

# 2Gen Transformation Project

## 2Gen Procedures

Integrating A Two-Generation Approach to Child Support Services  
Colorado's Service Level Approach

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Prepared for the Colorado Department of Human Services, Child Support Division



**COLORADO**  
Office of Economic Security  
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## Introduction

In 2013, the Colorado Department of Human Services, Division of Child Support Services (CSS) underwent a name change from Child Support Enforcement to Child Support Services. Along with this shift in name, a shift in perspective and priorities took place. Child Support Services began a transformation in agency culture towards a family-centered approach. As part of the Governor's two-generation approach (2Gen approach) to combating multi-generational poverty, the child support program looked at how to provide child support services across multiple generations within a family.

This document offers guidance for establishing and implementing a 2Gen approach to service delivery at the local child support agency level. It is intended for use by child support agency managers, supervisors, and case workers. Child support agencies are not homogenous. They are based in settings that vary with respect to economic and geographic characteristics as well as availability of community resources. To accommodate these differences, this guide distinguishes between three distinct service levels that reflect degrees of coordination and multi-generational activity. It is divided in this manner so that agencies can easily identify applicable resources and information. The level to which an agency belongs is based on the degree to which the agency is ready to implement 2Gen approaches. The three levels are:

- Integrated 2Gen Services
- Coordinated 2Gen Services
- Emerging 2Gen Services

At each service level, agencies must consider a variety of external and internal factors that will affect their ability to adopt and implement a 2Gen approach.

- Environmental Characteristics: The agency environment one would expect to be in place when providing services at the level defined. This includes agency leadership and level of commitment across agency partners, data system capability and funding.
- Program Characteristics: Specific programmatic requirements to successfully implement and provide child support services at that level. This includes staffing, referral partnerships, relationship with the court, and community resources.

Fundamental to the delivery of child support services at every level is the ability to identify and address barriers to child support payment. To accomplish this, the Child Support Services 2Gen Project developed and piloted a Family Resource Assessment (FRA) during Phase 1. The Family Resource Assessment was designed to identify parents with barriers to child support payment and provide a referral mechanism to 2Gen services in the child support agency. The Family Resource Assessment and administration guide are attached in Appendix A.

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*“By revolutionizing our model to provide a comprehensive menu of services including education, employment, and parenting services, along with the core services of child support, Colorado believes it will not only collect more child support payments, but also create more resilient families.”*

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By laying out an approach to addressing barriers to economic security at both the environmental and program levels, 2Gen program architects expect that case workers will engage parents in the enhanced child support services approach. The child support agency is one touch point within the broader human services system where families with barriers to economic stability can be identified. Once families are identified, barriers can be assessed and the enhanced child support services approach to service delivery across all human service agencies can begin. Appendix B contains a 2Gen Case Management Procedures checklist. This checklist can be utilized by child support workers to ensure a 2Gen approach is implemented with fidelity to this model.

## Defining Two-Generation Service Levels Approach

The chart below details the three levels of services that child support agencies may provide under a 2Gen approach.

Colorado Child Support Program Two-Generation Service Levels			
Environmental Characteristics			
	2Gen Integrated Services	2Gen Coordinated Services	2Gen Emerging Services
Leadership	County and agency leadership prioritize and outline integration of two-generation service delivery.	County and agency leadership are supportive of integrating two-generation services.	County and agency leadership are supportive of integrating two-generation services.
Commitment	State-county-local office policy is supportive of integrating two-generation services across multiple agencies and community partners. Focus is on supporting families, not single entity of adult or child.	Initial discussions internally on ways of integrating two-generation services within and across agencies.	Interest internally and from community partners in providing two-generation services.
Data	Data warehouse or inter-agency data sharing is common and utilized for participant (family or individual) identification and outcome reporting.	Limited inter-agency data sharing, which may be limited to NCP. Agreements may be in place but not yet implemented.	Discussions related to inter-agency data sharing, but no agreements in place with 2Gen use cases.
Agency Culture	Agency culture utilizes evidence-based strategies for guiding decision-making and has a process in place to ensure continuous quality improvement (CQI).	Agency culture utilizes evidence-based strategies for guiding decision-making. Incorporates program data reporting in CQI approach.	Agency culture is receptive to implementing evidence-informed or evidence-based practices. Agency is open to exploring ways to track and report data for CQI.
Program Design	Strong documented program design. Key partners have committed to participate.	Documented program design; key partners identified and expressed willingness to participate.	Program design and partners in the development stage.

<b>Colorado Child Support Program Two-Generation Service Levels</b>			
<b>Environmental Characteristics</b>			
	<b>2Gen Integrated Services</b>	<b>2Gen Coordinated Services</b>	<b>2Gen Emerging Services</b>
<b>Funding</b>	Integrated and flexible funding streams.	Program funds may be blended with other sources across multiple agencies.	Willing to explore blending funds between agencies; primary source of funds is from child support.

<b>Colorado Child Support Program Two-Generation Service Levels</b>			
<b>Program Characteristics</b>			
	<b>2Gen Integrated Services</b>	<b>2Gen Coordinated Services</b>	<b>2Gen Emerging Services</b>
<b>Assessment Tools</b>	Consistent use of assessment tool to identify and auto-refer parents for child support intervention based on payment ability and barriers to payment.	Periodic use of assessment tool to identify and refer parents for child support intervention based on payment ability and barriers to payment.	Limited use of assessment tool to assess and identify parents with barriers to payment.
<b>Staffing</b>	Specialized caseload staff trained on 2GEN case management techniques. Staff hires may require background in case management. Single staff counties have a trained staffer (2Gen case management technique).	Utilize a case management model with specialized caseloads. Single staff counties have a trained staffer (2Gen case management technique).	If county has multiple staff, specialized caseloads (such as DOC, Cat 3) are utilized. Single staff counties have a trained staffer (2Gen case management technique).
<b>Referral Partnerships</b>	Formalized referral partnerships including MOU’s that allow for tracking the outcomes of referrals, and, possibly, the application of enforcement remedies based on information shared by partner agencies (following parents’ use of these resources).	Some formalized partnerships, some informal referral partnerships that may track outcomes of referrals, and, possibly, the application of enforcement remedies based on information shared by partner agencies (following parents’ use of these resources).	Informal referral partnerships. Child support may have a contact person to work with or refer parents to at agency.
<b>Supportive Services</b>	Agreements in place with service providers to offer needed aid (transportation assistance, work clothes/work tools, housing assistance, food assistance, etc.).	Strong referral relationships with available community services to assist with needed aid.	Discussions with service providers in the beginning stages.



## Colorado Child Support Program Two-Generation Service Levels

### Program Characteristics, continued

	2Gen Integrated Services	2Gen Coordinated Services	2Gen Emerging Services
Employment	Address employment services in-house (warm hand-off or direct services).	Connect to employment services in the community.	Identifying employment service providers and conducting outreach.
Court	Supportive court involvement, both through referrals and enforcement methods.	Court is supportive but not a key source of referrals.	Outreach to engage court and identify appropriate ways for the court to support the program.
Legal Services	Has in-house or centrally located legal services clinic.	Refer to services offered within the human services agency.	Refer to services offered within the human services agency (if available) or in community.
Child Support	Consistent use of family-centered child support services (not enforcement driven). All printed materials are behaviorally informed.	Intermittent use of family-centered child support services. Printed materials are behaviorally informed.	Utilize customer service skills with clients interacting with office. Printed materials are behaviorally informed.
Parents Served	Provide specialized services to both custodial and noncustodial parents.	Services are available to both custodial and noncustodial parents.	Typically, only noncustodial parent is served; assist custodial parent as needed.
Ancillary Services	Co-parenting services and/or responsible fatherhood programming offered in-house (routine screening for DV).	Provide in-house or access to specialized services like mediation, co-located workforce, and fatherhood/motherhood on site.	Strong referral partners that offer commonly asked for services like mediation, workforce development, fatherhood/motherhood, and link to other services available in the community.
Resources	Have resources and/or resource information available to parents that also benefit their child (recreation center schedules, library story times, etc.).	Have resources and/or resource information available to parents that also benefit their child (recreation center schedules, library story times, etc.).	Have brochures and handouts of local community resources available in the lobby for parents to pick up.

# 2Gen Transformation Project

## SERVICE LEVEL

### 2Gen Integrated Services

# Case Management Procedures: 2Gen Integrated Services

Outlined below are the steps that case managers will take to provide integrated 2Gen services. As noted above, agencies are only ready to provide integrated services if they have: supportive leadership, a clear program design, strong community partnerships, stable and flexible funding, and data collection and reporting capabilities. The hallmark of the 2Gen approach is the idea that the agency will address barriers to self-sufficiency experienced by each member of the family, both parents and child(ren), through an enhanced child support services approach.

The enhanced child support services approach to providing 2Gen services to a family is embedded in the broader culture of the human services agency, with child support as one touch point where a family may enter the system. By addressing the whole family, regardless of family structure (married, divorced, never married) and assisting with services directed toward both parents and child, the system and structures in place can better ensure that barriers to economic security are addressed for all family members.

## 1

### IDENTIFY PARENTS

While child support workers conducting establishment and modification work are key to identifying eligible parents, additional actions should be taken.

#### Recruit potentially eligible parents.

- Work with fatherhood programs to obtain referrals of parents who might have barriers to payment.
- Review the court's contempt docket and work with attorneys to determine whether any listed parents might be eligible to volunteer to receive services.
- Review caseload for parents exiting Department of Corrections (DOC) and outreach directly to provide services to these parents upon release. Coordinate outreach efforts with DOC to provide an overview and direct link to child support services at prison pre-release meetings (prior to parent release from DOC).
- Attend group orientations or any "mass" child support event (e.g. establishment day sessions) that are likely to attract parents with barriers.
- Use ACSES to identify intermittent and non-paying cases (category 2/3) with a special focus on regular payers who suddenly stop making payments. Consider making "cold calls" to noncustodial parents to explore whether they are unemployed or underemployed and explain the project.
- Introduce the project to custodial parents who visit the child support agency and encourage them to speak to the other parent about the program.

## 2

### ENROLL PARENTS

Child support staff will administer the Family Resource Assessment (FRA) (see Appendix A) to all noncustodial parents at establishment, intake of an existing order, or anytime a

modification is requested. This tool is designed to identify parents with child support cases who are at risk for non-payment or partial payment and are mostly likely to benefit from 2Gen services. Based upon a parent's responses and categorization on the Family Resource Assessment, the child support technician may provide a direct referral to the 2Gen case management worker (specialized worker) for services.

- See Appendix A: Family Resource Assessment administration guide.

### 3

#### USE MOTIVATIONAL INTERVIEWING TECHNIQUES FOR GOAL SETTING

Case managers trained in motivational interviewing principles<sup>1</sup> will work with parents to address barriers to payment.

**Apply the five general principles of motivational interviewing when working with parents on setting goals.**

1. Express empathy through reflective listening.
2. Develop awareness of discrepancy between parent's goals or values and his/her current behavior.
3. Avoid arguments and direct confrontation.
4. Adjust to client resistance rather than opposing it directly.
5. Support self-efficacy and optimism.

Document the parent's goals, provide ongoing communication, and conduct regular check-ins, which are critical to the success of the parent achieving his/her goals. Complete a goal-setting plan signed by parent. Review this plan routinely with the parent to gauge progress toward goals.

### 4

#### PROVIDE 2GEN CASE MANAGEMENT SERVICES TO PARENTS WITH CHILD SUPPORT OBLIGATIONS

Case managers should build relationships with parents to engage them, reduce attrition, promote higher levels of participation in job search and other employment-focused activities, and see improvements in key outcome areas, particularly those related to employment, the payment of child support, and achieving economic security for the whole family. Specific steps case managers can take include:

**Build a relationship with the noncustodial parent.**

- Work to build a relationship with the parent by explaining the goals of the 2Gen approach to child support services and the positive outcomes that may be achieved by participating.
- Provide the parent with a phone number that you regularly answer so that he/she has ready access to you.
- Maintain frequent (e.g. weekly) telephone and in-person contact.

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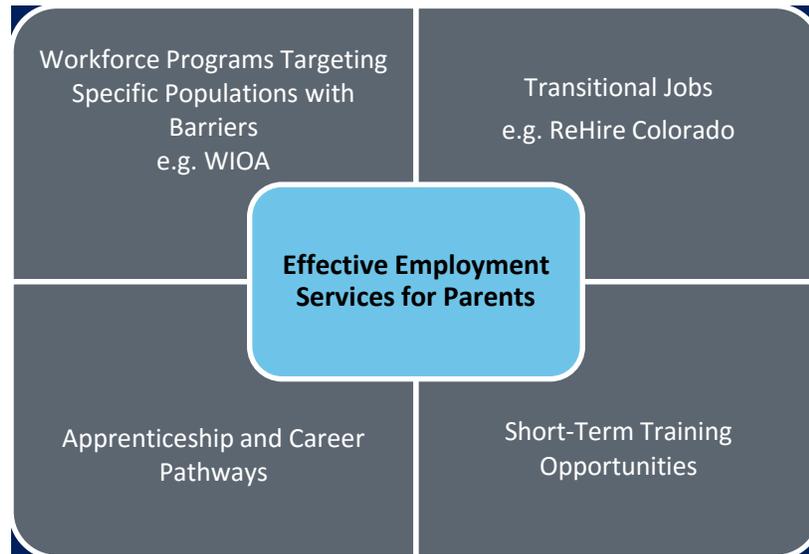
<sup>1</sup> Miller, W.R., and Rollnick, S. *Motivational Interviewing: Preparing People To Change Addictive Behavior*. New York: Guilford Press, 1991.

- Establish a fixed meeting time and place.
- Consider meeting outside the office in a more informal and personal setting, if possible.
- Ask questions, listen to the parent, show interest in his/her circumstances, empathize and reassure him/her that you will help with specific resources and tools, where available.
- Adopt an attitude of willingness to help and avoid making judgments.
- Try to establish yourself as a “coach” and generate from the noncustodial parent (NCP) a willingness/permission to be coached.
- Model behaviors for success, such as self-advocacy, navigating the application process, and pursuing opportunities.
- Follow through with what you say you will do, and if you don't, apologize and reschedule.
- Congratulate the parent on small milestones and actions.
- Complete a goal-setting plan with the NCP and have him/her sign the agreement. This helps the parent understand his/her responsibility and helps hold him/her accountable.

**Ensure a variety of employment services are in place.**

- Case managers should have a direct link to the in-house employment case manager providing workforce services to parents seen at the child support agency. Know the referral process and requirements of each program.
- Familiarize yourself with TANF-sponsored (CO Works) employment workshops and other career-building opportunities to refer parents for participation.
- Utilize all relevant resources and opportunities available to Workforce Innovation and Opportunity Act (WIOA) participants.
- Work closely with ReHire Colorado to identify and refer eligible parents to ReHire Colorado services.
- Consider using targeted hiring events for parents receiving child support services, or granting such parents early access to public hiring events.
- Identify suitable employers, describe child support services 2Gen program, and try to secure job slots for parents.
- Maintain contact with employers of project participants and identify and address any problems with job attendance and performance and income withholding orders (IWO).
- Identify and cultivate relationships with “felon-friendly” employers.
- Explore short-term training opportunities suitable for project participants and cultivate relationships with them.

- Make Connecting Colorado job postings available on television screen at child support offices.



**Create a plan that is tailored to the parent.**

- Identify the parent's strengths and interests and incorporate those into your employment plans.
- Discuss the parent's barriers as identified on the Family Resource Assessment, and review options for addressing these barriers.
- Schedule parents to participate in relevant workforce activities immediately following the Family Resource Assessment, and after the initial meeting is complete.
- Provide customized treatments such as taking parent to the workforce agency, introducing him/her to workforce staff, and helping him/her with paperwork.
- Check on transportation arrangements and needs. Provide relevant gas cards and bus passes to facilitate attendance or help the parent brainstorm other transportation solutions (e.g. rides from reliable friends or neighbors).
- If parent needs mediation, refer directly to Family Court Facilitators.
- Refer parent to community-based organizations if parent has additional barriers such as housing, substance abuse, etc.

**Re-Entry Services**  
*Parents exiting DOC or county jail require an additional level of intervention. Coordinate services closely with the parent's parole or probation officer. Follow up with the parent and his/her parole or probation officer to ensure parent is participating in services and receiving the support he/she needs. Connect parent with re-entry program/resources in the community. Monitor participation and record service receipt in 2Gen system.*

**Keep the plan moving forward, but at a pace suited to the parent.**

- Be willing to repeat your explanations of the project, the child support system, the workforce system, and other matters that seem confusing.
- Do not assume that the parent has computer skills or the ability to complete applications and forms on his/her own.

- Avoid overwhelming the parent with too much information or too many action items at one time.
- Consider placing reminder calls before scheduled meetings and appointments.

**Monitor progress and step in when the plan is not moving forward.**

- Regularly communicate with workforce staff about referred parents. Follow-up with both the workforce staff and parent about job search activities.
- Review and adjust action items listed in goal setting plan or case file every time you meet to reflect updates and any changes in the parent’s situation.
- Check on whether the parent has followed up with referrals you have provided for services at public and community-based organizations and address any barriers to following through.
- Ask for feedback on the dignity, utility, and effectiveness of the service referrals you make and adjust your actions accordingly.
- Review parent activity or progress on a regular basis through staff meetings with partners in workforce or fatherhood (if possible) and determine whether parent is engaged or “lapsed.”
- Act quickly to re-engage parents who have lapsed in attendance or activity.
- Record parent contacts and other relevant activity (or attempts to contact) on ACSES or through CSE tools or county-specific 2Gen data system.
- Develop and engage in routine communication with key agency partners to discuss progress and setbacks on the parent’s case. Troubleshoot ways to help get and keep parent on track.

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*“The idea of outreaching to both parents and addressing services across the whole family is **new** to child support, but **required** as part of a 2Gen effort to address barriers to economic security.”*

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**5**

**EXPAND SERVICES TO BOTH PARENTS AND CHILDREN**

The 2Gen approach moves beyond serving parents who owe child support (noncustodial parent) to working with the family as a whole (custodial parent and child), using the enhanced child support services approach. In working with the family, the case manager

will:

**Assess the needs of both parents and children. Up to this point, only the needs of the noncustodial parent have been addressed. Extend services to custodial parent and child.**

- Conduct a relationship-building outreach call to the parent who is to receive child support.
- Describe the 2Gen approach to child support services and explain that both parents are eligible to receive services.
- Determine if the custodial parent, or the child, would benefit from:
  - Public benefits – TANF, CCAP, SNAP, LEAP.

- ECE programming or other educational services.
- Assistance enrolling in plans to cover medical costs, including health coverage for children.
- Assess if parent is interested in parenting classes and provide referral.

**Recognize that the parent who is to receive child support may have many of the same service needs as the parent paying child support.**

- Agency is set up to provide child care for parents who appear for in-person for services.
- Be prepared to offer employment assistance or referrals to educational opportunities.
- Check on transportation arrangements and needs and provide relevant gas cards and bus passes.

**Document both needs and actions taken.**

- The case manager should document the assistance referrals provided to the parent/child on the 2Gen system, record the services the parent/child applied to receive, and note the outcome of the application.

**6**

**PROVIDE CHILD SUPPORT SERVICES**

In some counties, the 2Gen case manager will manage the child support case. In others, an enforcement or non-specialized child support technician will handle child support actions. Child support workers at all levels should understand the goals and policies of the 2Gen child support services program and ensure that child support services are delivered consistently and in a timely manner to both parents.

**Explain to the parent (custodial or non-custodial) how the child support system works.**

- The 2Gen case manager will need to explain the services the agency can provide to the parent as well as the services he/she can link the parent to for addressing barriers to payment, employment, access, and visitation/parenting time services.
- The agency should ensure all materials are behaviorally informed; make letters to parents, document cover sheets and mailings are clear, concise and easy to read and understand.
- The 2Gen case manager should answer all questions the parent may have and be aware that the system may seem complex.

**Take all actions needed to maximize the non-custodial parent's potential to meet the child support obligation.**

- Check child support order levels for parents to ensure that they are realistic and reflect an ability to pay.
- Ensure the order is "right-sized," or assist parent with modification.
- Be proactive about review and adjustment and initiate reviews 30 days after a parent becomes employed or changes employment.

- Consider actual wages in calculating new orders and in modification actions. This may result in the generation of minimum orders if the NCP is unemployed.
- File motions with the court before reviewing orders, attempt to use the negotiation process, and avoid court hearings to speed up the time frame for a review and adjustment.
- Explore whether parties will agree to deviate from guidelines and pursue a review and adjustment if an income change falls under the 10 percent threshold.
- Attempt to get parties to stipulate to \$50 minimum orders during unemployment or enrollment in an education or employment-training program.

**If the child support agency has special incentives in place for 2Gen parents, these should be explained.**

- The 2Gen case manager should monitor the automated enforcement action and prevent automated enforcement actions from being taken for the NCP while the parent is actively engaged in 2Gen services. This includes driver's license suspension, professional license suspension, and financial institutional data matches (FIDM).
- The case manager should know the county's state-owed arrears forgiveness policy in order to use the incentive of arrears forgiveness. This can encourage participation in employment and parenting services and further establish a regular child support payment habit. Engage in a dialogue with custodial parent about child support enhancements.

7

**SUPPORT EDUCATION**

The 2Gen case manager should assess both parents' educational attainments, needs, and/or goals.

**Have a plan in place to help parents who need educational assistance.**

For parents without a high school diploma or GED:

- Partner with community providers or local workforce offices that offer GED preparation and test-taking classes.
- Negotiate free or reduced testing fees.

**Inquire about postsecondary education or Career Technical education goals.**

- Refer to College in Colorado website ([www.collegeincolorado.org](http://www.collegeincolorado.org))
  - Encourage parent to utilize the career planning page to identify careers that may be a good fit for them through the short self-assessments available.
  - Utilize the search tool for identifying postsecondary options and admission requirements.
- Partner with community colleges for enrollment options.
- Steer parents toward career-pathways training or other short-term educational training programs offered at your local community colleges.
- All educational participation and outcomes should be recorded in the county or state 2Gen system at enrollment and again once services are no longer needed from the 2Gen case manager.

8

**EFFECTIVELY UTILIZE THE COURT**

Utilizing the court is an important step in ensuring participation and compliance (through contempt) with the child support program. Securing court buy-in and providing ongoing briefings to the court are critical to ensuring participation and removing barriers to compliance and economic stability. Working with the court through the use of contempt action can serve as a means to ensure compliance with program requirements.

**The court can play a key role in both recruitment and participation.**

- Identify specific actions the court will take, such as mandating that unemployed noncustodial and/or custodial parents be referred to the 2Gen case manager for services.

**Work with the court to determine what actions the court is willing to take to encourage participation.**

- Courts may set minimum orders and/or defer interim sanctions related to contempt for 2Gen program participation.
- Assist CP and/or NCP parent with review and expedited adjustment or modification to child support order while enrolled in educational program, if appropriate.
- Depending upon local rules and regulations, courts have a variety of incentives to use to encourage non-paying, unemployed obligors to participate in workforce programs. Some courts impose a minimum order such as \$50 for unemployed parents while they are looking for work and receiving services from the 2Gen case manager.
- Some courts defer judicial actions for non-paying parents while they are receiving services through the 2Gen case manager. For example, if a parent is participating in services with good faith, the court may delay contempt actions.

**Work with the court to develop procedures that will help correct non-compliance among NCPs quickly and efficiently.**

- The court may schedule review hearings every 30, 60, or 90 days while the parent is receiving services from the 2Gen case manager to ensure noncustodial parent is participating in job-seeking activities, fatherhood/motherhood/co-parenting classes, and is compliant with child support payment.
- The 2Gen case manager should attend review hearings to provide a report to the court on the parent's participation. This allows the court to take immediate action when the noncustodial parent is not participating in services.
- Develop a checklist with the court, if case manager is unable to attend. Clerk/magistrate/attorney will have actionable information about the case status if case manager is unable to attend hearing.

**Establish procedures to ensure the court and 2Gen program are communicating effectively.**

- Work directly with the State court liaison and set a plan for how 2Gen program staff will communicate with the court, especially if the court conducts review hearings and applies appropriate incentives and sanctions.

**Refer 2Gen cases to problem-solving courts and/or fathering courts, if available, or set one up in the jurisdiction.**

- Problem-solving courts are designed to engage parents who are not meeting their child support obligations and strengthen their ability to be a positive role model in their children's lives.
- The court can collaborate with a wide array of community stakeholders to identify and address barriers to parenting, employment, and child support payment among its delinquent caseload.
- Problem-solving courts go beyond the imposition of enforcement remedies and try to resolve the underlying causes of nonpayment.
- These courts closely monitor the fathers' progress and communicate with fathers about their achievements and problems.
- They are most successful when they bring together a committed judge, prosecutor, and child support enforcement team.

9

**SUPPORT FATHERHOOD/MOTHERHOOD/CO-PARENTING CLASSES AND SERVICES**

2Gen programs benefit from maintaining a close working relationship with community partners providing fatherhood classes, motherhood classes, and/or other parenting classes.

**Work with programs that utilize appropriate curricula.**

- Ensure the provider is utilizing a curriculum that is evidence-based and designed to help participants achieve outcomes that are key to the 2Gen program.
- Ensure the curriculum incorporates the addition of a session on child support navigation and basic financial literacy. This should be modeled on the session developed for a CDHS grant on asset building.
- The curriculum should also address the topics of: fatherhood origins, domestic violence (DV), discipline, nurturing relationships, child support and financial behavior, co-parenting skills, work and fathering, and positive parenting.

**Have the goal of early enrollment and sufficient exposure to the program.**

- Engage CP and/or NCP parents in fatherhood/motherhood classes within 30 days of identification to reinforce employment-seeking behaviors and connection with children on financial and emotional levels.
- Attempt to achieve the goal of exposing each parent to an evidence-based curriculum of fatherhood programming consisting of classes, peer support groups, and a graduation ceremony.
- Offer opportunities for peer support through at least three facilitated sessions to allow participants to network and discuss individual concerns and/or experience guest speakers and learn about community resources for parents and children.

- Offer a formal graduation ceremony to recognize the completion of the curriculum and other accomplishments. Give each graduate an opportunity to speak about his/her growth within the program, and future parenting plans.

**Work with programs that provide easy access and safety procedures.**

- Ensure the fatherhood programming is offered in a convenient and familiar setting such as at the workforce center or the child support office.
- Encourage attendance at classes and peer support groups by providing food and consider offering small incentives for participation, such as tickets to area sporting and cultural events and/or restaurants.
- Consult with the State domestic violence program on an as-needed basis.

**Ensure there is regular communication between the parenting program and the 2Gen case manager.**

- Communicate with 2Gen case managers and workforce center staff and assist them in the common goal of addressing barriers to employment and effective parenting among parent program participants.
- Ensure ongoing training of facilitators, consistently record attendance and class evaluations in the 2Gen system, monitor fidelity to program model, and adjust as needed.
- Keep appropriate records of class attendance and ensure that they are recorded on simple excel spreadsheets and relayed to 2Gen case manager for input into the county or state 2Gen case management system.

10

**ENCOURAGE CHILD ACCESS AND VISITATION, PARENTING PLANS AND CHILD WELL-BEING**

The 2Gen case manager should identify barriers to parent-child contact and determine if the parties have a parenting time order.

**The 2Gen case manager should determine what arrangements are in place to ensure children have access to both parents.**

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**ENSURE SUPPORTIVE SERVICES ARE IN PLACE**

It is critical to provide support services to low-income parents while they are participating in services.

As noted above, transportation to and from meetings and appointments is a significant barrier for most low-income parents. Addressing this obstacle through providing transportation assistance in the form of bus passes, vouchers, or gas cards, will increase program participation and parent success.

**In addition to providing transportation assistance, explore and offer other relevant supportive services.**

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While most parents are not violent or abusive, safety is an important consideration in any program that involves the emotional issues of relationships, children, and money.

2Gen case managers, fatherhood specialists, and other project personnel should receive training on how to recognize and intervene in cases dealing with domestic violence. 2Gen case managers will routinely outreach to the custodial parent to tell them that NCPs are receiving 2Gen child support services and will assure them that the safety and well-being of families are prioritized.

2Gen case managers should be trained on DV considerations and attempt to identify and address intimate partner violence (IPV). No single method works in every program situation, and no one method of identification is foolproof.

**Take a case-specific approach to appropriately addressing any domestic violence issues or concerns.**

- The Domestic Violence Program (DVP) of the Colorado Department of Human Services has developed a protocol designed to enhance the safety of custodial parents and children.
- Administer the screening tool developed by the Domestic Violence Program of CDHS to invite disclosures and address them, including appropriate resources and referrals for victims and offenders.

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- Make child support partners aware of a variety of safeguards that may be appropriate in cases with domestic violence, including heightened confidentiality, safe mediation, and supervised visitation.

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### USE A CQI APPROACH TO ENSURE PROGRAM PERFORMANCE AND FIDELITY TO THE PROGRAM MODEL

The 2Gen program should engage in continuous quality improvement (CQI) by collecting, analyzing, and reporting on program data to program stakeholders and staff on an ongoing basis. This will ensure the program is implemented and operating with fidelity. This also allows program stakeholders to make timely adjustments to the program if key outcomes do not trend in the anticipated direction.

2Gen case managers are responsible for recording information into the state/county 2Gen data system.

#### **2Gen case managers will record and track the following key data points.**

- Referrals from all inside and outside agencies, including: child support workers, court, parole/probation, and community service providers.
- Services referred to and received, including: the type of service, date referred, date completed, and outcome of referral.
- Child support status, including: number of child support cases, number of children, monthly support obligations, arrears balance, and date of last payment.
- Workshop and class attendance and completion or outcome.
- Outcomes should be recorded for custodial parents, NCPs, and children. They include:

#### **Education**

- Level of education at enrollment (highest grade completed) for both parents
- School enrollment or attendance information during 2Gen services receipt
- Final educational attainment or program enrolled in once 2Gen services are complete

#### **Employment**

- Employment status at enrollment
- Wage at enrollment

### What is CQI?

CQI was defined by Casey Family Programs and the National Child Welfare Resource Center for Organizational Improvement as: "The complete process of identifying, describing, and analyzing strengths and problems and then testing, implementing, learning from, and revising solutions."

- Employment services received through 2Gen program
- Employment status at program exit (or 12 months post-enrollment)
- Wage at program exit

**Child-related outcomes**

- Health insurance status of parents and child at enrollment
- Health insurance status of parents and child at program exit
- Parenting plan in place (developed, filed with order, no fee)
- Noncustodial parent report of the frequency of parent-child contact at intake and program exit



# 2Gen Transformation Project

## SERVICE LEVEL

### 2Gen Coordinated Services

# Case Management Procedures: 2Gen Coordinated Services

Providing 2Gen coordinated services under an enhanced child support services approach is nearly identical to the integrated services approach. The key differences between the integrated and coordinated services levels lies within the environmental (agency) characteristics. They are: level of agency leadership commitment, key partner buy-in, resource availability within the surrounding community and data systems for referrals and tracking service delivery and outcomes. The approach the 2Gen case worker takes to providing services to parents is very similar at the integrated and coordinated service levels.

Outlined below are the steps that case managers will use in providing coordinated 2Gen services. As depicted on the chart at the beginning of this document, agencies are only ready to provide coordinated services if they have supportive leadership, a clear program design, strong community partnerships, stable and flexible funding, and data capabilities. Procedures for child support agencies utilizing 2Gen coordinated services programs will vary significantly depending on a variety of factors including:

- Child support agency leadership
- Agency size and the ability to partner with local agencies
- Availability of community resources

## 1

### IDENTIFY PARENTS

Child support workers conducting establishment and modification are the primary source of identifying eligible parents.

#### Recruit potentially eligible parents.

- Work with fatherhood programs to obtain referrals of parents who might have barriers to payment.
- Review the court’s contempt docket and working with attorneys to determine whether any listed parents might be eligible to volunteer to receive services.
- Review caseload for parents exiting Department of Corrections (DOC) and outreach directly to provide services to these parents upon release. Coordinate outreach efforts with DOC to provide an overview and direct link to child support services at prison pre-release meetings (prior to parent release from DOC).
- Attend group orientations or any “mass” child support event (e.g. establishment day sessions) that are likely to attract parents with barriers.
- Use ACSES to identify intermittent and non-paying (category 2/3) cases with a special focus on regular payers who suddenly stop making payments. Consider making “cold calls” to noncustodial parents to explore whether they are unemployed or underemployed and explain the project.

- Introduce the project to custodial parents who visit the child support agency and encourage them to speak to the other parent about the program.

## 2

### ENROLL PARENTS

Child support staff will administer the Family Resource Assessment to all identified parents at establishment, intake of an existing order, or anytime a modification is requested. This tool is designed to identify parents with child support cases who are at risk for non-payment or partial payment and likely to benefit from 2Gen services. Based upon the parent's responses and categorization on the Family Resource Assessment, the child support technician may provide a direct referral to the case management worker (specialized worker) for services.

- See Appendix A: Family Resource Assessment administration guide.

## 3

### USE MOTIVATIONAL INTERVIEWING TECHNIQUES FOR GOAL SETTING

Case managers trained in motivational interviewing principles will work with parents to address barriers to payment. The case manager will

**Apply the five general principles of motivational interviewing when working with parents on setting goals.**

1. Express empathy through reflective listening.
2. Develop an awareness of any discrepancy between the parent's goals or values and his/her current behavior.
3. Avoid arguments and direct confrontation.
4. Adjust to client resistance rather than opposing it directly.
6. Support self-efficacy and optimism.

Document the parent's goals, provide ongoing communication, and conduct regular check-ins, which are critical to the success of the parent achieving his/her goals.

## 4

### PROVIDE 2GEN CASE MANAGEMENT SERVICES TO PARENTS WITH CHILD SUPPORT OBLIGATIONS

Case managers should build relationships with parents to engage them, reduce attrition, promote higher levels of participation in job search and other employment-focused activities, and see improvement in key outcome areas, particularly those related to employment, the payment of child support, and achieving economic security for the whole family. Specific steps case managers can take include:

**Build a relationship with the noncustodial parent.**

- Work to build a relationship with the parent by explaining the goals of the 2Gen approach to child support services and the positive outcomes that may be achieved by participating.
- Provide the parent with a phone number that you regularly answer so that he/she has ready access to you.
- Maintain frequent (e.g. weekly) telephone and in-person contact.
- Establish a fixed meeting time and place.
- Consider meeting outside the office in a more informal and personal setting, if possible.
- Ask questions, listen to the parent, show interest in his/her circumstances, empathize and reassure him/her that you will help with specific resources and available tools.
- Adopt an attitude of willingness to help and avoid making judgments.
- Try to establish yourself as a “coach” and generate from the noncustodial parent (NCP) a willingness/permission to be coached.
- Model behaviors for success, such as self-advocacy, filling out an application, and pursuing opportunities.
- Follow through with what you say you will do, and if you don't, apologize and reschedule.
- Congratulate the parent on small milestones and actions.
- Help parent understand his/her responsibility and hold him/her accountable.

**Ensure a variety of employment services are in place.**

- Case managers should have a strong working relationship with an identified partner at the county workforce center. Know the referral process and requirements of each program.
- Familiarize yourself with TANF-sponsored (CO Works) employment workshops and other career-building opportunities to refer parents for participation.
- Utilize all relevant resources and opportunities available to Workforce Innovation and Opportunity Act (WIOA) participants.
- Work closely with ReHire Colorado to identify and refer eligible parents to ReHire Colorado services.
- Consider using targeted hiring events for child support services parents, or granting parents early access to public hiring events.
- Identify suitable employers, describe child support services 2Gen program, and try to secure job slots for parents.
- Maintain contact with employers of project participants and identify and address any problems with job attendance and performance and income withholding orders (IWO).
- Identify and cultivate relationships with “felon-friendly” employers.
- Explore short-term training opportunities suitable for project participants and cultivate relationships with them.

- Make Connecting Colorado job postings available on television screen at child support offices.



**Create a plan that is tailored to the parent.**

- Try to identify the parent's strengths and interests and incorporate those into your employment plans.
- Discuss the parent's barriers as identified on the Family Resource Assessment and review options for addressing these barriers.
- Schedule parents to participate in relevant workforce activities immediately following the Family Resource Assessment, and after the initial meeting is complete.
- Provide customized treatments such as taking parent to the workforce agency, introducing him/her to workforce staff, and helping him/her with paperwork.
- Check on transportation arrangements and needs. Provide relevant gas cards and bus passes to facilitate attendance or help the parent to brainstorm other transportation solutions (e.g. rides from reliable friends or neighbors).

**Re-Entry Services**

*Parents exiting DOC or county jail require an additional level of intervention. Coordinate services closely with the parent's parole or probation officer. Follow up with the parent and his/her parole or probation officer to ensure parent is participating in services and receiving the support he/she needs. Connect parent with re-entry program/resources in the community. Monitor participation and record service receipt in 2Gen system.*

**Keep the plan moving forward, but at a pace suited to the parent.**

- Be willing to repeat your explanations of the project, the child support system, the workforce system, and other matters that seem confusing.
- Do not assume that the parent has computer skills or the ability to complete applications and forms on his/her own.
- Avoid overwhelming the parent with too much information or too many action items at one time.

- Consider placing reminder calls before scheduled meetings and appointments.

**Monitor progress and step in when the plan is not moving forward.**

- Regularly communicate with workforce staff about referred parents. Follow-up with both the workforce staff and parent about job search activities.
- Review and adjust action items every time you meet to reflect updates and changes in a parent's situation.
- Check on whether the parent has followed up with referrals you have provided for services at public and community-based organizations and address any barriers to following through.
- Ask for feedback on the dignity, utility, and effectiveness of the service referrals you make and adjust your actions accordingly.
- Review parent activity or progress on a regular basis through staff meetings with partners in workforce or fatherhood (if possible) and determine whether parent is engaged or "lapsed."
- Act quickly to re-engage parents who have lapsed in attendance or activity.
- Record parent contacts and other relevant activity (or attempts to contact) on ACSES or through CSE tools or county-specific 2Gen data system.
- Develop and engage in routine communication with key agency partners to discuss progress and setbacks on the parent's case. Troubleshoot ways to help get and keep parent on track.

**5**

**EXPAND SERVICES TO BOTH PARENTS AND CHILDREN**

The 2Gen approach moves beyond serving parents who owe child support to working with the family as a whole, using the enhanced child support services approach. In working with the family, the case manager will:

**Assess the needs of both parents and children. Up to this point, only the needs of the noncustodial parent have been addressed. Extend services to custodial parent and child.**

- Conduct a relationship-building outreach call to the parent who is to receive child support.
- Describe the 2Gen approach to child support services and explain that both parents are eligible to receive services.
- Determine if the custodial parent, or the child, would benefit from:
  - Public benefits – TANF, CCAP, SNAP, LEAP.
  - Early Childhood Education programming or other educational services.
  - Assistance enrolling in plans to cover medical costs, including health coverage for children.

**Recognize that the parent who is to receive child support may have many of the same service needs as the parent paying child support.**

- Be prepared to offer employment assistance or referrals to educational opportunities.

- Check on transportation arrangements and needs and provide relevant gas cards and bus passes.

**Document both needs, and actions taken.**

- The case manager should document the assistance referrals provided to the parent/child on the 2Gen system, record the services the parent/child applied to receive, and note the outcome of the application.

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*“The idea of outreaching to both parents and addressing services across the whole family is **new** to child support, but **required** as part of a 2Gen effort to address barriers to economic security.”*

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**6**

**PROVIDE CHILD SUPPORT SERVICES**

In some counties, the 2Gen case manager will manage the child support case. In others, an enforcement or non-specialized child support technician will handle child support actions. Child support workers at all levels should understand the goals and policies of the 2Gen child support services program and ensure that child support services are delivered consistently and in a timely manner to both parents.

**Explain to the parent (custodial or non-custodial) how the child support system works.**

- The 2Gen case manager will need to explain the services the agency can provide to the parent and the services they can link the parent to for addressing barriers to payment, employment, access, and visitation/parenting time services.
- The agency should ensure all materials are behaviorally informed; make letters to parents, document cover sheets and mailings are clear, concise and easy to read and understand.
- The 2Gen case manager should answer all questions the parent may have and be aware that the system may seem complex.

**Take all actions needed to maximize the NCP parent's potential to meet the child support obligation.**

- Check child support order levels for parents to ensure that they are realistic and reflect an ability to pay.
- Ensure the order is “right-sized,” or assist parent with modification.
- Be proactive about review and adjustment and initiate reviews 30 days after a parent becomes employed or changes employment.
- Consider actual wages in calculating new orders and in modification actions. This may result in the generation of minimum orders if the NCP is unemployed.
- File motions with the court before reviewing orders, attempt to use the negotiation process, and avoid court hearings to speed up the time frame for a review and adjustment.

- Explore whether parties will agree to deviate from guidelines and pursue a review and adjustment if an income change falls under the 10 percent threshold.
- Attempt to get parties to stipulate to \$50 minimum orders during unemployment or enrollment in an education or employment-training program.

**If the child support agency has special incentives in place for 2Gen parents, these should be explained.**

- The 2Gen case manager should monitor the automated enforcement action and prevent automated enforcement actions from being taken for the NCP while the parent is actively engaged in 2Gen services. This includes driver's license suspension, professional license suspension, and financial institutional data matches (FIDM).
- The case manager should know the county's state-owed arrears forgiveness policy in order to use the incentive of arrears forgiveness. This can encourage participation in employment and parenting services and further establish a regular child support payment habit.
- Engage in a dialogue with custodial parents about child support enhancements.

## 7

### SUPPORT EDUCATION SERVICES

The 2Gen case manager should assess both parents' educational attainments, needs, and/or goals.

**Have a plan in place to help parents who need educational assistance.**

For parents without a high school diploma or GED:

- Partner with community providers or local workforce offices that offer GED preparation and test-taking classes.
- Negotiate free or reduced testing fees.

**Inquire about postsecondary education or Career Technical education goals:**

- Refer to College in Colorado website ([www.collegeincolorado.org](http://www.collegeincolorado.org))
  - Encourage parent to utilize the career planning page to identify careers that may be a good fit for them through the short self-assessments available.
  - Utilize the search tool for identifying postsecondary options and admission requirements.
- Partner with community colleges for enrollment options.
- Steer parents toward career-pathways training or other short-term educational training programs offered at local community colleges.
- All educational participation and outcomes should be recorded in the county or state 2Gen system at enrollment and again once services are no longer needed from the 2Gen case manager.

## 8

### EFFECTIVELY UTILIZE THE COURT

Utilizing the court is an important step in ensuring participation and compliance (through contempt) with the child support program. Securing court buy-in and providing ongoing briefings to the court are critical in ensuring participation and removing barriers to compliance and economic stability. Working with the court using contempt action can serve as a means to ensure compliance with program requirements.

#### **The court can play a key role in recruitment.**

- Identify specific actions the court will take, such as mandating that unemployed noncustodial and/or custodial parents be referred to the 2Gen case manager for services.

#### **Work with the court to determine what actions the court is willing to take to encourage participation.**

- Courts may set minimum orders and/or defer interim sanctions related to contempt for 2Gen program participation.
- Depending upon local rules and regulations, courts have a variety of incentives to use to encourage non-paying, unemployed obligors to participate in workforce programs. Some courts impose a minimum order such as \$50 for unemployed parents while they are looking for work and receiving services from the 2Gen case manager.
- Some courts defer judicial actions for non-paying parents while they are receiving services through the 2Gen case manager. For example, if a parent is participating in services with good faith, the court may delay contempt actions.

#### **Work with the court to develop procedures that will help correct non-compliance quickly and efficiently.**

- The court may schedule review hearings every 30, 60, or 90 days while the parent is receiving services from the 2Gen case manager to ensure that the noncustodial parent is participating in job-seeking activities, fatherhood/motherhood/co-parenting classes, and is compliant with child support payment.
- The 2Gen case manager will provide a report to the court on the parent's participation. This allows the court to take immediate action when the noncustodial parent is not participating in services.

#### **Establish procedures to ensure the court and 2Gen program are communicating effectively.**

- Discuss how 2Gen program staff will communicate with the court, especially if the court conducts review hearings and applies appropriate incentives and sanctions.

#### **Refer 2Gen cases to a problem-solving courts and/or fathering courts, if available, or set one up in the jurisdiction.**

- Problem-solving courts are designed to engage parents who are not meeting their child support obligations and strengthen their ability to be a positive role model in their children's lives.
- The court can collaborate with a wide array of community stakeholders to identify and address barriers to parenting, employment, and child support payment among its delinquent caseload.

- Problem-solving courts go beyond the imposition of enforcement remedies and try to resolve the underlying causes of nonpayment.
- These courts closely monitor the fathers' progress and communicate with fathers about their achievements and problems.
- They are most successful when they bring together a committed judge, prosecutor, and child support enforcement team.

## 9

### SUPPORT FATHERHOOD/MOTHERHOOD/CO-PARENTING CLASSES AND SERVICES

2Gen programs benefit from a close working relationship with community partners providing fatherhood classes, motherhood classes, and/or other parenting classes.

#### **Work with programs that utilize appropriate curricula.**

- Ensure the provider is utilizing a curriculum that is evidence-based and designed to help participants achieve outcomes that are key to the 2Gen program.
- Ensure the curriculum incorporates the addition of a session on child support navigation and basic financial literacy. This should be modeled after what was developed for a CDHS grant on asset building.
- The curriculum should also address the topics of: fatherhood origins, domestic violence (DV), discipline, nurturing relationships, child support and financial behavior, co-parenting skills, work and fathering, and positive parenting.

#### **Have the goal of early enrollment and sufficient exposure to the program.**

- Engage parents in fatherhood/motherhood classes within 30 days of identification to reinforce employment-seeking behaviors and connection with children on financial and emotional levels.
- Attempt to achieve the goal of exposing each parent to an evidence-based curriculum of fatherhood programming consisting of classes, peer support groups, and a graduation ceremony.
- Offer opportunities for peer support through at least three facilitated sessions to allow participants to network and discuss individual concerns and/or experience guest speakers and learn about community resources for parents and children.
- Offer a formal graduation ceremony to recognize the completion of the curriculum and other accomplishments. Give each graduate an opportunity to speak about his/her growth within the program, and future parenting plans.

#### **Work with programs that provide easy access and safety procedures.**

- Ensure the fatherhood programming is offered in a convenient and familiar setting such as at the workforce center or the child support office.
- Encourage attendance at classes and peer support groups by providing food and consider offering small incentives for participation such as tickets to area sporting and cultural events and/or restaurants.

- Consult with the State domestic violence program on an as-needed basis.

**Ensure there is regular communication between the parenting program and the 2Gen case manager.**

- Communicate with 2Gen case managers and workforce center staff and assist them in the common goal of addressing barriers to employment and effective parenting among parent program participants.
- Ensure ongoing training of facilitators, consistently record attendance and class evaluations in 2Gen system, monitor fidelity to program model, and adjust as needed.
- Keep appropriate records of class attendance. Ensure that they are recorded on simple excel spreadsheets and relayed to 2Gen case manager for input into the county or state 2Gen case management system.

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**ENCOURAGE CHILD ACCESS AND VISITATION, PARENTING PLANS AND CHILD WELL-BEING**

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2Gen case managers are responsible for recording information into the state/county 2Gen data system.

**2Gen case managers will record and track the following key data points.**

- Referrals from all inside and outside agencies, including: child support workers, court, parole/probation, and community service providers.
- Services referred to and received, including: the type of service, date referred, date completed, and outcome of referral.
- Child support status, including: number of child support cases, number of children, monthly support obligations, arrears balance, and date of last payment.
- Workshop and class attendance and completion or outcome.
- Outcomes should be recorded for parents, NCPs, and children. They include:

**Education**

- Level of education at enrollment (highest grade completed) for both parents
- School enrollment or attendance information during 2Gen services receipt
- Final educational attainment or program enrolled in once 2Gen services are complete

**Employment**

- Employment status at enrollment
- Wage at enrollment
- Employment services received through 2Gen program
- Employment status at program exit (or 12 months post-enrollment)
- Wage at program exit

**Child-related outcomes**

- Health insurance status of parents and child at enrollment
- Health insurance status of parents and child at program exit
- Parenting plan in place (developed, filed with order, no fee)

**What is CQI?**

CQI was defined by Casey Family Programs and the National Child Welfare Resource Center for Organizational Improvement as: “The complete process of identifying, describing, and analyzing strengths and problems and then testing, implementing, learning from, and revising solutions.”



- Noncustodial parent report of the frequency of parent-child contact at intake and program exit
- Early childhood education access, if applicable



# 2Gen Transformation Project

## SERVICE LEVEL

### 2Gen Emerging Services

# Case Management Procedures: 2Gen Emerging Services

Child support agencies that want to begin incorporating a 2Gen approach to child support services through the enhanced child support services approach can begin by following the 2Gen Emerging Services protocol. 2Gen Emerging Services is designed to give the child support agency flexible steps to take towards an initial entry to 2Gen child support services.

Outlined below are the steps that child support workers or the specialized child support case managers will use in providing emerging 2Gen services. Procedures for child support agencies utilizing 2Gen emerging services programs will vary significantly depending on a variety of factors including:

- Child support agency leadership
- Agency size and the ability to partner with local agencies
- Availability of community resources

## 1

### IDENTIFY PARENTS

Child support workers conducting establishment and modification are the primary source of identifying eligible parents.

#### Recruit potentially eligible parents.

- Work with fatherhood programs to obtain referrals of parents who might have barriers to payment.
- Review the court's contempt docket and working with attorneys to determine whether any listed parents might be eligible to volunteer to receive services.
- Review caseload for parents exiting Department of Corrections (DOC) and outreach directly to provide services to these parents upon release. Coordinate outreach efforts with DOC to provide an overview and direct link to child support services at prison pre-release meetings (prior to parent release from DOC).
- Attend group orientations or any "mass" child support event (e.g. establishment day sessions) that are likely to attract parents with barriers.
- Use ACSES to identify intermittent and non-paying (category 2/3) cases with a special focus on regular payers who suddenly stop making payments. Consider making "cold calls" to noncustodial parents to explore whether they are unemployed or underemployed and explain the project.
- Introduce the project to custodial parents who visit the child support agency and encourage them to speak to the other parent about the program.

## 2

### ENROLL PARENTS

Child support staff will administer the Family Resource Assessment to all identified parents at establishment, intake of an existing order, or anytime a modification is requested. This tool is designed to identify parents with child support cases who are at risk for non-payment or partial payment and likely to benefit from 2Gen services. Based upon the parent's responses and categorization on the Family Resource Assessment, the child support technician may provide a direct referral to the case management worker (specialized worker) for services.

- See Appendix A: Family Resource Assessment administration guide.

## 3

### USE MOTIVATIONAL INTERVIEWING TECHNIQUES FOR GOAL SETTING

Child support agency leadership will identify specialized worker to be the key point of contact to provide 2Gen emerging services at the agency. This child support worker will be trained in motivational interviewing principles and will work with parents to address barriers to payment.

**Apply the five general principles of motivational interviewing when working with parents on setting goals.**

- Express empathy through reflective listening.
- Develop an awareness of any discrepancy between the parent's goals or values and his/her current behavior.
- Avoid arguments and direct confrontation.
- Adjust to client resistance rather than opposing it directly.
- Support self-efficacy and optimism.

Documenting the parent's goals, providing ongoing communication and conducting regular check-ins is critical to the success of the parent achieving his/her goals.

## 4

### PROVIDE 2GEN CASE MANAGEMENT SERVICES TO PARENTS WITH CHILD SUPPORT OBLIGATIONS

The child support worker should build relationships with noncustodial parents to engage them, reduce attrition and promote higher levels of participation in job search and other employment-focused activities. This should lead to improvements in key outcome areas, particularly those related to employment, the payment of child support, and achieving economic security for the whole family. Specific steps child support workers can take include:

**Build a relationship with the parent.**

- Work to build a relationship with the parent by explaining the goals of the 2Gen approach to child support services and the positive outcomes that may be achieved by participating.

- Provide the parent with a phone number that you regularly answer so that he/she has ready access to you.
- Maintain frequent (e.g., weekly) telephone and in-person contact.
- Educate community partners on services available through child support.
- Develop connections with agencies that can provide direct services to parents on employment, education, parenting time, mediation, or other agency services available in the county.
- Model behaviors for success, such as self-advocacy, filling out an application, and pursuing opportunities.
- Follow through with what you say you will do, and if you don't, apologize and reschedule.
- Congratulate the parent on small milestones and actions.
- Help parent understand his/her responsibility and hold him/her accountable.

**Familiarize yourself with employment services within the community.**

- Utilize all relevant resources and opportunities available from TANF, Workforce, and other known community employment focused services.

**5**

**EXPAND SERVICES TO BOTH PARENTS AND CHILDREN**

The 2Gen approach moves beyond serving parents who owe child support (noncustodial parent) to working with the family as a whole (custodial parent and child), using the enhanced child support services approach. In working with the family, the case manager

will:

**Assess the needs of both parents and children. Up to this point, only the needs of the noncustodial parent have been addressed. Extend services to custodial parent and child.**

- Conduct a relationship-building outreach call to the parent who is to receive child support.
- Describe the 2Gen approach to child support services and explain that both parents are eligible to receive services.
- Determine if the custodial parent, or the child, would benefit from and assist with applying for:
  - Public benefits – TANF, CCAP, SNAP, LEAP.
    - ECE programming or other educational services.
    - Assistance enrolling in plans to cover medical costs, including health coverage for children.
  - Assess if parent is interested in parenting classes and provide referral.
  - Refer to employment services and/or education opportunities, if relevant.

## 6

### PROVIDE CHILD SUPPORT SERVICES

Child support workers at the agency should understand the goals and policies of the 2Gen child support services program and ensure that child support services are delivered consistently and in a timely manner to both parents.

#### **Explain to the parent (custodial or non-custodial) how the child support system works.**

- The worker will need to explain the services the agency can provide to the parent as well as the services he/she can link the parent to for addressing barriers to payment, employment, access, and visitation/parenting time services.
- The agency should ensure all materials are behaviorally informed; make sure letters to parents, document cover sheets and mailings are clear, concise and easy to read and understand.
- The worker should answer all questions the parent may have and be aware that the system may seem complex.

#### **Take all actions needed to maximize the non-custodial parent's potential to meet the child support obligation.**

- Check child support order levels for parents to ensure that they are realistic and reflect an ability to pay.
- Ensure the order is "right-sized," or assist parent with modification.
- Be proactive about review and adjustment and initiate reviews 30 days after a parent becomes employed or changes employment.
- Consider actual wages in calculating new orders and in modification actions. This may result in the generation of minimum orders if the NCP is unemployed.
- File motions with the court before reviewing orders, attempt to use the negotiation process, and avoid court hearings to speed up the time frame for a review and adjustment.
- Explore whether parties will agree to deviate from guidelines and pursue a review and adjustment if an income change falls under the 10 percent threshold.
- Attempt to get parties to stipulate to \$50 minimum orders during unemployment or enrollment in an education or employment-training program.
- The worker should know the county's state-owed arrears forgiveness policy in order to use the incentive of arrears forgiveness. This can encourage participation in employment and parenting services and further establish a regular child support payment habit. Engage in a dialogue with custodial parents about child support enhancements.

## 7

### SUPPORT EDUCATION

The child support worker should assess both parents' educational attainments, needs, and/or goals. Provide community referrals to both parents in need of GED or career pathways training.

**Have a plan in place to help parents who need educational assistance.**

- Partner with community providers or local workforce offices that offer GED preparation and test-taking classes.
- Steer parents toward career-pathways training or other short-term educational training programs offered at your local community colleges.
- Refer to College in Colorado website ([www.collegeincolorado.org](http://www.collegeincolorado.org))
  - Encourage parent to utilize the career planning page to identify careers that may be a good fit for them through the short self-assessments available.

8

**EDUCATE AND ENGAGE THE COURT**

Educate and engage the court to ensure participation and compliance that supports 2Gen programming. Working with the court through the use of contempt action can serve as a means to ensure compliance with program requirements.

**Work with the court to determine what actions the court is willing to take to encourage participation.**

- Courts may set minimum orders and/or defer interim sanctions related to contempt for 2Gen program participation.
- Assist CP and/or NCP parent with review and expedited adjustment or modification to child support order while enrolled in educational program, if appropriate.
- Depending upon local rules and regulations, courts have a variety of incentives to use to encourage non-paying, unemployed obligors to participate in workforce programs. Some courts impose a minimum order such as \$50 for unemployed parents while they are looking for work and receiving services from the child support worker.
- Some courts defer judicial actions for non-paying parents while they are receiving services through the 2Gen program effort. For example, if a parent is participating in services with good faith, the court may delay contempt actions.

**Work with the court to develop procedures that will help correct non-compliance among NCPs quickly and efficiently.**

- The court may schedule review hearings every 30, 60, or 90 days while the parent is receiving services from the 2Gen program to ensure noncustodial parent is participating in job-seeking activities, fatherhood/motherhood/co-parenting classes, and is compliant with child support payment.
- The child support worker should provide a report to the court on the parent's participation. This allows the court to take immediate action when the noncustodial parent is not participating in services.
- Develop a checklist with the court, if child support worker is unable to attend. Clerk/magistrate/attorney will have actionable information about the case status if worker is unable to attend hearing.

**Establish procedures to ensure the court and 2Gen program are communicating effectively.**

- Work directly with the State court liaison and set a plan for how 2Gen program staff will communicate with the court, especially if the court conducts review hearings and applies appropriate incentives and sanctions.

9

**SUPPORT FATHERHOOD/MOTHERHOOD/CO-PARENTING CLASSES AND SERVICES**

2Gen programs benefit from maintaining a close working relationship with community partners providing fatherhood classes, motherhood classes, and/or other parenting classes.

**Work with programs that utilize appropriate curricula.**

- Develop a referral relationship with community service providers that may provide fatherhood/motherhood/co-parenting classes. Encourage use of evidence-based curriculum and incorporate child support module.
- Encourage the provider to use a curriculum that is evidence-based and designed to help participants achieve outcomes that are key to the 2Gen program.
- Ensure the curriculum incorporates the addition of a session on child support navigation and basic financial literacy. This should be modeled on the session developed for a CDHS grant on asset building.
- The curriculum should also address the topics of: fatherhood origins, domestic violence (DV), discipline, nurturing relationships, child support and financial behavior, co-parenting skills, work and fathering, and positive parenting.

**Have the goal of early enrollment and sufficient exposure to the program.**

- Engage CP and/or NCP parents in fatherhood/motherhood classes within 30 days of identification to reinforce employment-seeking behaviors and connection with children on financial and emotional levels.
- Attempt to achieve the goal of exposing each parent to anywhere from 6-18 hours of fatherhood programming consisting of classes, peer support groups, and a graduation ceremony.
- Offer opportunities for peer support through at least three facilitated sessions to allow participants to network and discuss individual concerns and/or experience guest speakers and learn about community resources for parents and children.
- Offer a formal graduation ceremony to recognize the completion of the curriculum and other accomplishments. Give each graduate an opportunity to speak about his/her growth within the program, and future parenting plans.

**Work with programs that provide easy access and safety procedures.**

- Ensure the fatherhood programming is offered in a convenient and familiar setting such as at the workforce center or the child support office.

- Encourage attendance at classes and peer support groups by providing food and consider offering small incentives for participation, such as tickets to area sporting and cultural events and/or restaurants.
- Consult with the State domestic violence program on an as-needed basis.

**Ensure there is regular communication between the parenting program and the child support worker.**

- Communicate with child support workers and workforce center staff and assist them in the common goal of addressing barriers to employment and effective parenting among parent program participants.
- Ensure ongoing training of facilitators, consistently record attendance and class evaluations in the 2Gen system, monitor fidelity to program model, and adjust as needed.
- Keep appropriate records of class attendance and ensure that they are recorded on simple excel spreadsheets and relayed to child support worker for input into the county or state 2Gen case management system.

10

**ENCOURAGE CHILD ACCESS AND VISITATION, PARENTING PLANS AND CHILD WELL-BEING**

Explore and offer parent available resources to develop or mediate development of parenting plan. Offer assistance with filing parenting plan along with order to avoid separate filing fee.

**Refer CP and/or NCP parents to other innovative methods for address parenting time.**

- Refer parent to online interactive parenting plan, where available.
- Refer parents to Access and Visitation Virtual (AV Virtual), which is a method of online mediation using zoom technology. Parties do not have to appear in person.
- Telephone hotlines offer callers with visitation problems information and guidance in a general, anonymous fashion.
- Parent education programs attempt to prevent conflict by focusing on the destructive effects of conflict on children and addressing how parents can help their children transition to a post-separation or post-divorce environment.
- Neutral exchange services limit negative parental interaction. Parents usually pay a modest drop-off and pick-up fee. The supervisor ensures that the children are exchanged without parental conflict and that relevant clothes, supplies, and other needed equipment travel with the children. Visitation exchange services are usually court ordered or agreed to by the parents in a mediation agreement.
- Supervised visitation is ordered by the court when there are allegations of (or a history of) domestic violence or child abuse or neglect and/or a prolonged parental absence, and unsupervised visits might place the children at risk for harm. The process involves using trained personnel (usually based in a community-based organization) to monitor visits so that they occur in a safe, neutral environment.

# 11

## ENSURE SUPPORTIVE SERVICES ARE IN PLACE

Work with available resources both in-house and in the community to address barriers to transportation, including bus passes, vouchers, or gas cards.

### **Link parents to other relevant supportive services that may be available in the community.**

- Criminal record expungement and rap sheet scrubbing: Some community agencies assist ex-offenders with criminal record expungement and correction of errors on criminal records.
- Drug testing: Some community agencies provide drug testing and connect project participants with relevant community services.
- Financial literacy classes: Assets for Independence (AFI) grantees are community-based organizations that provide financial education and savings services to low-income individuals and families. AFI grantees help to build financial capacity through financial education and the promotion of savings activity using matched savings accounts called Individual Development Accounts (IDAs). See <http://www.acf.hhs.gov/programs/ocs/programs/afi>
- Work clothing: Local Goodwill agencies or other thrift stores often provide reduced or free work clothing for members of workforce programs.
- Other services: Check with your local TANF workforce services provider to determine what types of supportive services they provide to TANF recipients who participate in workforce programs. Try to obtain a parallel set of services and benefits for NCPs in workforce programs for child support populations. Other services may include VITA site referral and tattoo removal programs.

# 12

## PRIORITIZE DOMESTIC VIOLENCE CONSIDERATIONS

While most parents are not violent or abusive, safety is an important consideration in any program that involves the emotional issues of relationships, children, and money. Child support workers should receive training on how to recognize and intervene in cases dealing with domestic violence and assure custodial parents that the safety and well-being of families are prioritized in cases where DV is an issue.

### **Take a case-specific approach to appropriately addressing any domestic violence issues or concerns.**

- The Domestic Violence Program (DVP) of the Colorado Department of Human Services has developed a protocol designed to enhance the safety of custodial parents and children.
- Administer the screening tool developed by the Domestic Violence Program of CDHS to invite disclosures and address them, including appropriate resources and referrals for victims and offenders.
- The county should develop relationships with local domestic violence victim service programs and perpetrator treatment providers so that child support program partners are aware of these resources and the community partners understand the 2Gen child support program.

- Make child support partners aware of a variety of safeguards that may be appropriate in cases with domestic violence, including heightened confidentiality, safe mediation, and supervised visitation.

## 13

### CONSIDER TRACKING PROGRAM ENROLLMENT, PARTICIPATION AND BASIC OUTCOMES TO SUPPORT A 2GEN APPROACH

Child support case workers should record information on program participation in the state/county 2Gen data system.

#### **Record and track relevant program data.**

- Referrals from all inside and outside agencies, including: child support workers, court, parole/probation, and community service providers.
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#### **Child-related outcomes**

- Health insurance status of parents and child at enrollment
- Health insurance status of parents and child at program exit
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