

APPENDIX K: RECOMMENDATIONS

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EXPLANATION: During the analysis and development of this report, there were ten (10) major recommendations that evolved and are cited in the Executive Summary (ES) of this report. There are also numerous recommendations that are related to or add strength to these ten major recommendations. There are also recommendations that are not associated with one of the ten major recommendations but, if implemented, would also have an impact on performance.

All of the recommendations were assigned a sequential recommendation number (15,16,17 etc.) so that they would be easily identifiable. The ten major recommendations are discussed in detail throughout this report and identified by the "ES" number preceding the recommendation number.

The Report Section indicates where in this report the recommendation may be found. The indicators in the 'Legislation Required?' indicate that for implementation of this particular recommendation, a change in existing statute or new legislation may be required. The 'Funding/Resources' indicates that for this particular recommendation, there may also be an impact on IV-D Program funding as well as reallocation of or the potential need for additional resources.

Number	RECOMMENDATION	Report Section	Legislation Required?	Funding/Resources ?
EXECUTIVE SUMMARY OF MAJOR RECOMMENDATIONS				
ES 1,1A, 1B, 1C	Restructuring the Program		Y	Y
ES 2, 13	Centralizing Case-Processing and Call Center Functions		Y	y
ES 3,14	Measuring Performance			Y
ES 4, 94	Improving Management Reporting			Y
ES 5, 78, 85	Strategic Planning			Y
ES 6, 79	Improving Training			Y
ES 7, 49	Improving the Paternity Establishment Process		Y	Y
ES 8, 47	Using Administrative Process		Y	Y
ES 9, 74	Imaging Documents			Y
ES 10, 75	Replacing NOMADS		Y	Y
B. PROPOSED RESTRUCTURING				
ES 1 (1A)	Option A – Three County Run Regional Offices	Proposed Restructuring	Y	Y
ES 1 (1B)	Option B – Two State Run Regional Offices and One County-Run Office	Proposed Restructuring	Y	Y
ES 1 (1C)	Option C – Three State-Run Regional Offices	Proposed Restructuring	Y	Y
11	Funding <i>(related to ES 1)</i>		Y	Y
12	Placement of IV-D Chief directly under supervision of DWSS Administrator <i>(related to ES 1)</i>	Proposed Restructuring	Y	Y
ES 2 (13)	Centralized Operational Functions	Proposed Restructuring	Y	Y

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ES 3 (14)	Change in focus of the IV-D Program to performance and not policy adherence.	Proposed Restructuring		Y
C. CUSTOMER SERVICE				
15	Establish standards regarding the method and timeliness of contacts with customers, and monitor compliance to those standards. <i>(related to ES3)</i>	Customer Service – C.3.3.1		
16	Mail Handling <i>(related to ES 2)</i>	Customer Service – C.3.3.2		Y
17	Consider providing an enhanced email option as a method for communication between case managers and customers <i>(related to ES 2)</i>	Customer Service – C.3.3.3		Y
18	Improve the existing VRU <i>(related to ES 2)</i>	Customer Service – C.4.3.1		
19	Creation of a statewide customer service Committee and plan <i>(related to ES 2)</i>	Customer Service – C.5.3.1		
20	Include customer service delivery goals and objectives as part of case manager's annual personnel evaluations. <i>(related to ES 3)</i>	Customer Service – C.5.3.2		
21	Solicit feedback from external customers <i>(related to ES 3)</i>	Customer Service – C.5.3.3		
22	Establish an equitable distribution of cases <i>(related to ES 3)</i>	Customer Service – C.5.3.4		
23	Change in paradigm of case ownership	Customer Service – C.5.3.5		
24	Consideration should be given to customer service needs in future office space planning	Customer Service – C.5.3.6		Y
25	Adoption of a proactive approach towards customer service <i>(related to ES 2)</i>	Customer Service – C.5.3.7		Y
26	Provide a centralized customer service call center and specialized customer service training <i>(related to ES 2)</i>	Customer Service – C.5.3.8		Y
27	Implement and monitor the formal procedure for handling complaints	Customer Service – C.6.3.1		
28	Enhance central office's web site for case participants and employers <i>(related to ES 2)</i>	Customer Service – C.7.3.1		Y
29	Improve the readability and clarity of customer forms and correspondence <i>(related to ES 2)</i>	Customer Service – C.8.3.1		
30	Standardized forms should be used by all	Customer		

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	offices, when possible <i>(related to ES 2)</i>	Service – C.8.3.2		
31	Improve the readability and clarity of customer literature <i>(related to ES 2)</i>	Customer Service – C.8.3.3		
32	Develop an outreach plan <i>(related to ES 5)</i>	Customer Service – C.8.3.4		Y
33	Assign responsibility for development of outreach materials to the DWSS central office <i>(related to ES 2)</i>	Customer Service – C.8.3.5		Y
34	Expand the dissemination of brochures and fact sheets <i>(related to ES 2)</i>	Customer Service – C.8.3.6		Y
35	Improve the readability, clarity, and accessibility of the Application for Child Support Services <i>(related to ES 2)</i>	Customer Service – C.8.3.7		Y
36	Strengthen relationship with employers <i>(related to ES 2)</i>	Customer Service – C.10.3.1		Y
37	Ease Employer burden <i>(related to ES 2)</i>	Customer Service – C.10.3.2		Y
EFFECTIVENESS OF OPERATIONS				
38	Centralization of Locate <i>(related to ES 2)</i>	Locate – D.1.3.1	Y	Y
39	Provision of Additional Locate Tools <i>(related to ES 2)</i>	Locate – D.1.3.2		Y
40	NOMADS interface and alert problems <i>(related to ES 10)</i>	Locate – D.1.3.3		Y
41	Locate as a sub-function	Locate – D.1.3.4		Y
42	Performance standards <i>(related to ES 3)</i>	Locate – D.1.3.5	Y	
43	Provision of Locate training <i>(related to ES 6)</i>	Locate – D.1.3.6	Y	Y
44	Clarification of the Paternity Establishment policy <i>(related to ES 7)</i>	Paternity – D.2.2.1		
45	Certification of case managers to conduct genetic testing <i>(related to ES 7)</i>	Paternity – D.2.2.2		
46	Allow sworn statements in lieu of notarization of Paternity Affidavits <i>(related to ES 7)</i>	Paternity – D.2.2.3		
ES 8 (47)	Emphasize use of administrative process for Paternity and Order establishment	Paternity – D.2.2.4	Y	Y
48	Implement conclusive presumption of paternity establishment <i>(related to ES 7)</i>	Paternity – D.2.2.5	Y	
ES 7 (49)	Increase focus and use of in-hospital Paternity Acknowledgment	Paternity D.2.2.6	Y	Y
50	Implement a Contract Attorney program <i>(related to ES 7)</i>	Paternity – D.2.2.7	Y	Y

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51	Outsource service of process <i>(related to ES 7)</i>	Paternity – D.2.2.8		Y
52	Use of Nevada average wage as last resort <i>(related to ES 7)</i>	Paternity – D.2.2.9		
53	Institute the creation of "in house" General Counsel <i>(related to ES 7)</i>	Paternity – D.2.2.10	Y	y
54	Establishment of Enforcement Performance Measurement standards across the state <i>(related to ES 3)</i>	Enforcement – D.3.2.1	Y	Y
55	Creation of a centralized employer maintenance team/unit <i>(related to ES 2)</i>	Enforcement – D.3.2.2		Y
56	Implementation of electronic Income Withholding orders for the military	Enforcement – D.3.2.3		Y
57	Creation of a "Point of Contact" individual for outreach to the military bases	Enforcement – D.3.2.4	Y	Y
58	Elimination of duplicate Income Withholding Orders	Enforcement – D.3.2.5		Y
59	Automation of the Unemployment Benefit Intercept process	Enforcement – D.3.2.6		Y
60	Provide new enforcement tools	Enforcement – D.3.2.7		Y
61	Increase understanding and use of Long Arm jurisdiction	Enforcement – D.3.2.8		Y
62	Elimination of backlog of outstanding warrants	Enforcement – D.3.2.9		Y
63	Centralization of FIDM <i>(related to ES 2)</i>	Enforcement – D.3.2.10		Y
64	Clean-Up of alerts	Enforcement – D.3.2.11		Y
65	Improvements to Nevada's Interstate Case Registry <i>(related to ES 2)</i>	Enforcement – D.3.2.12	Y	Y
66	Expand Nevada's Medical Support Enforcement coverage <i>(related to ES 2)</i>	Enforcement – D.3.2.13		Y
67	Improvements to an overall proactive enforcement approach	Enforcement – D.3.2.14		Y
68	Provide improved case processing tools	Enforcement – D.4.2.1		Y
69	Improved CSE Manual	Enforcement – D.4.2.2		Y
70	Improved distinction between policy and procedures	Enforcement – D.4.2.3		
71	Improved use and identification of policy and procedures issuances	Enforcement – D.4.2.4		
72	Re-institute the Alerts Workgroup	Automation – D.5.2.1		Y
73	Support of improved document generation solution and centralized printing of documents	Automation – D.5.2.2		Y
ES 9 (74)	Implementation of expanded imaging	Automation – D.5.2.3		Y

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ES 10 (75)	Advance planning in anticipation of new system	Automation – D.5.2.4	Y	Y
76	Creation of a Reports Workgroup (related to ES 4)	Reports – D.6.2.1		Y
77	Re-evaluation of current work item process and dedicated IV-D resources (related to ES 10)	Reports – D.6.2.2		Y
ES 5 (78)	Development and Finalization of an IT Strategic Plan	IT Strategic Plan – D.7.1		Y
ES 6 (79)	Implement a IV-D Training Academy (related to ES 6)	Training - D.8.2.1		Y
80	Creation of a Training Officer II position for IV-D (related to ES 6)	Training – D.8.2.2	Y	Y
81	Provide Effective Training Tools (related to ES 6)	Training – D.8.2.3		Y
82	Provide Effective System training (related to ES 6)	Training – D.8.2.4		Y
83	Implement a means of measuring effectiveness of training (related to ES 6)	Training – D.8.2.5		Y
84	Development of a Mentoring program (related to ES 6)	Training – D.8.2.6		Y
ES 5 (85)	Implementation of a well-developed, well-defined DWSS Strategic Plan	Communication – D.9.2.1		Y
86	Creation of a Child Support Oversight Committee (related to ES 5)	Communication – D.9.2.2	Y	Y
87	Creation of an IV-D Help Desk (related to ES 2)	Communication – D.9.2.3		
88	Empowerment of the IV-D Chief	Communication – D.9.2.4		
89	Change in supervision of IV-D staff in the IV-A District Offices (related to ES 1)	Communication – D.9.2.5		
90	Improvement in inter-office communication – Clark and Washoe counties	Communication – D.9.2.6		
91	Establishment off Performance Measurement Standards to all IV-D staff (related to ES 3)	Performance – D.10.2.1		
92	Hold all staff accountable (related to ES 3)	Performance – D.10.2.2		
93	Improvement in communication regarding performance	Performance – D.10.2.3		
ES 4 (94)	Provide case management reports	Performance – D.10.2.4		Y
95	Establish standardization	Performance – D.10.2.5		
96	Strengthen the role of the DWSS Central Office (ES 1)	Performance – D.10.2.6	Y	Y
ES 3 (97)	Change primary focus from policy adherence to federal Performance outcomes	Performance – D.10.2.7		
98	Initiate a study to develop an IV-D staffing	Performance –		

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	standard (related to ES 1 and ES 2)	D.10.2.8		