



Maryland Department of Human Resources (DHR)

**Brenda Donald
Secretary**



Child Support Enforcement Administration

Joseph Jackins, Executive Director

August 23, 2007



Child Support Enforcement Administration

- **Primary Services Supporting Family Self Sufficiency:**
 - Establish paternity, financial and medical support
 - Enforce financial and medical support

- **FFY 06 Highlights**
 - Served over 265,000 cases – 54% included current or former Temporary Cash Assistance families
 - Collected over \$480,000,000
 - Established over 8,000 paternitys



Improvements in Technology

- **Reduce IT backlog for child support**
- **Federal and State laws requiring system changes (new legislation, federal reporting requirements)**
- **Changes recommended by users to reduce work arounds**



Customer Service Summit Recommendations

- **Improve internal and external communications**
 - Stakeholder meetings, Expanded Leadership meetings

- **Comprehensive, standardized training**

- **Appropriate staffing levels for local and central office**

- **IT systems that support Administrative activities**

- **Standardization for local offices, legal services**
 - Demonstration Sites, Collaboration with Administrative Office of the Courts, Office of the Attorney General, State's Attorney's Offices, Clerks of the Court



Modify Unrealistic Child Support Orders

- Workgroup has been established to recommend changes to policies and procedures**
- Survey will be used to determine statewide current practices**
- Statewide policy will be developed for incarcerated noncustodial parents owing child support**
- Right to Review notices are generated and sent to both parents**



Co-responsibility of Parents to Provide Health Insurance

- New federal laws emphasize the enforcement of medical support for children**
- States have the option to enforce health insurance requirements on custodial parents**
- Pursuing health insurance for children in our caseload will be a priority**



Enhance Employment Services Program

- **Baltimore County and Baltimore City are expanding their partnerships with Missions**
- **CSEA is working with the Courts to encourage court ordered employment programs**
- **Best practices shared among jurisdictions**



Clean up Payment and Collection Systems

- ❑ **Implement new policies for review and modification of support orders**
- ❑ **Implement statewide policy for incarcerated parents / continue and expand collaboration with the Department of Public Safety and Correctional Services**
- ❑ **Implement HB 263, Child Support Payment Incentive Program**



Address Undisbursed Collections (UDC)

- Baltimore City accounts are closed and reconciliation of UDC is underway**
- Local Offices continue to research undisbursed collections through locate tools and case management**
- Marketing campaign is underway for direct deposit accounts, goal is to increase by 15% per year to reach 80% by contract year 5**
- Development of system requirements is underway so that we can report UDC to abandoned property**
- Implement HB 263, Child Support Payment Incentive Program**



Maximize Customer Care Center's Ability to Support CSEA Operations

- **Regionalization Pilots are underway**

- **Continue work with Vendor to ensure staff are trained both in subject matter and professional behavior**

- **Hot Calls and Work Orders**
 - **Streamline processes**



Cooperative Reimbursement Agreements

- Workgroup established to resolve service delivery issues**
- Revise boilerplates for contracts**
- Include local offices when determining contract requirements**



Key Initiatives

- **Arrears Management for Noncustodial Parents--Low-Income and Incarcerated**
- **Statewide Employment Programs**
- **Appropriate Child support Orders, Modifications and Guidelines Review**



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Social Services Administration

Putting Children First

Cathy F. Mols, Executive Director

August 23, 2007



Mission

Lead, support and enable local departments of social services in employing strategies to prevent child abuse and neglect, protect vulnerable children, preserve and strengthen families by collaborating with state and community partners.



Who We Serve

- Over 30,000 child welfare cases statewide
 - 8,160 Investigation cases
 - 4,730 In-home cases
 - 10,307 Out-of-home cases
 - 7,176 Adoption/guardianship



Our Three Main Program Goals

- **Social Services Administration Program Goals:**
 - **Children are safe from abuse and neglect**
 - **Children reside in permanent homes**
 - **Children and families receive appropriate social services to promote their overall well-being**



Our Services

- ❑ **Child Protective Services**
- ❑ **Family Preservation Services**
- ❑ **Resource Development**
- ❑ **Kinship Care**
- ❑ **Foster Care**
- ❑ **Adoption**



Our Key Functions

Promote child welfare best practices through:

- **Legislation**
- **Regulation & policy development**
- **Local technical assistance**
- **Training**



Our Key Functions

Promote child welfare best practices through:

- ❑ **Resource development**
- ❑ **Data collection and analysis**
- ❑ **System Development and oversight**
- ❑ **Quality assurance**
- ❑ **Budget development & funding allocation**



Place Matters Initiative Improve DHR Services to Maryland Children and Families

An approach that develops the continuum of care and the associated best practices and resources to prevent placement, ensure placement stability, and obtain permanency:

- Keep children in their communities**
- Place children in families first**
- Minimize length of stay**
- Reallocate resource**
- Manage with data**



Key Initiatives

- ❑ **Place Matters**
- ❑ **Differential Response**
- ❑ **Family Centered Practice**
- ❑ **Permanency**
- ❑ **Transitioning Youth**
- ❑ **Service Array Assessment**
- ❑ **Resource Development**
- ❑ **Data Driven Decision Making**
- ❑ **Child Welfare Accountability Act**
- ❑ **MD CHESSIE**



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Community Services Administration

Reverend John Heath, Executive Director

August 23, 2007



MISSION

CSA provides resources and direction to promote high quality, community-based services to assist disadvantaged and vulnerable individuals and families to meet their basic needs, integrate into the community and achieve economic independence.



Community Services Administration



WHO WE SERVE

CSA's seven programs provide assistance to individuals and families in crises and transition. Our customers include:

- **Vulnerable children and adults**
- **Single parents**
- **Young fathers**
- **Displaced homemakers**
- **Elderly and adults with disabilities**
- **Victims of crime and domestic violence**
- **Those needing energy assistance**
- **Persons at risk of hunger**
- **Homeless persons**
- **Refugees**



Community Services Administration



CSA Programs & Services

Services are delivered through a broad based network of more than 200 diverse partners – community and faith based organizations, local departments of social services and other state and local agencies.

Office of Adult Services (OAS)

assists vulnerable adults, the elderly, adults with disabilities and their caregivers to improve their quality of life.

Office of Community Initiatives (OCI)

provides an extensive array of services geared towards strengthening fathers and couples, displaced homemakers, ex-offenders, faith and community based organizations, after school programs, and overall family development and strengthening.



Community Services Administration



CSA Programs & Services

Office of Transitional Services (OTS)

works to end hunger and homelessness, coordinates the provision of food, emergency and transitional shelter, and housing support.

Maryland Office for New Americans (MONA)

eases the transition of refugees to America by providing such adjustment services as English language instruction, employment services, and promotes citizenship for immigrants.



Community Services Administration



CSA Programs and Services

Office of Home Energy Programs (OHEP)

provides benefits and services to help low-income families, with income below 175% of the poverty guidelines, cope with high energy costs. OHEP administers both the Maryland Energy Assistance Program (MEAP) and the Electric Universal Services Program (EUSP).

Maryland Legal Services Program (MLSP)

provides legal representation in court proceedings for Children in Need of Assistance and Termination of Parental Rights cases, and for indigent adults in Adult Protective Services Guardianship proceedings.



Community Services Administration



CSA Programs and Services

Office of Victim Services (OVS)

meets the crisis needs of victims of domestic violence, rape and sexual assault, child abuse/assault, and victims of other crimes including homicide, robbery, hate/bias, gang violence, DUI/DWI and federal crimes.



Community Services Administration



Key Initiatives: Critical Service Delivery Issues

Evaluate Adult Services Needs

- **Assess the service needs of the Adult Services target population and provide projections of what the population will look like in the near future**
- **Evaluate co-location and integration of Adult Services at the local level**
- **Address Adult Services Staffing Issues**



Community Services Administration



Key Initiatives

Ten Year Plan to End Homelessness

- **Reconvene Governor's Interagency Council on Homelessness to manage the implementation of the Plan across multiple agencies**
- **Set priorities and implement action steps in DHR to broaden efforts to support housing and improve management of discharge planning for youth aging out of foster care.**
- **Support the development of a statewide Homeless Management Information System to document the extent of homelessness and to track outcomes.**



Community Services Administration



Key Initiatives

Energy Programs

- Respond to the increasing energy burden of low-income individuals and families
- Increase outreach methods to reach vulnerable individuals and families
- Educate and promote energy conservations

Community and Faith-Based Organizations

- Strengthen the capacity of community and faith-based organizations to assist vulnerable individuals in their communities



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Family Investment Administration

Kevin M. McGuire, Executive Director

August 23, 2007



Mission

Support local departments in the administration of programs that promote work, independence, personal responsibility, and community involvement.



Family Investment Programs

- ❑ **Cash Assistance**
- ❑ **Work Programs**
- ❑ **Food Stamps**
- ❑ **Medical Assistance Eligibility**
- ❑ **Child Care Subsidy Eligibility**



Strengthen and Support Families

- ❑ Maintain the Safety Net**
- ❑ Ensure accurate issuance of benefits**
- ❑ Encourage Self-Sufficiency**



Priorities and Key Initiatives

- Strengthen and support families**
- Increase Community Outreach and access to benefits**
- Welfare Reform Phase II**
- Address Substance abuse issues**
- Stakeholders Forum**



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DHR Operations

**Brian Wilbon, Deputy Secretary for
Operations**

August 23, 2007



OFFICES

- ❑ **Human Resources Development & Training**
- ❑ **Office of Technology for Human Services**
- ❑ **Division of Administration Operations**
- ❑ **Budget and Finance**



Office of Human Resource Development & Training (HRDT)

- **Is responsible for the overall administration and direction of the Department's personnel activities. Significant focus areas include:**
 - Recruitment and Retention
 - Health and Wellness Benefits
 - Employee Relations
 - Training and Staff Development



Key Initiatives

- **Cooperatively develop a plan to aggressively address caseload and salary issues**
- **Identify opportunities to request changes to outdated job specifications and compensation scales for the most critical job functions**
- **Pursue methods to develop talent “in-house” rather than having to recruit from the outside**
- **Continue to support managers in their efforts to effectively and consistently work with their staff in achieving organizational objectives**



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Office of Technology for Human Services (OTHS)

- **Is responsible for the overall management and direction of the Department's information systems including:**
 - Mainframe applications
 - Web applications
 - Personal computers
 - Hardware and software
 - Office applications
 - Network
 - Internet and Intranet
 - Telephone systems and equipment



□ **OTHS:**

- Manages 47 mainframe and web-based applications that support the Health and Human Service programs that the Department administers
- Supports over 7,200 employees in 165 locations statewide



Key Initiatives

- **Upgrading and rebuilding the technical infrastructure to:**
 - Improve uptime and application response time
 - Enhance continuity of operations and disaster recovery
 - Increase network security
 - Increase the scalability, agility and flexibility of current operations

- **Expand and institutionalize an IT Governance Structure that provides a way to better manage projects, increase visibility, and improve coordination and communication**



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- **Continue Enterprise Quality Assurance (QA) / Quality Control (QC) to provide confidence that DHR's implementation plans are quality driven**
 - **Complete a 5-year Strategic Plan to guide IT investments and ensure alignment with business priorities**



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Division of Administration Operations (DAO)

- ❑ **Provides core administration services to the Department statewide:**
 - The Central Distribution Center
 - Emergency Operations/Disaster Recovery
 - Fleet Management
 - Graphic Media
 - Asset Management and Inventory
 - Stockroom, Mail Operations Warehousing
 - Real Estate
 - Records and Risk Management
 - Central Facilities and Parking



Key Initiatives

- ❑ **Establish a systematic, centralized approach for collecting, interpreting and maintain reliable data for the DHR fleet**
- ❑ **Review, update and revise policies and procedures**
- ❑ **Restructure DHR's Emergency Operations for responding to Emergency Support Function (ESF-6) Mass Care and Sheltering**
- ❑ **Develop and implement a facilities mater plan**



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Budget and Finance (B&F)

- ❑ **Manages, monitors and controls financial operations through its divisions:**
 - Procurement
 - Accounting Operations
 - Budget Management
 - Financial Systems Development (FMIS)
 - Grants Management



Key Initiatives

- ❑ **Cost Allocation plan**
- ❑ **FY 09 Budget Development**
- ❑ **Build a cadre of professional staff**
- ❑ **Expedite the procurement process**



**Thank you for being here today
and
for your commitment to
making life better
for
the people of Maryland.**