

