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To: Schwindt@relay.state.nd.us, Mike <soschm@state.nd.us>
cc:
Subject: [iv-dlink] ACF Awards Grants to Strengthen Child Support

09/21/2006 01:47 PM

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FOR IMMEDIATE RELEASE

Thursday, September 21, 2006

Contact: ACF Press Office
(202) 401-9215

ACF Awards Grants to Strengthen Child Support

The Administration for Children and Families (ACF) at the U.S. Department of Health and Human Services (HHS) today announced grants totaling \$696,000 to six state child support enforcement agencies for demonstration and research purposes.

"These grants are aimed at testing new approaches to strengthen the child support system," said Wade F. Horn, Ph.D., HHS assistant secretary for children and families. "The goal of this funding is to make child support payments a more dependable source of income for families."

Included in the \$696,000 are the following:

Two two-year projects are designed to reduce the number of cases in which large child support arrearages accumulate, by quickly reviewing and adjusting child support orders when the circumstances of a parent changes:

- \$135,000 for the state of Maryland to establish a program for promptly reviewing and, if appropriate, modifying child support orders of incarcerated non-custodial parents. Upon release from incarceration, these parents will be assisted in obtaining employment so they are able to meet their child support obligations.
- \$135,000 for the District of Columbia to increase services to incarcerated parents by identifying those with current support orders and offering them assistance, if warranted.

Two three-year projects are designed to test significant new procedures to streamline, where appropriate, the interaction of state child support agencies and the courts:

- \$150,000 to the state of California to test alternatives in dispute resolution to increase child support payments, the speed of establishing child support orders and parental satisfaction, as compared with traditional courtroom processes.
- \$150,000 to the state of Colorado to plan, implement and evaluate a process for electronic filing of child support cases with the court.

Two three-year projects are designed to improve the collaboration between state child support and child welfare agencies:

- **\$75,000 to the state of North Dakota to develop and implement automation and other processes to better serve children and families, including expedited referral of child welfare cases to child support agencies for improved case coordination.**
- \$51,000 to the state of Nebraska to improve coordination of child support and child welfare services. Automation will also be developed and implemented to facilitate information exchange with the goal of increasing and stabilizing financial support to these families.

The grants are awarded under the authority of Section 1115 of the Social Security Act and are designed to improve the financial well-being of children or improve the operation of the child support enforcement program. Section 1115 authorizes states to conduct demonstration projects aimed at promoting the objectives of the Social Security Act.

###

Administration for Children and Families • 370 L'Enfant Promenade, S.W. • Washington,
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Mike

North Dakota Child Support - Child Welfare Collaboration

An Initiative Aimed at Improving Program Results through the Collaboration of the
Child Support and Child Welfare Agencies

Section 1115 Grant Proposal Federal Office of Child Support Enforcement (OCSE)

Funding Opportunity Number: HHS-2006-ACF-OCSE-FD-0006
Priority Area 3: Improved Child Support Results through Collaboration with Child Welfare Agencies

May 24, 2006

Contact:

Mike Schwindt, Director
Child Support Enforcement Division
Department of Human Services
PO Box 7190
Bismarck, North Dakota 58507-7190
(701) 328-3582
soschm@state.nd.us

*JANE VENOHR
303-291-5116 DIRECTOR
295-0244 (F)*

Application for Federal Assistance SF-424

Version 02

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): _____ * Other (Specify) _____
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* 3. Date Received: Completed by Grants.gov upon submission.	4. Applicant Identifier: _____
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5a. Federal Entity Identifier: _____	* 5b. Federal Award Identifier: _____
--	---

State Use Only:

6. Date Received by State: _____	7. State Application Identifier: _____
---	---

8. APPLICANT INFORMATION:

*** a. Legal Name:** North Dakota Department of Human Services

* b. Employer/Taxpayer Identification Number (EIN/TIN): 45-0309764	* c. Organizational DUNS: 802743534
--	---

d. Address:

* Street 1:	600 E. Blvd. Ave.
Street 2:	Dept. 325
* City:	Bismarck
County:	_____
* State:	North Dakota
Province:	_____
* Country:	USA
* Zip / Postal Code:	58505-0250

e. Organizational Unit:

Department Name: Department of Human Services	Division Name: Child Support Enforcement Division
---	---

f. Name and contact information of person to be contacted on matters involving this application:

Prefix: Mr.	* First Name: Mike
Middle Name: _____	
* Last Name: Schwindt	
Suffix: _____	

Title: Director, Child Support Enforcement Division

Organizational Affiliation:
Child Support Enforcement Division

* Telephone Number: 701-328-3582	Fax Number: 701-328-6575
---	---------------------------------

*** Email:** soschm@nd.gov

Application for Federal Assistance SF-424

Version 02

9. Type of Applicant 1: Select Applicant Type:

State Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

DHHS-ACF-OCSE

11. Catalog of Federal Domestic Assistance Number:

93.564

CFDA Title:

Section 1115 Demonstration Grants

* 12. Funding Opportunity Number:

HHS-2006-ACF-OCSE-FD-0006

Title:

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

State of North Dakota

* 15. Descriptive Title of Applicant's Project:

Improve program performance through collaboration between the Child Support and Child Welfare Agencies

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

Version 02

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="170,690"/>
* b. Applicant	<input type="text"/>
* c. State	<input type="text" value="12,931"/>
* d. Local	<input type="text"/>
* e. Other	<input type="text" value="75,000"/>
* f. Program Income	<input type="text"/>
* g. TOTAL	<input type="text" value="258,621"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)**

Yes No

21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:
Middle Name:
* Last Name:
Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: *Carol K. Olson* * Date Signed:

Application for Federal Assistance SF-424

Version 02

*** Applicant Federal Debt Delinquency Explanation**

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.

[Empty text input area for Applicant Federal Debt Delinquency Explanation]

BUDGET INFORMATION - Non-Construction Programs

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1.	93.564	\$	\$	\$ 245,690.00	\$ 12,931.00	\$ 258,621.00
2.						0.00
3.						0.00
4.						0.00
5. Totals		\$ 0.00	\$ 0.00	\$ 245,690.00	\$ 12,931.00	\$ 258,621.00

SECTION B - BUDGET CATEGORIES

Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY			Total (5)
	(1)	(2)	(3)	
a. Personnel	\$ 93,564	\$	\$	\$ 83,012.00
b. Fringe Benefits		24,903.00		24,903.00
c. Travel		6,800.00		6,800.00
d. Equipment				0.00
e. Supplies		190.00		190.00
f. Contractual		143,716.00		143,716.00
g. Construction				0.00
h. Other				0.00
i. Total Direct Charges (sum of 6a-6h)		258,621.00	0.00	0.00
j. Indirect Charges				0.00
k. TOTALS (sum of 6i and 6j)	\$ 258,621.00	\$ 0.00	\$ 0.00	\$ 258,621.00
7. Program Income	\$	0.00	\$	\$ 0.00

Authorized for Local Reproduction

SECTION C - NON-FEDERAL RESOURCES					
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS	
8. 93.564 Section 1115 Demonstration Grants	\$ 12,931.00	\$	\$	\$	12,931.00
9.					0.00
10.					0.00
11.					0.00
12. TOTAL (sum of lines 8-11)	\$ 5% 12,931.00	\$ 0.00	\$ 0.00	\$ 0.00	12,931.00

SECTION D - FORECASTED CASH NEEDS					
Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	
13. Federal	\$ 245,690.00	\$ 61,422.00	\$ 61,423.00	\$ 61,422.00	\$ 61,423.00
14. Non-Federal	12,931.00	3,232.00	3,233.00	3,233.00	3,233.00
15. TOTAL (sum of lines 13 and 14)	\$ 106% 258,621.00	\$ 64,654.00	\$ 64,656.00	\$ 64,655.00	\$ 64,656.00

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT				
(a) Grant Program	FUTURE FUNDING PERIODS (Years)			
	(b) First	(c) Second	(d) Third	(e) Fourth
16.93.564 Section 1115 Demonstration Grants	\$ 206,897.00	\$ 206,897.00	\$	\$
17.				
18.				
19.				
20. TOTAL (sum of lines 16-19)	\$ 206,897.00	\$ 206,897.00	\$ 0.00	\$ 0.00

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges:	
22. Indirect Charges:	

23. Remarks:

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Part I: Project Description Overview & Abstract

The North Dakota DHS Child Support Enforcement Agency is seeking an OCSE 1115 grant of \$75,000 and matching it with IV-D and State funds for a total first year project cost of \$258,621 under priority area #3 to develop a "Child Support – Child Welfare Collaboration" that will begin October 1, 2006 and end September 30, 2009. Child support and child welfare agencies serve many of the same children. Collaboration will help each agency's performance and better serve children. This project focuses on developing and implementing automation/business processes that support four objectives.

- **An expedited referral of child welfare cases to the child support agency for establishment and enforcement services.** About two-thirds of North Dakota foster children come from single parent families and many have inadequate financial resources and medical support. Child support and medical support could help fill that gap.
- **The use of locate tools available from the child support agency to locate nonresidential fathers and parental kin for child welfare cases.** This could help place foster children with relatives or expedite the termination of parental rights if the child is being adopted.
- **Develop a unified message (from both agencies) to strengthen the father's role in families.** This includes referring fathers to fatherhood programs and other support services when appropriate.
- **Reduce arrears among reunified families.** Custodial parents whose children are in foster care are assessed child support even if the permanency plan is family reunification. If they do not pay, arrears will accrue. North Dakota is well-positioned to reduce the arrears burden because the State just adopted arrears compromise policies that can be implemented in these cases. The project will develop the appropriate business rules for using the new policies. In addition, North Dakota will be reviewing its child support guidelines in the upcoming year. This is an opportunity to develop information for the review committee that will be recommending guidelines changes, including those provisions relevant to custodial parents whose children are in foster care.

The expected outcomes in the shared caseload are: increases in the (1) percent of cases under order, (2) percent of current support paid, and (3) percent of cases with private healthcare coverage. The child welfare agency should also realize positive changes in its performance measures and child outcomes should improve by locating absent fathers and increasing child-father contact.

Year one activities include (1) assessment of the current processes and an analysis of the shared caseload, (2) identifying alternative processes through consideration of "what if" scenarios and other information, (3) identifying and implementing necessary automation enhancements, and (4) other activities. In the second year, the new processes and automation will be piloted in two offices. Statewide implementation will occur in the third year and the evaluation, which consists of process, outcome, impact and cost analyses will be completed.

PART II: FULL PROJECT DESCRIPTION

Objectives and Need for Assistance

State child support and child welfare agencies serve many of the same children. Child support and child welfare agencies share a common goal to improve the lives of children; however, the agencies often act independently largely because they are separate entities. Each has its own unique purpose, functions, service delivery mechanisms, staff and organizational structure; and each faces different federal requirements and performance standards. The unintended consequence is that the agencies act in silos. Invariably, children and families could be better served through a collaborative effort.

In North Dakota, the child support and child welfare agencies are both under the Department of Human Services, but under different divisions. The purposes of child support are to establish and enforce child support and medical support among children living in disrupted families. Child welfare encompasses foster care, adoption, family preservation and child protective services. Its purposes are to keep children safe and achieve permanency for foster children. Child support performance is currently based on five measures that concern paternity and order establishment and the collection of support.¹ In addition, the 2005-2009 national strategic plan for child support calls for medical support and the prevention of unpaid child support (i.e., arrearages) through early intervention.² Child welfare's performance is based on seven outcomes that concern the incidence and recurrence of child abuse and neglect, permanent placement of foster children, and time in foster care.³

About 160,000 children under 18 years of age live in North Dakota.⁴ Annually, the State serves about 36,000 children through its child support program, serves over 2,000 foster children, and investigates over

¹ According to the Federal Office of Child Support Enforcement's 2005 report to Congress, "The most important of these performance measures are those used for incentive purposes and include: *paternity establishment, support order establishment, current support collections, cases with an arrears collections, and cost-effectiveness.*" (Available at http://www.acf.dhhs.gov/programs/cse/pubs/2005/reports/preliminary_report/#results).

² Federal Office of Child Support Enforcement, *National Child Support Enforcement Strategic Plan: FY2005-2009*.

³ According to the 2002 Annual Report to Congress by the Children's Bureau, the seven outcomes are: reduce recurrence of child abuse and/or neglect; reduce the incidence of child abuse and/or neglect in foster care; increase permanency for children in foster care; reduce time in foster care to reunification without increasing re-entry; reduce time in foster care to adoption; increase placement stability; and reduce placements of young children in group house or institutions. Report available on-line at: <http://www.acf.hhs.gov/programs/cb/pubs/cwo02/chapters/executive2002.htm>.

⁴ US Census (2004). Data available on-line at: <http://quickfacts.census.gov/qfd/states/38000.html>.

7,000 alleged child maltreatment cases.⁵ About 66 percent of foster children in North Dakota come from single-parent families.⁶ While North Dakota-specific data are not available, a national survey estimates that only 40 percent of noncustodial fathers pay child support on behalf of children served by child welfare agencies and 16 percent of noncustodial fathers pay child support on behalf of foster children.⁷

Need for Assistance: (1) A child support-child welfare collaboration could help stabilize a family financially and provide children access to private healthcare coverage.

The State retains child support receipts when the children are in foster care to offset maintenance payments provided to the foster parents. Nonetheless, national policy experts recognize that having child support (and medical support) in place may aid the goal of family reunification because child support payments and private health insurance provided by the noncustodial parent will carry over to the child's home once the family is reunited.⁸ This is especially critical in North Dakota since 67 percent children exiting foster care are reunited with their families.⁹ In general, policy makers agree that it is in the best interests of children to live with their family, and child welfare services are designed to support that goal.¹⁰

Targeted child support services complement Family Preservation services (e.g., parent aid services; counseling; flexible funding to be used for rent or other basic expenses), which are designed to help children be safe in their own homes and prepare them to be returned to their home if they have been removed. If child support is paid, the family can better afford basic expenses, allowing scarce Family Preservation dollars to be used for other needed services.

⁵ Child support data are from North Dakota's 2005 OCSE 157 report. Child welfare data are the from the *Child Welfare Outcome 2002: Annual Report*, published by the National Clearinghouse on Child Abuse and Neglect Information for the Children's Bureau, the Administration for Children and Families. The report is available on-line at: <http://www.acf.hhs.gov/programs/cb/pubs/cwo02/index.htm>.

⁶ Sonnenstein, Freya Karin Malm, and Amy Billing (August 2002), *Literature Review: Study of Fathers' Involvement in Permanency Planning and Child Welfare Casework*, Prepared under contract for the Assistant Secretary of Planning and Evaluation, U.S. Department of Health and Human Services, Urban Institute, Washington, D.C.

⁷ Malm, Karin, E. (November 2003), *Getting Noncustodial Dads Involved in the Lives of Foster Care Children*, Caring for Children Facts and Perspectives, Brief No. 3, Urban Institute, Washington, D.C.

⁸ Malm (2003).

⁹ *Child Welfare Outcome 2002: Annual Report*. North Dakota [Context Data]. Available on-line at: http://www.acf.hhs.gov/programs/cb/pubs/cwo02/state_data/northdakota.htm

¹⁰ US House Ways and Means Committee, *Background Material and Data on the Programs within the Jurisdiction of the Committee on Ways and Means*. "informally known as the Green Book (WMCP 108-6). page 11-1.

In North Dakota, 65 percent of child victims experience neglect and 4 percent experience medical neglect.¹¹ Child support may have helped families overcome issues stemming from insufficient financial resources. Similarly, medical support, as provided by the noncustodial parent, may have helped families overcome issues stemming from lack of access to private healthcare coverage. Finally, research finds that child support enforcement leads to more father-child contact.¹² This could further improve child well being since child support receipt and father-child contact are correlated with the child's educational success and positive emotional outcomes.¹³

Need for Assistance: (2) Using locate tools available through the child support agency to locate fathers for child welfare purposes.

A 1997 South Carolina initiative, the *Diligent Search* project, found that using locate resources available through the child support agency reduced the time children spent in foster care before permanent placement, such as adoption or family reunification.¹⁴ Prior to the initiative, South Carolina child welfare caseworkers would conduct a manual search for a missing parent, including publication of a notice (usually through newspapers) as required by state law. The *Diligent Search* project developed and implemented a streamlined and expedited approach for referring foster children to child support for parent locate services. It resulted in locating 80 percent of the "missing parents" referred from child welfare, saved staff time, and avoided the hefty fees of public notification, which were reported to be about \$500 per case.

An April 2006 report published by the U.S. Department of Health and Human Services (DHHS) supports the need to use locate tools available through the child support agency to help locate the

¹¹ *Child Welfare Outcome 2002: Annual Report*. North Dakota [Context Data].

¹² Peters, H.E., Argys, L. M.; Howard, H. W; and Butler, J. S. (2004). "Legislative love: the effect of child support and welfare policies on father-child contact. *Review of Economics of the Household*, volume 2, pp. 255-274.

¹³ For example, See Center for Law and Social Policy (2002) *Fact Sheet: Child Support Payments Benefit Children in Non-Economic Ways as Well as Economic Ways*. Available on-line at: http://www.clasp.org/publications/CS_Noneconomic_FS.pdf.

¹⁴ Federal Office of Child Support Enforcement, *Best Practices and Good Ideas in Child Support Enforcement 2000*, Washington, D.C.

nonresidential father in child welfare cases.¹⁵ The report recognizes that permanent placement for foster children may be expedited through locating the noncustodial father since location could result in the child's placement with the father or the father's kin, or result in the early relinquishment or termination of the father's parental rights. The DHHS report found that few child welfare caseworkers sought the assistance of the state's child support agency in locating the nonresidential father. In fact, the child welfare caseworker made a referral to the child support agency in only 20 percent of the cases where the child welfare agency could not locate the nonresidential parent.¹⁶ Child welfare workers also did not typically confirm the accuracy of locate information that they obtained from the mother through child support locate resources. In all, there were many discrepancies in locate, paternity and support between the child welfare caseworker and the child support enforcement agency.

Need for Assistance: (3) Collaborate to Strengthen the Role Fathers Play in the Lives of Children

Both the South Carolina and the 2006 DHHS reports recommend more training of caseworkers on how agencies can aid each other in serving children, as well as the importance of fathers on child well-being. The South Carolina administrators suggest that child welfare caseworkers could benefit from cross-training to learn how child support could help them with their efforts and overcome any reluctance to refer cases to child support enforcement for locate services. The new DHHS study took the recommendation one step further by recommending guidance and training to caseworkers on identifying, locating and involving fathers.¹⁷ Not only is it important to locate nonresidential fathers of foster children to expedite permanency plans, but also because of the potential benefit of a child-father relationship (when such a relationship does not pose a risk to the child's safety or well-being.)

This need fits well with the new establishment and enforcement strategies child support agencies are implementing to encourage the child-father relationship. For example, North Dakota operates a

¹⁵ Malm, K., Murray, J. and Geen R. (April 2006), *What About the Dads? Child Welfare Agencies' Efforts to Identify, Locate and Involve Nonresident Fathers*. Report to U.S. Department of Health and Human Services, Assistant Secretary of Planning and Evaluation, Washington, D.C. Report available on-line at: <http://aspe.hhs.gov/hsp/06/CW-involve-dads/>.

¹⁶ Urban Institute (April 2006), page ix.

¹⁷ Urban Institute (April 2005), page xii.

fatherhood program in Stark County and just recently implemented additional programs in Grand Forks and Pembina Counties. Some child welfare experts suggest that such fatherhood programs, including employment programs, should be taken one step further by integrating them into the child welfare system.¹⁸ This would help fathers, and in turn help children, because of positive child outcomes associated with father-child contact (e.g., children with father-child contact are less likely to engage in criminal activity, bring weapons or drugs to school).¹⁹

Need for Assistance: (4) Reduce Debt among Reunified Families.

On the one hand, the establishment and enforcement of child support and medical support can offset the Federal/State costs of foster care payments and Medicaid in foster care cases. On the other hand, if the goal for the child is reunification, requiring child support from both parents while the child is placed in foster care can be a financial hardship, particularly for the parent with whom the child will be reunited. Arrears may accrue and since North Dakota assesses interest, the arrears balance will continue to increase even if the parent begins to pay the child support order fully.

North Dakota is well positioned to take another approach. New North Dakota policies allow the compromise of arrears and the suspension/wavier of interest assessment in public assistance cases, including foster care cases, although business rules for implementing these policies have not yet been developed. In addition, North Dakota will be conducting the quadrennial review of its child support guidelines within the next year. This proposed project will develop information that will be considered by the guidelines review commission in developing its recommendations on how child support is determined in foster care cases.

Need for Assistance: (5) Exploring Child Support Trust Accounts.

A new idea originally designed to allow welfare recipients to accumulate child support payments in trust funds during the period when they are on welfare could be applied to foster care cases.²⁰ The concept

¹⁸ Institute for Families (2002) "Increasing Father Involvement in Child Welfare" *Perspectives on Practice: A Newsletter for Colorado Welfare Professionals*, vol 1, Issue 2. University of Denver, Denver, Colorado.

¹⁹ Institute for Families (2002).

²⁰ Paul Legler, (2004) *Child Support Trust Accounts: An Asset Building Strategy to Assist Youth in Successfully Transitioning From Foster Care*, Report to the Anne E. Casey Foundation

is that the family would withdraw funds from the child support trust account after they leave welfare (or foster care) to purchase a car, items needed for the children's care, or other necessities. Such trust accounts could also benefit older foster children where the goal is independent living. Currently, local child welfare agencies may use any payment of child support above maintenance payments to foster parents to help the children. Investing this money into a trust may offer another service that could benefit the family. We will explore this idea further as part of our planning in the project.

Project Goal and Objectives. The goal of the project is to build collaboration between the child support and child welfare agencies so that both can serve children better and improve their performance. Some specific project objectives include:

1. *Profile the shared caseload served by both the child support and the child welfare agency.* The profile will be used to develop a plan to better serve the shared caseload. The profile will consider how child welfare cases are referred to child support, child support activity on child welfare cases, and arrears owed on child welfare cases. For example, we will use our administrative data to identify arrears owed among reunified families. Did the arrears accrue when the child was in foster care? What could have been done to prevent the arrears build up? How did it affect the family? What could be done to improve family outcomes?
2. *Collaborate to re-engineer agency processes and interactions.* There are many approaches to business process reengineering, but most are characterized by sweeping changes to processes and organizational culture/belief through systematic assessment and mapping of current practices, organizational structure and other factors. The end product is new processes that are more "customer friendly," effective and efficient. The specific processes targeted for re-engineering in this project are listed in the text box below. Representatives from the child support and child welfare agencies and other stakeholders will form an Advisory Committee. They will jointly interpret the results from the mapping and analysis that will direct the process re-engineering. The goal will be an agreed-upon process (i.e., an interagency process) that will be of mutual benefit to both agencies. This includes enhancements to the automated interface between child welfare and child support. DHS has already

identified inadequacies in the automated link and developed a list of automation enhancements that would improve the interface. Currently, some local offices have resorted to paper referrals to address this problem. Through this project, we propose to create an automated referral process that is supported by both the automated system links and business rules.

Processes that Are Targeted for Reengineering

- Referral process between the agencies, including the enhancement of the interface to allow for automated referrals.
- Using locate tools available through child support to help child welfare agencies locate noncustodial parents.
- Establishing and enforcing child support where it can benefit family stabilization (e.g. obtain support from the noncustodial parent for single-parent families receiving Family Preservation services).
- Reducing arrears accumulation among reunified families and families where the permanency plan is reunification.
- Developing a mechanism for discerning between the two types of cases, as described in the previous two bullets. For one case type, child support enforcement actions can help family stabilization by securing child and medical support. For the other case type, enforcement of child support owed by a custodial parent when the child is placed in foster care can cause a financial hardship to the custodial parent when reunification is the goal.
- Identifying and implementing processes that encourage father involvement with the child.
- Identifying and implementing other processes that could benefit the child support-child welfare collaboration.

3. *Pilot the new service delivery approach in two local offices.* Child support and child welfare are county-administered, state-supervised programs in North Dakota. It is therefore important to pilot a new approach in a live setting and among local offices that vary in size and demographics. The lessons learned from the demonstration will be used to refine the process and eventually implement the process statewide.
4. *Evaluate the results from the collaborative effort.* This includes a process evaluation of the collaboration and process, and an outcome and impact evaluation of the county/region demonstrations. The evaluation will include an experimental approach (i.e., randomly assign cases into experimental and control groups). The evaluation will also consider the cost savings to child welfare realized through child support activities. The evaluation will inform other jurisdictions interested in improving child support/child welfare outcomes.

North Dakota: A State Well-Positioned to Find Solutions, Realize Success, and Institute Change as a Regular Part of Business.

Since North Dakota DHS has an aggressive strategic plan that calls upon inter-agency collaboration, the climate in North Dakota is ripe to take on this project. North Dakota has many of the pieces to build a collaborative effort (e.g., DHS has already identified the specifics of the necessary improvements to the automated interface, DHS has new arrears management tools that can be employed in foster care cases). This grant will allow North Dakota to develop a comprehensive process for better serving children in the shared caseload. We anticipate that business processes re-engineered through this grant and the automated system changes will be sustainable because they will be institutionalized into North Dakota DHS.

Results and Benefits Expected

The expectations of this project are that a collaborative effort between the child support and child welfare agencies will improve the performance of both the child support and child welfare agencies, as well as child outcomes in general. For child support, this includes increasing (1) the percent of children with paternity established, (2) the percent of ordered cases, (3) the percent of children with healthcare coverage through the noncustodial parent, and (4) collections in current and previous child welfare cases and those at risk. It also includes reduction of arrears owed among reunified families and an increased number of located noncustodial parents in these cases. Achieving these goals should also help child welfare agencies meet their performance goals. Increased financial and medical support should lower the incidence and recurrence of neglect by providing families with the means to provide for their children's basic needs. Increased locates should help place foster children with their noncustodial parent or his/her kin, or expedite placement in an adoptive home if it is appropriate to terminate the noncustodial parent's rights. Finally, this project expects to result in increased father-child contact in foster care cases.

The expected benefits exceed the proposed project cost. Families will receive more financial support and children will receive access to private healthcare coverage. Public assistance costs will be avoided.

This includes the costs of maintenance payments to foster care parents, other child welfare services,

TANF, Food Stamps, and Medicaid.²¹ While the outcomes for children are intangible, numerous studies discussed earlier in this proposal have found that child outcomes are better among children with involved noncustodial parents. Finally, this project will result in institutional changes that will last for decades, hence affect multiple generations of children. Thus, the positive impacts from this project will have a compounding effect over time.

Approach

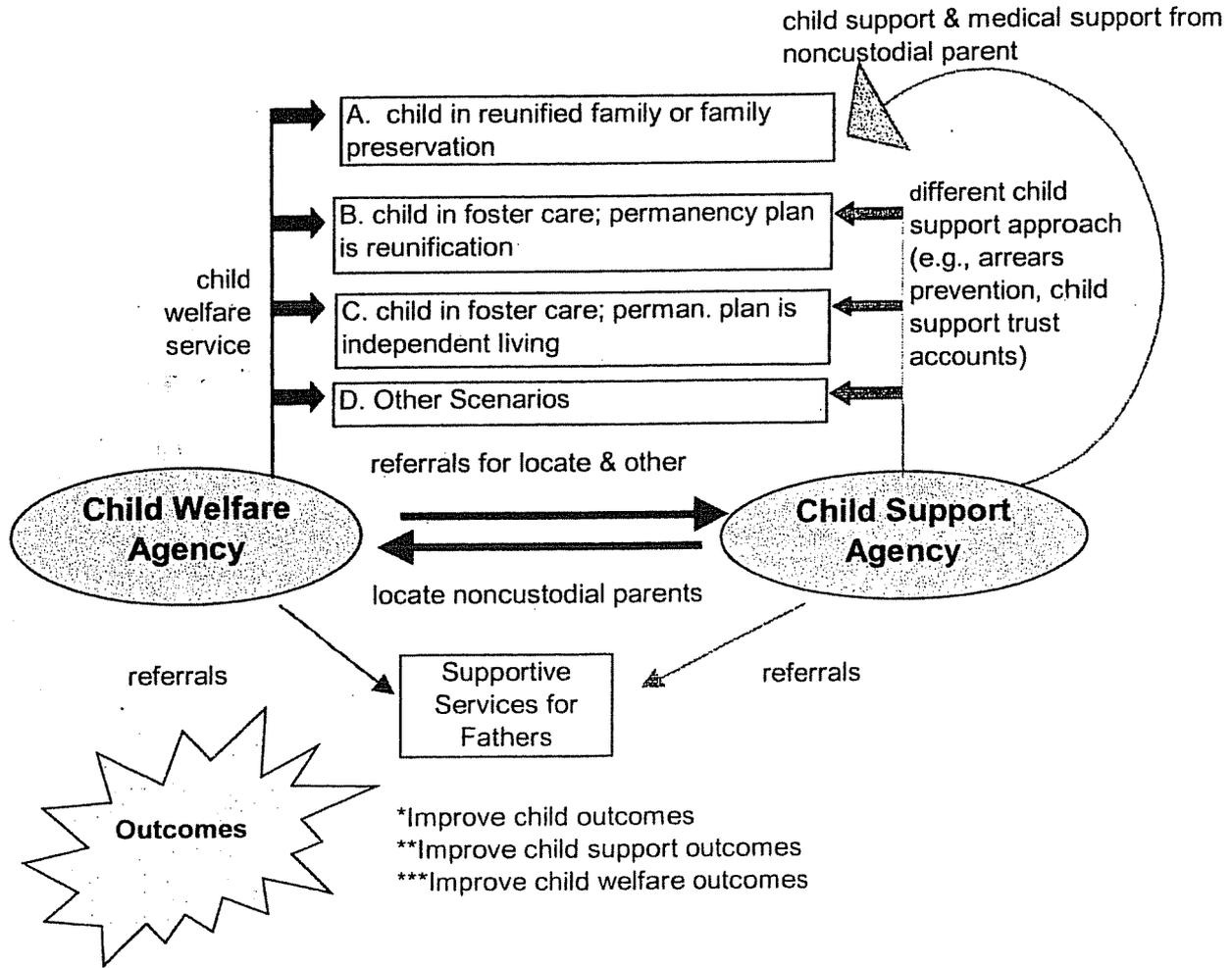
North Dakota proposes a 36-month Child Support–Child Welfare Collaboration project that will begin October 1, 2006. We use a logic model, shown below, to introduce the project approach. The logic model shows the many different points of contact within the shared caseload, how the child support and child welfare agencies interact, and expected outcomes.

The major point of the logic model is that the child support agency may have to take different approaches depending on the scenario. For example, in the first scenario, the child is in the home. The child welfare agency provides family preservation services and the child support agency enforces the noncustodial parent's child support and medical support orders. In the second scenario the child is in foster care. Typically, the child support agency would collect child support from both the custodial and the noncustodial parents. Hence, a first step to re-engineering the process is understanding the dynamics of the shared caseload, different placement and treatment scenarios, and current processes.

A second point in the logic model is that both agencies may need to change their culture toward the treatment of fathers. The logic model shows both agencies referring fathers to fatherhood programs or supportive services. This objective will be kept in check as processes are re-engineered.

²¹For example of how child support can avoid public costs see: Laura Wheaton, (June 2003), *Child Support Cost Avoidance in 1999, Final Report*. Report to the Federal Office of Child Support Enforcement; Urban Institute, Washington, DC.

**Logic Model:
Child Support-Child Welfare Collaboration**



Plan for Action and Timelines

The table below outlines the project’s planned approach and timelines. A detailed workplan will be developed within the first month of the project. Dedicated staff will be assigned to the project and the contractor will be hired. An Advisory Committee of diverse stakeholders, including representatives of the state and local child support and child welfare agencies, will be convened. They will review project materials and provide guidance to the project.

Proposed Timeline	Approaches	Proposed Tasks	Outcomes/Deliverables
Year 1- Month 1	1. Initiate project	<ul style="list-style-type: none"> • Hire staff/contractor • Convene advisory panel & meet 	Interagency agreement

Proposed Timeline	Approaches	Proposed Tasks	Outcomes/Deliverables
Year 1- Month 4	2. Gather Information	<ul style="list-style-type: none"> Review best practices in other states Analyze data from shared caseload Survey/interview key stakeholders Map/document current processes, organization structure, staffing, goals & other information Review relevant rules, regulations, and laws 	Report documenting current process
Year 1- Month 6	3. Develop "What if" Scenarios	<ul style="list-style-type: none"> Review actual cases to track child support-child welfare actions and review what would have happened had an alternative process/action been employed 	Report documenting alternative actions
Year 1 – Month 8	4. Design new processes	<ul style="list-style-type: none"> Develop business process for child welfare referrals for establishment and enforcement Develop business process for child welfare referrals to child support for locate services Develop business processes to address arrearage accumulation Develop business processes to help stabilize families by obtaining child support and medical support Develop business processes to address other child welfare scenarios Develop business processes that encourage the noncustodial parent's involvement with the child Develop an arrears compromise and interest suspension/waiver policy among reunified families in the IV-D caseload. Develop other processes to prevent arrears. Identify training, information materials, other materials Obtain interagency agreement 	Report documenting recommendations
Year 1 = Month 12	5. Develop & implement support for new processes	<ul style="list-style-type: none"> Develop information to inform guidelines review committee. Document new business rules Develop and deliver training to staff in pilot offices on new processes and the importance of fathers in children's lives Enhance automated system Identify pilot offices Create service links 	Automated interface Rules Training materials Informational Materials
Year 2	6. Conduct Pilot	<ul style="list-style-type: none"> Implement process for referring child welfare cases to child support Enhance child support enforcement of child welfare cases Implement locate referral process Implement arrears compromise/interest waiver policies Implement other changes 	
Year 2 & 3	7. Redefine processes	<ul style="list-style-type: none"> Revise processes Revise business rules Create supplemental training materials 	Revised processes
Year2 & 3	8. Statewide implementation	<ul style="list-style-type: none"> Statewide training 	Statewide implementation
Year 1, 2 & 3	9. Evaluation	<ul style="list-style-type: none"> Process analysis Outcome analysis Impact analysis Cost avoidance (child welfare costs) Replicability in other states 	Eval. Plan Interim Evaluation Final Evaluation
1, 2 & 3	10. Project management	<ul style="list-style-type: none"> OCSE progress reports 	Reports

Project's Unique Features

Some of the unique features in Year 1 of the project are the analysis of shared caseload data and the development of "What if" scenarios.

Analysis of Shared Caseload Data. The analysis will consider how child support and child welfare overlaps. The information will be used to inform process reengineering. This includes answering such questions as: the extent that child support and medical support is received among families prior to the child's placement in foster care; the burden that child support places on families where the permanency plan is reunification; the extent that nonresidential parents are locatable in child welfare cases, and other pertinent data. The data will also be used to assess the amount of arrears and interest that has accrued among reunified families. These data will be used to inform appropriate arrears compromise and interest suspension/waiver policies among current and former child welfare cases. This requires a data match between the IV-D and Child Welfare agency.

Analysis of "What If" Scenarios. An important consideration in process reengineering is what outcomes would occur if work processes were performed differently, if policies were changes, if information was better, and the like. From the data analysis, the project team will develop some typical scenarios from the shared caseload. They will describe child support and child welfare actions taken (without identifying involved individuals), how different actions taken may have resulted in desirable outcomes, and what processes are necessary to support a different course of action. These scenarios will guide the process re-engineering.

Factors that Might Accelerate or Delay Approach

We know of no significant factors that may accelerate or delay the approach. The approach is not contingent on legislation. For example, although the project will develop briefing materials for the North Dakota child support guidelines committee— so they can develop informed recommendations on order amounts attributed to custodial parents of foster children— the project activities are not contingent on changes to the guidelines. There are other ways that the project can address arrears management. For

example, as discussed earlier, North Dakota had adopted new arrears compromise policies that we will use in this project.

DHS has already identified, specified and priced enhancements to the automated system interface that are needed for collaboration. Until the business analysis is completed, however, we do not know the specifics of other automation enhancements that may be useful to support the child support-child welfare collaboration. Our proposed solution to this issue is to identify other needed automation enhancements during the project's first year as part of the business analysis and develop specific plans for implementing those enhancements or alternatives to making the enhancement. In sum, we know the specifics of what needs to be done to enhance the automated system interface and those enhancements will be made in the first year. We will not know the specifics of other useful automation enhancements until the business analysis is complete.

Reasons for this Approach

This approach requires a collaborative effort to reengineer specific processes that affect the shared caseload. Alternative approaches such as limiting the effort to one agency, reengineering all processes, or combining shared caseloads are unlikely to be successful. To be successful, the solution must come from both agencies. Consideration of other processes or combining caseloads is too broad in scope and outside the project's main focus, which is to serve the shared caseload better.

The approach also includes the piloting of new processes in two local offices for about a six-month period before going statewide. Alternatively, the new processes could be initiated statewide. The pilot provides the opportunity to iron out kinks to new approaches before initiating the processes statewide.

Evaluation

An independent evaluator will conduct the evaluation. They will develop an evaluation plan in Year 1 of the project that will result in a process evaluation, outcome evaluation, impact evaluation, and cost evaluation, where feasible. The evaluation plan will detail the kinds of data to be collected and maintained, describe procedures for informed consent of participants if applicable, and describe how the results of the project will be tested. The evaluation plan will also identify "metrics" that can be tracked by

the State after the grant is over to help monitor expected outcomes over time. For example, a metric may be “percent of foster cases under order.” This metric could be incorporated into routine management reports.

Process Analysis. A process evaluation synthesizes information on the program environment and processes. There are four components of the proposed process evaluation: (1) a step-by-step documentation of how inter-agency processes were developed; (2) documentation of the implementation of the new inter-agency processes; (3) description of the “steady-state” or post-implementation process; and (4) analysis of the project’s replicability in other jurisdictions. The information for the process analysis is largely collected through interviews and focus groups with various stakeholders and through reviewing meeting minutes and other documents detailing the project’s process. Examples of some of the questions the process evaluation will answer are shown below. The process evaluation will also describe the environment of the project (e.g., demographics and population of the counties where the demonstrations were piloted, caseloads, numbers of single-parent families). These descriptive variables will be refined as the evaluation plan is developed.

Partial List of Considerations in the Process Evaluation (To be refined during the project)	
Tentative Questions	
Documentation of Business-Re-engineering Process	<ul style="list-style-type: none"> • What were the business process engineering steps and what specifically occurred at in each step? • What were each agency's goals and objectives? Where did they overlap? What were the legislature/administration/general public's perspectives on the agencies and inter-agency collaboration? • What was the current status of collaboration between child support and child welfare? How are referrals made? What is the level of automation? Does child welfare use child support for locate services? • How was the Advisory Committee convened, who served on it, what was their role? What issues did they deliberate, what other factors did they consider? • What information was considered in the re-engineering process? How was that information gathered? How was it used? • What other factors and issues were considered in the re-engineering process? • What factors contributed to collaborative decision-making? What caused challenges? How were they overcome? • What training and informational materials were determined necessary to support this project's efforts? What information was developed for the guidelines review committee? What did the guidelines committee recommend? Did the legislature adopt the committee's recommendations?

Partial List of Considerations in the Process Evaluation (To be refined during the project)	
Tentative Questions	
Documentation of Implementation Process and Issues	<ul style="list-style-type: none"> • Where were the implementation steps? What occurred at each step? What were the challenges? • What processes were implemented as planned? Which required modifications, why, and what were those modifications? What processes were abandoned and why? • In how many cases was arrears compromised and interest waived? • How many referrals did the child welfare agency make to the child support agency to locate a father? • How many referrals did the child welfare agency make to the child support agency for other services? • How often did the child support and child welfare agencies refer fathers to fatherhood programs and other services?
"Steady-State" or Post-Implementation Process	<ul style="list-style-type: none"> • How well are the new inter-agency processes working? • What works well? What doesn't work as well? • Where are there areas for improvement? • What recommendations should we make to other states trying to develop similar collaborative processes?
Replicability in Other States	<ul style="list-style-type: none"> • What specific recommendations do you have at every stage of the process (e.g., business re-engineering, implementation)? • What environmental issues (i.e., outside factors that may vary by county) for change and refinement emerged that affected implementation and project success?

Outcome Analysis. An outcomes evaluation is more quantitative in nature than a process evaluation. It measures changes in a set of measurable outcomes related to program goals. Some of the measurable outcomes that will be considered in the outcomes evaluation are in the table below. Many are measures that gauge the performance of the child support and child welfare agencies.

Impact Analysis. An impact evaluation is a more scientific approach to an outcome evaluation. It analyzes the same set of measurable outcomes as an outcome evaluation but distinguishes between changes due to the project and those due to outside factors. To illustrate the issue, suppose that child support collections among foster care cases increased because wages doubled in North Dakota and wages doubled over the same time period as the project. It could be erroneously deduced that the increase in child support collections in foster care cases resulted from the project. The use of scientific approaches controls for the impact of outside factors, such as the doubling of wages. An example of a scientific approach is the random assignment of cases into two groups where one group (an experimental group) gets the treatment and the other group (the control group) does not. The differences in outcomes between the two groups are compared to analyze the impact of the project. A random assignment to control and experimental groups will be implemented in the pilot offices. The random assignment will continue

beyond the six-months in the pilot counties to obtain information about the impact of the new processes over a longer time period.

Pilot Offices. As discussed earlier, the new processes will be tested initially in two local offices for six months. In effect, this will serve two purposes. First, it is an opportunity to refine processes before they are implemented statewide. Second, it will be an ideal setting to test processes on the experimental and control groups. An experimental-control approach would be more difficult to implement statewide.

Partial and Tentative List of Outcome and Impact Measures (to be refined as part of project)		
Objective	Metrics	Measurement Plan
Improvements in child support outcomes among child welfare cases	<ul style="list-style-type: none"> • Percent of cases with located fathers • Paternity establishment rate • Percent of cases under order • Percent of current support paid • Arrears balances • Percent of cases with private healthcare coverage 	<ul style="list-style-type: none"> • Pre-post comparisons when treatment is implemented statewide • Differences between experimental-control groups when treatment is limited to county demonstrations
Improvements in child welfare measures among the shared caseload	<ul style="list-style-type: none"> • Increase in permanency for children • Reduced time in foster care • Increase in fathers' involvement in case 	<ul style="list-style-type: none"> • Pre-post comparisons when treatment is implemented statewide • Differences between experimental-control groups when treatment is limited to county demonstrations
Improvements in father outcomes	<ul style="list-style-type: none"> • More fathers connected to their children • Fathers referred to services • Fathers receiving services • Father benefits from services 	<ul style="list-style-type: none"> • Differences between experimental-control groups • Interviews
Improvements in child-father outcomes	<ul style="list-style-type: none"> • More father-child contact 	<ul style="list-style-type: none"> • Differences between experimental-control groups • Interviews

Cost Analysis. If feasible, the project will consider the cost avoidance of child welfare among cases served through the project. For example, due to the successful location of fathers the children may not be placed with foster parents, and/or due to child support collection maintenance payments may be avoided.

Geographic Location

The intent of the project is to develop inter-agency policies, system enhancements and other improvements statewide that can be implemented late in the second year of the project. This would affect the entire caseload. Yet, most changes identified from the business re-engineering process will first be piloted in two local offices that will be identified within the first year of the project.

North Dakota delivers child support services through eight regions, where each of the regions includes three to nine counties. One of the pilot offices would likely be in the Grand Forks Region, which has a fatherhood program that can be used as a referral service agency for the purposes of this project. The Grand Forks Region has over 5,000 child support cases, borders Minnesota and Canada, and is home to the University of North Dakota. Grand Forks is the third largest urban area in the state.

Additional Information

Staff and Position Data and Organizational Profile

The work will be performed by the State and contractors organized into four teams: (1) assessment team which the contractor will lead (2) business process team which the State will lead; (3); automated interface change team which the State will lead; and (4) evaluation team which the contractor will lead. All teams will include both State and contractor staff, as well as others as needed (e.g., Information Technology Department staff).

Key state personnel are listed below. The IV-D Director, Mike Schwindt, will provide executive oversight to the project in consultation with Paul Ronnigen, Director of the Children and Family Services (CFS) Agency.

State Project Manager and Lead on Business Processes. The State Project Manager will be Barbara Siegel. She will provide overall coordination for the project and function as a liaison between child support, child welfare and other stakeholders. Ms. Siegel has been employed with the Child Support Enforcement division within the North Dakota Department of Human Services for over 14 years, initially as the Policy Administrator, and now as the Policy Analyst. One of her many recent accomplishments was the development and coordination of three fatherhood programs in the State. Prior to working in the Child Support Enforcement field, Barb was employed with a private nonprofit agency that provides services to individuals with disabilities. In her position as Director of DD Services, she was responsible for the administration of the agency's developmental disabilities service programs. Barb was graduated from North Dakota State University with a degree in Psychology.

State Interface Lead. Kevin Janes has majors in Computer Science and Business Administration. He has over 20 years of work experience, which includes jobs as a Computer Programmer/Analyst, Business Manager and a Project Manager. For the past five years, Kevin has been employed by the Department of Human Services as an IT Consultant/Program Manager. For the first four years he worked on the Low Income Heating Assistance Program, Child Care and Day-care systems along with the TANF, Medicaid and Food Stamp systems. Over the last year, he has been the IT consultant/Program Manager for Child Support and is in charge of a \$5.5 million IT budget. He has 15 full time programmers working on our Child Support FACES system and our ever-changing web sites and applications.

Organizational Profile of Grant Applicant. This grant is being submitted by the Child Support Enforcement Division under the North Dakota Department of Human Services (DHS). DHS encompasses several programs including the Child Support Enforcement Program, Children and Family Services Division, and Medical Services. The Children and Family Services Division includes numerous child welfare programs. Key partners for the purposes of this collaboration are Foster Care Services and Family Preservation.

We believe this is the first time that North Dakota has sought an OCSE 1115 grant. However, the State has a successful track record of implementing other innovations to child support and human services. This grant application is supported by DHS in its mission to increase collaboration among its agencies.

Organizational Profile of Contractor. North Dakota has a relatively small central office, so will contract with Policy Studies Inc. (PSI) to provide technical assistance and conduct the evaluation. With over 22 years of child support experience, PSI is uniquely qualified to assist North Dakota because of its in-depth experience in business process re-engineering, automated systems, and evaluation of human service demonstration projects. PSI is currently engaged in child support process re-engineering projects in Delaware and New Jersey and an income maintenance re-engineering project in Iowa (including child welfare). All of the projects have strong automated systems components. In addition, PSI has a second project in Iowa to design and implement management information systems for its child care and child

welfare program. PSI's evaluation and assessment experiences include the 1997-2003 multi-site evaluation of the OCSE Responsible Fatherhood Programs, the first publicized assessment of arrears (Minnesota in 2000), medical support projects in New Jersey and Colorado, and various other projects. Experience with fatherhood programs, arrears management and medical support are highlighted because these are services that will be explored for use in this project.

Kelly Peiper, J.D. (PSI). Peiper will lead the business process team. Peiper is currently the project director for the Iowa business process re-engineering project that encompasses all human services programs. Peiper started her career in human services as an attorney for a child support agency. Since joining PSI over 10 years ago, Peiper has conducted numerous management studies for human services agencies and drafted numerous policies and procedures on specific topics (e.g., medical support, TANF-child support referral process).

Jane Venohr, Ph.D. (PSI). Venohr will lead the evaluation and assist with the assessment. Venohr has evaluated numerous child support demonstration projects (e.g., 1997-2003 OCSE Responsible Fatherhood Programs; 2004 Colorado Medical Support) and has used administrative data to analyze arrears (2000 Minnesota) and profile low-income noncustodial parents (Louisiana 2004). Venohr is also nationally recognized for her expertise in child support guidelines, which will be an asset to developing information for the North Dakota guidelines committee on the impact of assessing child support to custodial parents whose children are placed in foster care, but where the permanency plan is family reunification.

Rebecca Steckler, M.Ed. (PSI) New to PSI, Steckler is part of PSI's team assigned to Iowa to develop and implement SACWIS (state automated child welfare information system). Steckler has over 20 years of child welfare experience spanning two states: Illinois and Missouri. Her child welfare experience includes (1) supervising child protective services investigators; (2) developing curriculum and/or manuals on core processes, emergency services, the paired team model, and other topics; (3) training on a variety of topics including best practices and SACWIS; and (4) outreach to community service providers.

Letter of Support

A letter of support indicating the Children and Family Service Agency’s support for this collaboration is provided at the end of this proposal.

Budget and Budget Justification

As discussed earlier, the State will manage and coordinate the project. The State will also be responsible for automated system changes; developing and implementing business rules; staffing the Advisory Committee; helping extract data from the automated system; developing training and informational materials; coordinating with local fatherhood programs; delivering the training; and assisting with the assessment and the evaluation. The contractor, PSI, will be responsible for the initial business process assessment (which will result in an assessment report); the evaluation (which will result in a final report of findings); and assisting with developing and implementing business rules, developing training and information materials; and providing other assistance to the State.

The overall budget for the project includes the following amounts and sources of funds for the first year, second year, and third year:

Source	Year 1	Year 2	Year 3	% Project Budget
Section 1115 Grant Award	\$ 75,000	\$ 60,000	\$ 60,000	29%
State Share	\$ 12,932	\$ 10,345	\$ 10,345	5%
Regular FFP	\$170,689	\$136,552	\$136,552	66%
Total Annual Project Budget	\$258,621	\$206,897	\$206,897	100%

State Budget. The costs for the first 12 months of the project are shown in the table below.

Item	Amount (First 12 months)
State staff (see table below)	\$ 12,915
State other direct costs (e.g., printing, supplies, facilities)	\$ 190
Information Technology services	\$ 95,000
Travel (in state)	\$ 4,320
Travel (to D.C. to attend grantee meeting)	\$ 2,480
Contractor (Technical Assistance and Evaluation)	\$143,716
Total	\$258,621

State Personnel. The table below summarizes the State staff assigned to the project and their time commitment for the first project year. The costs of these staff and the State’s other direct costs will fulfill the match requirement for this grant.

The State uses a centralized Information Technology (IT) Department to provide systems-related work to the Executive, Legislative and Judicial branches of government. The programmers/analysts from the IT Department will be used to (1) develop the interface between child support and child welfare and (2) determine the requirements for automating some data that child support now receives manually from child welfare and develop a design for automating that data exchange. Each agency is billed for IT work done for that agency. The IT department assigns staff as needed to projects and we are not certain who would be assigned to help with this project. For the two tasks we need completed in the first 12 months of the project, however, we have an estimate of \$95,000 in costs for staff time (inclusive of fringe, overhead, facilities, CPU time, etc.) in that department.

State Personnel				
Project Role	Time Commitment (hours over 12 months)	Time Commitment (% FTE)	Hourly Salary	Grant Amount
Project Manager (B. Siegel)	284 hours	13.7%	\$27.87 includes fringe benefits**	\$ 7,915
System Lead (K. Janes)	172 hours	8.9%	\$29.07 includes fringe benefits**	\$ 5,000

State Fringe benefits. State fringe benefits are 30 percent of salary.

Travel. In each, the project manager will conduct an average of 12 site visits to offices located outside Bismarck. These will be to gather information, deliver training and conduct other face-to-face activities. In addition, we plan that three advisory board members from other regions will attend four meetings in Bismarck. Roundtrip from Bismarck to a Region is calculated based on: one overnight (hotel:\$50/night); state per diem (\$25 per day); and mileage (average of 350 miles per trip @ 30 cents per mile). The average trip is \$180. There are 24 trips per year.

In addition to the in-state travel, we have budgeted for two people to attend a grantees' meeting in Washington, D.C. for two days, as requested in the solicitation announcement. Those costs are budgeted at \$600 roundtrip airfare from Bismarck, \$250 per night for hotel, \$64 per day for meals (the federal per diem rate for Washington, D.C.), and \$100 for ground transportation (e.g., parking at the Bismarck airport, taxi or shuttle in D.C., metro pass).

Equipment. There are no equipment costs for this project.

Supplies. We have budgeted a small amount (\$190) to cover costs of materials reproduction for Advisory Committee meetings and working papers, ~~and postage.~~

Contractual. The contractor is expected to (1) have experience in child support enforcement and child welfare policies and practices, (2) have demonstrated business process analysis capabilities from prior projects, (3) be familiar with the North Dakota child support program, (4) have experience developing program policies and procedures, training and outreach materials, and (5) have extensive background conducting evaluations of child support demonstration programs. PSI has all of these skills within a single organization, which should allow us to design and implement the project without a lengthy delay in the procurement process.

Estimated Contractor Costs	
Cost Item	Year 1
Project Planning (includes travel)	\$ 5,365
Business Process Assessment (includes travel)	\$17,463
Design new business processes (includes travel)	\$11,596
Project Management (includes travel)	\$ 5,687
Staff – fringe, overhead, G&A, facility	\$95,269
Evaluation and reporting (includes travel)	\$ 8,336
Total	\$143,716



John Hoeven, Governor
Carol K. Olson, Executive Director

May 19, 2006

RE: LETTER OF SUPPORT: OFFICE OF CHILD SUPPORT
ENFORCEMENT SECTION 1115 GRANT

To Whom It May Concern:

As the Director of the Division of Children and Family Services, I am writing this letter to indicate our support to carry out the proposed project that responds to Priority Area 2: Increase Child Support Enforcement Collection/Efficiencies Through Increasing Levels of Automation or Re-engineering Business Practices.

The State of North Dakota is excited by this grant opportunity because it is congruent with our plan to better serve the children of our State through developing and implementing effective and efficient inter-agency processes. We are well aware of the overlap in our child welfare and child support caseload. Both agencies are within the Department of Human Services, so we are well-positioned and, moreover, committed to making this project a success.

We look forward to hearing from you. Please do not hesitate to contact me if you have any questions or concerns.

Sincerely,

Paul Ronningen
Director
Division of Children and Family Services