



Alaska

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Alaska recently moved its legacy case management system off the mainframe to a Linux platform. We are in the process of completing bug fixes, cleaning reports and conducting business process analysis as we look forward to modernizing our system. Areas of interest include a data warehouse for easy retrieval of information, an enhanced employee portal, and improved distance service offerings for our clients.

Current/Upcoming projects:

- We are implementing a new phone system called Genesys, which will provide better tracking data and flexibility.
- Our forms project, using the Protech forms application, is nearly complete.
- We are working with Stellent for an improved employer portal.
- We are interested in GOV/COTS product offerings specifically regarding case management systems.



Arizona

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Areas of Focus/Improvement: Efforts for FY22 and FY23 will be on our system modernization effort, which kicked off Jan. 2021. Guidelines Implementation is scheduled for January 2022 and our EPC Card Transition which is underway for Fall of 2021. Our strategic focus will be on stabilizing virtual services for customers and increasing efficiency and productivity for the remote worker, as 97% of AZ's team will remain working in a virtual office environment.

Recent Program Innovations: AZ is looking to implement Procedural Justice in parallel to the Equity, Diversity, and Inclusion initiatives, really emphasizing client engagement, using the voice of the customer to bring about better service delivery and more modern and virtual business processes.



Upcoming Procurements: Genetic Testing just concluded and was awarded. Centralized Payment Processing is being planned for FY22. Payment Kiosks is being planned FY22. Within the umbrella agency, there are plans for a universal client portal-FY TBD.



Arkansas

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Areas of Focus/Improvement: The Arkansas child support program is working to improve the customer experience and plans to launch an employee training initiative in early 2022 and continue with customer service focused activities throughout the year.

Recent Program Innovations: While not related to the pandemic, Arkansas completed a much-needed update to its customer service portal to include mobile friendly design and streamlined functions.



California

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Areas of Focus/Improvements:

- Top priority is our move to the CLOUD – Anticipated to be done by the end of the calendar year.
- Second to that is expanding the pass through to 100/200.
- All of 2022 will be focused on significantly enhancing the customer experience when interacting with the program starting with the case opening process, everything digital delivery and signature, etc.

Program Innovations:

- Redesigned the Compromise of Arrears program (Debt Reduction Program)



- Expanded Voluntary Declaration of Paternity to Parentage
- Significant changes to Telework and internal processes to electronic processes.
- Expansion of E-filing and E-Signature.

Upcoming Procurements:

- Mobile App
- Mobile units
- Collectability Study



Delaware

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Areas of Focus/Improvements: The Delaware Division of Child Support Services (DCSS) continues to work on improving customer service, outreach to the public, and increasing performance in all areas of the program.

- Customer Service Centered Approach
 - Engaging Non-custodial Parents
 - Delaware Fatherhood Program
 - Incarcerated Intervention
 - Minority Community Outreach
 - Collaboration with non-profit agencies in Delaware
- Effectively using Social Media to engage the Public
 - Facebook** – www.facebook.com/DelawareDCSS
 - Instagram** – [DE Child Support Services \(@deldcss\)](#) • [Instagram photos and videos](#)
- Focusing on meeting and surpassing Performance Measures
 - Increasing Child Support Collections
 - Paternity Establishment

Recent Program Innovations:

- Teleworking – The Delaware Division of Child Support Services (DCSS) has embraced a partial teleworking schedule for all eligible employees.
- Mediation Hearings – The Delaware Family Court is currently holding all child support mediation hearings virtually, and in collaboration with DCSS, is considering making this a permanent process for the majority of hearings moving forward.



- Information about procurement opportunities can be found at:
<https://mymarketplace.delaware.gov/>



District of Columbia

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Areas of Focus/Improvements: CSSD is focused on improving our rankings, collections, and business processes.

Recent Program Innovations: As a result of the pandemic, we are focusing on becoming a paperless environment. All of our communication is handled remotely; to include remote hearings. We are in the process of reviewing/changing our policies and procedures to reflect this new way of operating. We understand that there is a customer base who will not have access to remote functionality, and we will accommodate those customers on an appointment only basis. CSSD is also in the midst of proposing an administrative order process to our judiciary, in an effort to eliminate the backlog of cases that are in need of hearings/orders.

Upcoming Procurements: BPR with Deloitte is our current procurement.



Florida

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Areas of Focus/Improvements: Parent online, self-scheduling of genetic testing appointments; Video tutorials for completing forms; New Hire reporting expansion to include independent contractors; Eportal expansion to display copies of notices along with case actions; Customer interaction preference capture and predictive modeling; and Resource allocation modeling expansion.

Recent Program Innovations: Batch efilings of final administrative support orders; Ability for customers to upload documents in eportal; Electronic work delivery of encrypted fax technology; and On-line email form for customers and automated work delivery.



Georgia

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Areas of Focus/Improvements: We are focused on improving our support to our employees and customers through increased automation.

Recent Program Innovations: A major program innovation resulting from the pandemic was the move to virtual communication methods. Our agency relies heavily on MS Teams for this purpose. In the future, we are looking into projects for imaging, remote printing and centralized mail processing.



Guam

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We are focusing on getting our establishment numbers up. Our numbers went down when the lockdown occurred. We made our office accessible via Zoom, Teams, and Google Meet. We also encouraged consumers to submit applications via email.

We are in the process of procuring an RFP to replatform our legacy case management system. We are hoping to award and enter into a contract before the end of the fiscal year. We also procured computer workstations that will allow our employees to work remotely if the need arises. We also are updating our workspaces to make them compliant with CDC social distancing guidelines.



Indiana

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Areas of Focus/Improvement: A new statewide system (INvest) is the main priority. Indiana began the DDI project with our DDI, PMO, QA and IV&V vendors in June 2020 with an expected full implementation statewide by December 2022. A secondary priority is the implementation of Lean concepts and processes throughout the agency which began in 2020 as well. This constitutes a full review of all of the program's business practices, policies and protocols.

Recent Program Innovations: Indiana implemented three main innovations in 2020 directly tied to the pandemic - Improved monthly communications and virtual meetings/trainings; central printing of NOIs and IWOs for certain county offices; and online enrollment services for participants.

Kansas

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Areas of Focus/Improvement: The top three areas of focus for Kansas IV-D going forward are Internal Controls, Data and Record Management, and Partnering with all communities that child support currently or could interact.

Recent Program Innovations: Re-Platforming Work Effort started June 2021; Implementation of Quality Assurance Unit within CSS Administration; Remote work implementation and Centralized mail processing for CSS Administration

Kansas procurements are announced on the Department of Administration website

<https://admin.ks.gov/offices/procurement-and-contracts> .



Maine

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Maryland

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Massachusetts

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Areas of Focus/Improvement: Our focus is on implementing a Future of Work where most of our staff are working remotely approximately 75% of the time and reopening our offices to the public while taking advantage of the virtual technologies we've begun to utilize. Also focused on improving performance in the area of child support collections and compliance.

Recent program innovations: Implemented a virtual counter where customers can talk face-to-face with customers via a Zoom link; implemented virtual technologies including electronic signatures, Zoom, Teams, etc. and significantly limited the need for child support staff to handle paper; moved about 50% of all child support hearings to a virtual case conferencing process where the majority of cases are resolved without appearing in front of a judge; fully implemented a new statewide comprehensive system including vastly improved call center technology and a fully automated workflow system.



Michigan

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Director

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Areas of Focus/Improvement

- Technology: continuing to improve accessibility and efficiency through our customer portal and building an app, hoping to start system modernization
- Policy: Changing referral process with child welfare, eliminating birth expense recovery
- Other: implementation of equity impact assessment tool, continuing our DEI work.

Recent program innovations:

- Policy and tools for screening and prioritizing ability to pay
- Electronic signatures
- Roll-out of self-service reporting tool and data visualization tool
- Community Advisory Council



Mississippi

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Areas of Focus/Improvement: Improve arrears collections, increase establishment of CS obligations, implementing TANF pass through, and seeking statutory changes for mandatory insurance matches and suspension of on-going CS obligations while NCP is incarcerated

Recent program innovations: implemented successful remote/virtual workspace for our Team during the height of the pandemic and a successful return to work on June 1, 2021

Upcoming procurements: Services for assessment, creation, and implementation of legacy system replacement; Services for replacement of existing document management and analytics system



Montana
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Areas of Focus/Improvement:

- Moving into 2022, Montana's child support program will be transitioning quite a bit. Beginning in 2021, new leadership moved into the Office of the Governor and the Department of Public Health and Human Services (DPHHS). Within DPHHS, before the end of the current year, the Child Support Services Division (CSSD) will see the retirement of its current IV-D Director and several other key leadership personnel. With this, there is an opportunity at CSSD to explore about most everything when it comes to efficiencies and effectiveness.

Recent Program Innovations:

- Montana will be moving its mainframe child support system (SEARCHS) to a mid-tier platform. This should be complete by the end of September 2021.
- Specific to responding to the pandemic, CSSD moved the bulk of its print and mail operations from its five regional office sites to one central location.



New Hampshire
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Areas of Focus/Improvement:

- Implementing a quality assurance component to the NH program
- Pursuing legislation to adopt the Uniform Parentage Act
- Acquiring a new learning management system



Recent program innovations:

- Adding the capability to generate and accept electronic signatures
- Website redesign (not yet released)

Upcoming Procurements:

- State Disbursement Unit
- Enterprise content management system



North Carolina

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Areas of Focus/Improvements:

- System modernization
- Expanding payment options
- Performance improvement

Recent program innovations:

- Have made several improvements to our mobile-enabled website for customers (allowing them to upload documents, contact caseworkers, etc.) and for performance monitoring (specific reports for supervisors to track information and our documents coming through the mobile-optimized website and EDE)
- Have switched a large majority of our training curriculum to a virtual training platform
- Staff have been working from home since the pandemic started, exploring offering a teleworking option in the future

Upcoming Procurements:

- State Disbursement Unit (RFP should go out this fall)
- System Modernization (RFI should go out by the end of July)
- Genetic Testing (IFB should go out in the next 30 to 45 days)



North Dakota
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Areas of Focus/Improvements: As a recipient of an OCSE Section 1115 grant to study intergovernmental case processes, we look forward to continuing with our grant efforts and implementing new practices to improve performance in intergovernmental cases. We are also prioritizing efforts with our sister programs to adopt referral practices that are more selective and appropriate for the family being served. Our customer-facing website and legacy mainframe system continue to challenge us to respond to business and customer need.

Recent Program Innovations: Nearly every attorney and case manager in our program are teleworking and will continue to do so permanently. This caused our state to revamp its methods of generating case documents for customers. We continue our appointment-only customer service model, which helped established new remote lines of communication with customers before the pandemic occurred.

Upcoming Procurements: At around the time of the NCCSD Annual Meeting and Conference, North Dakota will be releasing an RFP for genetic test services. That is our only upcoming procurement.



Oregon
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Areas of Focus/Improvement:

- Service delivery with a focus on diversity, equity, and inclusion
- Integrating AI chatbots to improve online customer service
- Enhanced payment options—at low cost



- Legally sufficient electronic signature capability (DocuSign)
- Paternity efforts—including potentially moving from statewide to IV-D

Recent Program Innovations:

- Completing move to paperless files
- Changed mailing of packets to state-level central print
- Web cameras and soft phones for meetings with both other staff and with customers

Upcoming Procurements:

- Migrating Oregon's new system to cloud hosting – Migration vendor services
- Economic study for guidelines review
- Electronic notary



Pennsylvania
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Areas of Focus/Improvements: In the near future we are focused on finishing a workflow analysis of intergovernmental operations and incorporating EDE and new procedures. The TANF referral process is receiving a full review in conjunction with our TANF agency and we are also focused on an equity study of the use and design of enforcement remedies.

Recent program innovations: The expansion of payment options, elimination of non-statutory fees, creation of a public advisory board and expansion of our job programs. Virtual support conferences, electronic notices and remote work capabilities are the main areas of expansion as a result of the pandemic. Pennsylvania is also in the middle of a new system build which will run through 2023.

Upcoming Procurements: statewide locate contract.



Tennessee
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The Tennessee Child Support program recently completed a project to re-platform our old statewide mainframe enforcement system. Now that our infrastructure and code base has been modernized, we are focused on exploring options to enhance services for our customers and staff.



Utah
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Utah's Office of Recovery Services recently completed a refactoring and replatforming project for its ORSIS case management system. This approach is allowing us to continue system modernization efforts in increments over time and within our existing budget. As part of leaving the Mainframe, we are in the process of converting all of our forms to Adobe AEM, then will build workflows and digital signature processes into those forms to better support Utah's recently expanded teleworking program. Other ongoing projects include modernizing our website, which should be released within a few months, and expanding the use of our payment vendor to include our phone system payments.

Utah's legislature has decided to merge the Utah Department of Human Services (ORS's parent department) with the Department of Health by July 1, 2022. As a result, we do not anticipate pursuing any optional procurements that were not already in progress until the new Department of Health and Human Services establishes its combined technology goals and the related budget changes are resolved.



Vermont

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Areas of Focus/Improvements: Vermont continues to seek ways to modernize its aging legacy system. Total replacement is now completely off the table and we are looking at ways to modernize incrementally.

Recent Program Innovations: The pandemic created opportunities to offer more options for delivering front-end services. We are currently examining processes and looking to re-engineer the way we meet with families. E.g. Offer in-person appointments, virtual appointments or even a hybrid where one individual is in person and the other is on-line.

We are also closely monitoring the Court backlog that accumulated during the shutdown. We have proposed to legislators that the creation of an administrative system would be beneficial to families and would allow that Judiciary to focus on other matters. The Vermont Judiciary has pushed back hard and is disinclined to work out an administrative solution.



Washington

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Areas of our program interest/attention:

- Remote work environment – we worked remotely pre-pandemic, but not to the extent we are anticipating post-pandemic. The majority all of our staff will be teleworking at least a few days per week, many of them teleworking most all of the time. Staff are returning to offices in some fashion on the day after Labor Day. Offices will be opening to public likely in early October.
- Ancient computer system. Considering a feasibility assessment in the next year or two. Budget is a huge barrier. Also doing a forms project with a RFP.
- Phone quality with soft phones and the IRS requirements around security protections. We remote into our machines at work which impacts the quality of our conversations with soft phones.



Wisconsin

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We are moving to a hybrid work environment which allows staff to choose how they will work in the future. Moving to remote work as a result of the pandemic has proven to be extremely successful and based on employee surveys and our strategic initiative to value and retain staff, staff are deciding the percentage of time they will spend in the office and/or working from home (0% - 100% either way).

We are moving to a more modern platform for participant child support payment debit cards which will replace magnetic strip cards with chip cards. WI has embarked on a child support modernization project which includes modernized technology and modernizing the WI child support program as a whole. The project is in the planning phase.

Strategic initiatives:

- Value and retain staff by creating a safe and respectful culture, expand ways we conduct employee recognition and prioritize employee engagement;
- Support innovate by providing focused 'think time';
- Simplify forms, publications, letters and notices for our participants, partners and other stakeholders by using plain language and free of extraneous information;
- Use data and technology more effectively by building public facing tools and strengthening our information production and delivery model;
- Increase internal and external collaboration.