



# **Department of Justice**

# **Division of Child Support**

Child Support System Modernization Request  
Policy Option Package 161

# Introduction



All states must maintain a child support automated system that meets federal certification requirements.

DOJ's Policy Option Package request, which is included in the Governor's Balanced Budget, is for the **State's 34% portion** of the cost in the 2013-15 biennium.

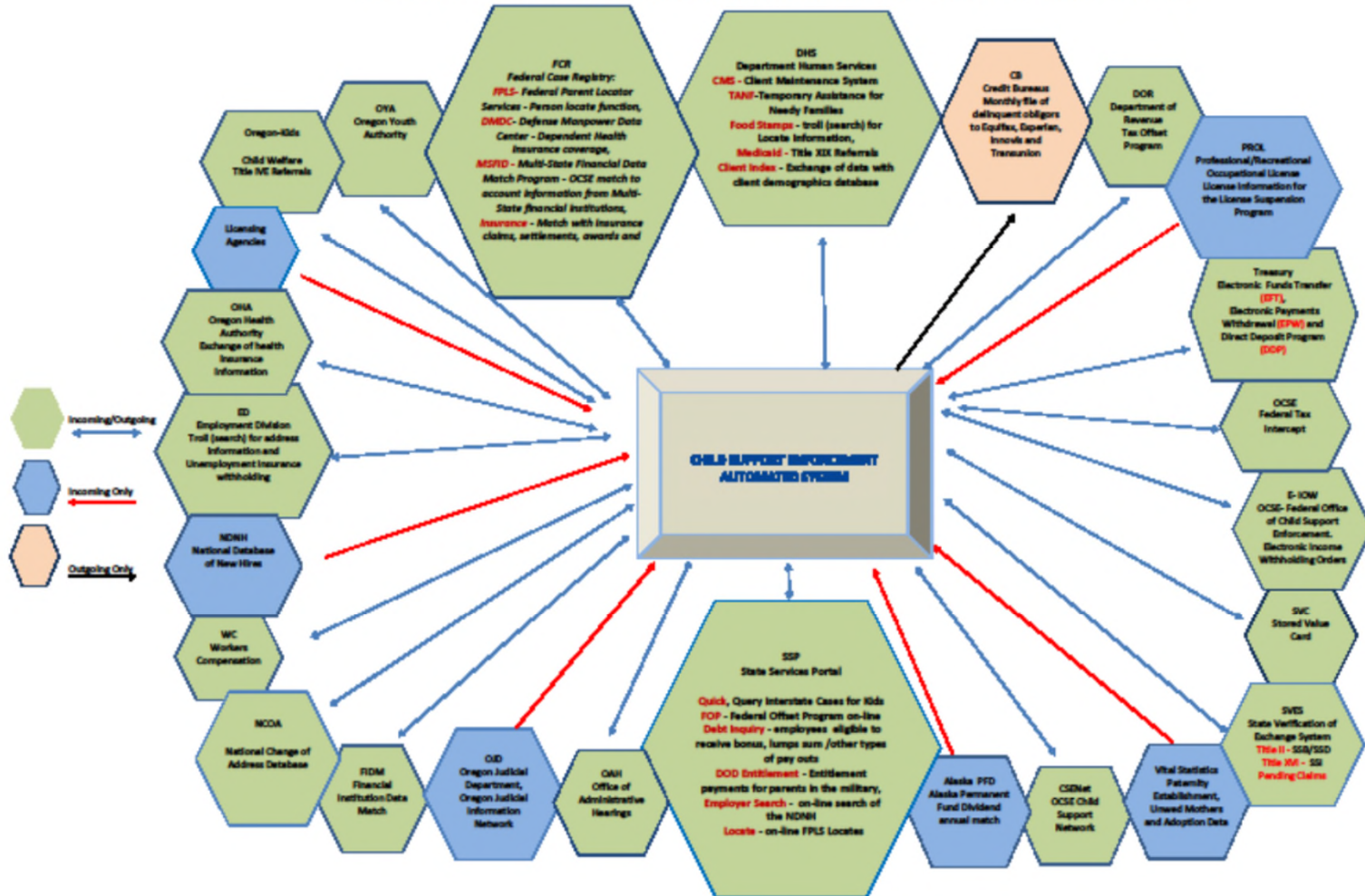


# The Child Support System

- Case management
- Automated case action alerts
- Accounting and distribution
- Document generation
- Business intelligence
- Data exchange



**CHILD SUPPORT ENFORCEMENT AUTOMATED SYSTEM  
AN EXAMPLE OF ONE OF ITS MANY FUNCTIONS: EXTERNAL INTERFACES AND DATA EXCHANGE**



# From Asset to Liability

- Increased risks and costs to the state and families
- Limited availability of performance data
- Simple programming changes lead to unintended consequences





# Risks in Delaying

- Major systematic issues cause delays
- Increase in state's exposure to financial liabilities
- Decline in Program performance
- Falling below federal performance benchmarks



# Benefits of Modernizing

- Increase in collections for families
- Increase in recoveries for state agencies
- Timely completion of legal actions
- Reduction in manual processes
- Program cost savings



# Preparing for Modernization



## Feasibility Study Report

Nov 2011 to Oct 2012

- Assessment of current system, evaluation of alternatives
- Cost-benefit analysis, proposed best solution

## Business Process Re-engineering Dec 2012 to Feb 2014

- Map "As-Is" current processes, design "To-Be" future processes
- Cost/benefit analysis, develop "How-To" guide for implementation





# Multi-Step Approach

Project plans drafted prior to initiation of feasibility study


- Develop plan and methods for proactive project management
- Develop project schedule with durations, dependencies, assignments, and deliverables
- Planning activities follow federal standards for thoroughness and objectivity



# Secure Funding

## Planning Advanced Planning Document (PAPD)

- A PAPD is required to secure federal funding participation to conduct the feasibility study
- Office of Child Support Enforcement (OCSE) must pre-approve all planning activities



Planning Advanced  
Planning Document



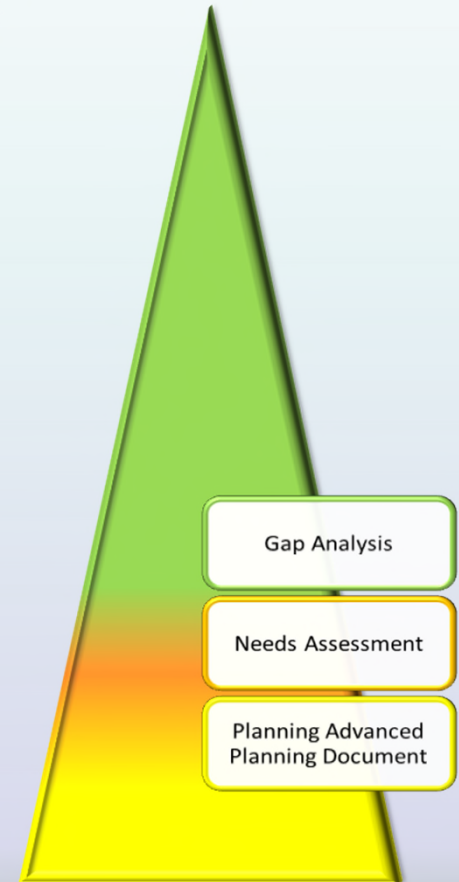
# Conduct Needs Assessment

- Inventory and document current system strengths and weaknesses (business/technical)
- Identify gaps that must be met with the new system
- Identify current capabilities to be preserved in new system



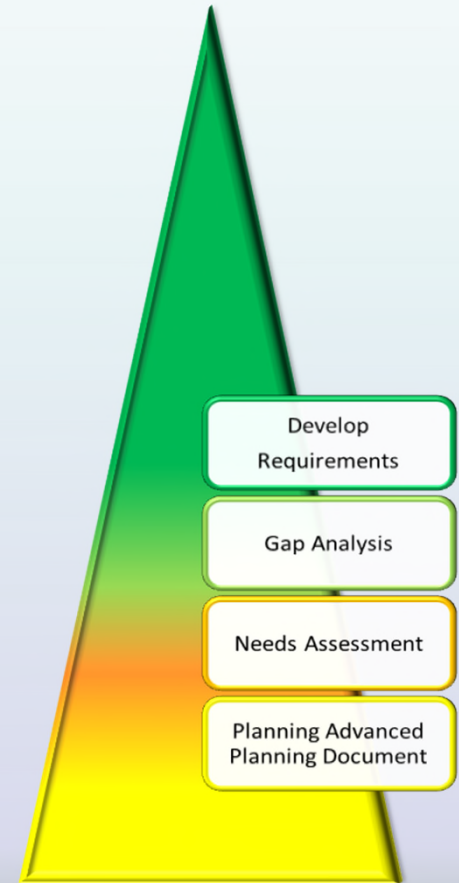
# Gap Analysis

- Compare current and future needs with current system functionality and ability
- Produce inventory of required functionality to meet current and future needs
- Develop Gap Analysis report identifying current and future business needs



# Develop Requirements

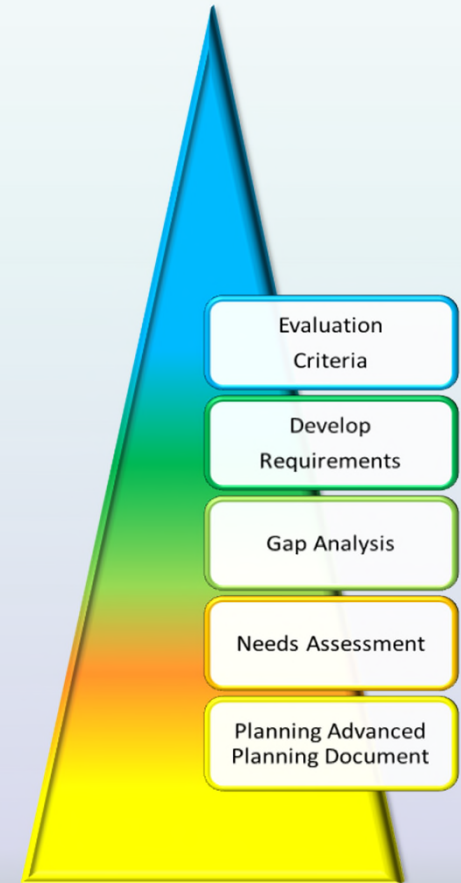
- Establish baseline technical and functional requirements for alternatives assessment
- Create requirements matrix
- Establish how future system will meet requirements





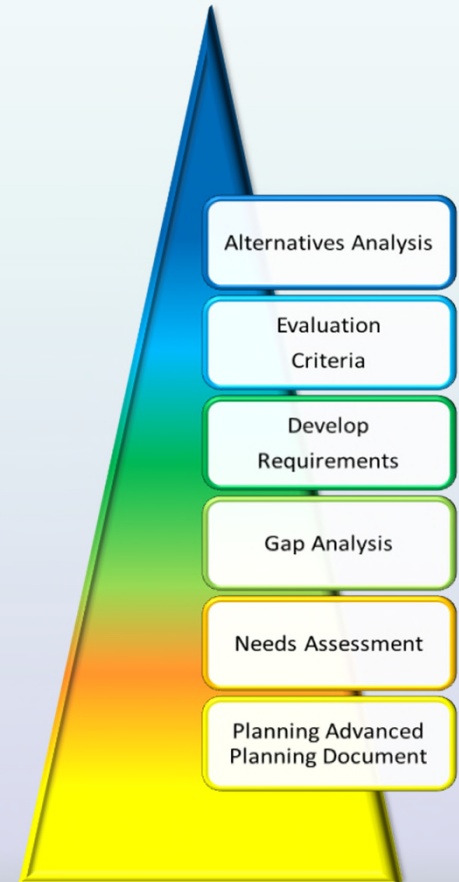
# Evaluation Criteria

- Develop alternatives analysis evaluation criteria
- Identify requirement weighting factors
- Assign criteria evaluation weights to each baseline requirement



# Alternatives Analysis

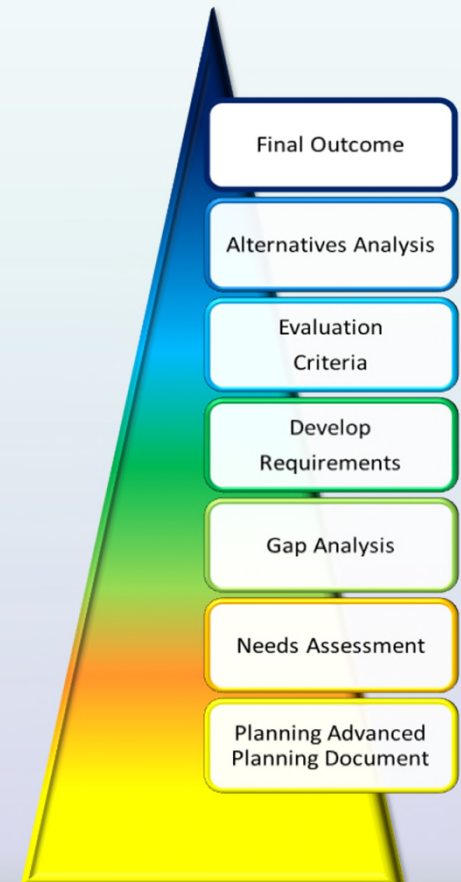
- Evaluate alternatives against baseline requirements
- Cost benefit analysis
- Risk assessment
- Duration / Days to implementation
- Benefit assessment



# Final Analysis

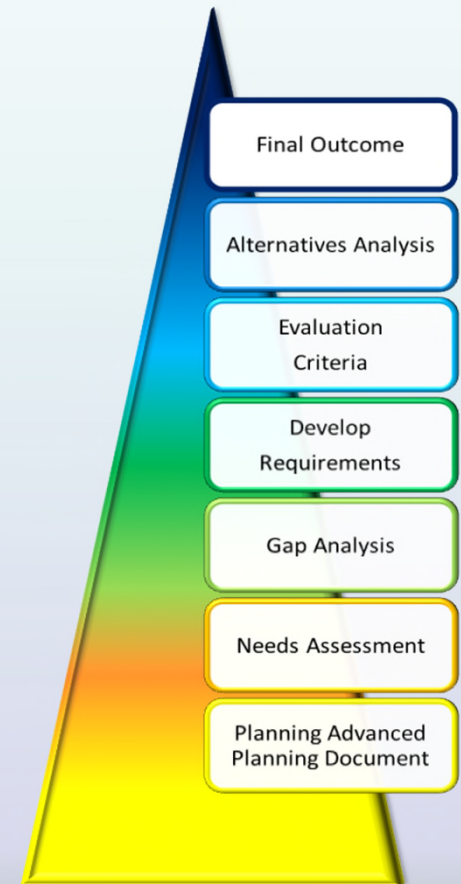
## Conduct Alternatives Analysis

- All scoring factors assigned weights based on importance:
  - Risk likelihood 15%
  - Risk impact 15%
  - Duration 15%
  - Costs 25%
  - Benefits 30%

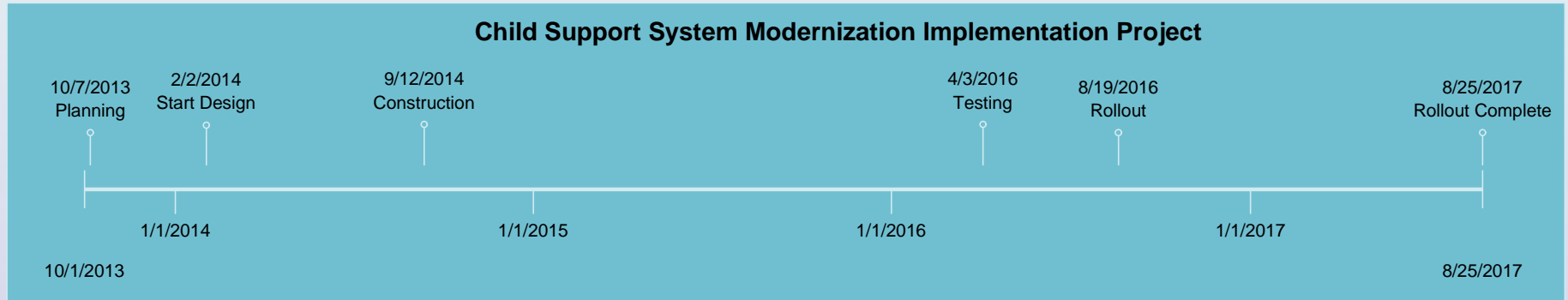
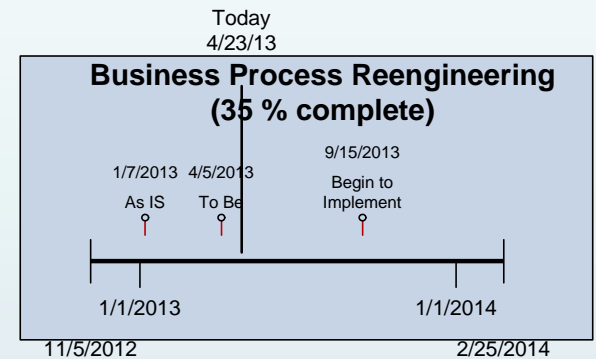
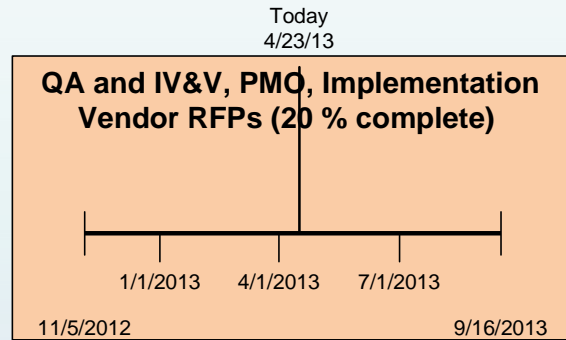
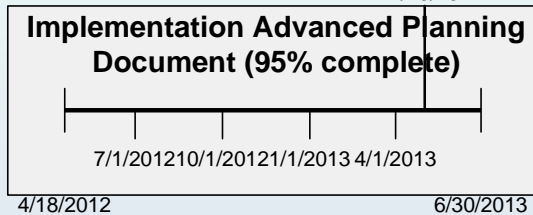
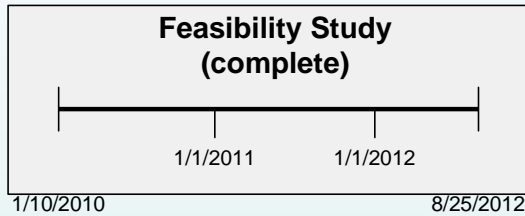


# Final Outcome

- Hybrid determined to be the best alternative for DOJ
- Received the highest overall score
- Produced the best cost to benefit ratio



# Project Segments





# 2014 1<sup>st</sup> Quarter

## Key Activities and Deliverables

- Development of key foundational documents
- Solicitation for project management staff
- Vendor procurements
  - Quality assurance (QA)
  - Independent verification and validation (IV&V)
  - Implementation

### Initiating and Planning

7/1/2013 - 9/30/2013	
SFY 2014 Q1 Budget	
Total	\$ .769
Fed	\$ .507
State	\$ .261
Project Cash Balance	\$ 0



# 2014 2<sup>nd</sup> Quarter

## Key Activities and Deliverables

- Ongoing development and review of key foundational documents
- Project management vendor in place
- Vendors on board
  - Quality assurance (QA)
  - Independent verification and validation (IV&V)

10/1/2013 - 12/31/2013	
SFY 2014 Q2 Budget	
Total	\$ 5.229
Fed	\$ 3.451
State	\$ 1.778
Project Cash Balance	\$ (1.885)

Planning



# 2014 3<sup>rd</sup> Quarter

## Key Activities and Deliverables

- Ongoing quality assurance review
- Integrated project management office
- Begin functional and technical design

Executing, monitoring and controlling

1/1/2014 - 3/31/2014	
SFY 2014 Q3 Budget	
Total	\$ 4.228
Fed	\$ 2.790
State	\$ 1.437
Project Cash Balance	\$ (3.430)



# 2014 4<sup>th</sup> Quarter

## Key Activities and Deliverables

- Federal independent verification and validation (IV&V) review
- Ongoing quality assurance review
- Continue functional and technical design

4/1/2014 - 6/30/2014	
SFY 2014 Q4 Budget	
Total	\$ 4.037
Fed	\$ 2.664
State	\$ 1.373
Project Cash Balance	\$ 2.158

Executing, monitoring  
and controlling



# 2015 1<sup>st</sup> Quarter

## Key Activities and Deliverables

- Ongoing quality assurance review
- Complete applications design
- Begin system construction
- Design new operating environment
- Begin training material development

Executing, monitoring  
and controlling

7/1/2014 - 9/30/2014  
SFY 2015 Q1 Budget  
Total \$ 4.435  
Fed \$ 2.927  
State \$ 1.508  
Project Cash Balance  
\$ 0.542





# 2015 2<sup>nd</sup> Quarter

## Key Activities and Deliverables

- Federal independent verification and validation review
- Ongoing quality assurance review
- Continued construction
- Implement new operating environment
- Continue training material development
- Specify required software

10/1/2014 - 12/31/2014	
SFY 2015 Q2 Budget	
Total	\$ 5.590
Fed	\$ 3.690
State	\$ 1.901
Project Cash Balance	\$ (1.466)

Executing, monitoring  
and controlling



# 2015 3<sup>rd</sup> Quarter

## Key Activities and Deliverables

- Ongoing quality assurance review
- Acquire software
- Continue construction

Executing, monitoring  
and controlling

1/1/2015 - 3/31/2015  
SFY 2015 Q3 Budget  
Total \$ 6.471  
Fed \$ 4.271  
State \$ 2.200  
Project Cash Balance  
\$ (3.774)



# 2015 4<sup>th</sup> Quarter

## Key Activities and Deliverables

- Federal independent verification and validation review
- Ongoing quality assurance review
- Continue construction

4/1/2015 - 6/30/2015	
SFY 2015 Q4 Budget	
Total	\$ 8.685
Fed	\$ 5.732
State	\$ 2.953
Project Cash Balance	\$ 0

Executing, monitoring  
and controlling



# Steering Committee

**Kate Cooper  
Richardson**

DOJ Child Support  
Program Director

**Mary Williams**

DOJ Deputy  
Attorney General

**Karen Coleman**

Program Services  
Section Chief, DOJ

**Cliff Roper**

DOJ Project Manager

**Tammy Kramer**

Operations Section  
Chief, DOJ

**Marc Williams**

DOJ Admin Services  
Division Administrator

**Lorin King**

DOJ Chief Information  
Officer

**Karen Trussell**

DOJ Chief Financial  
Officer

**Aaron Knott**

DOJ Legislative Liaison

**Fred Boss**

DOJ Civil Enforcement  
Chief Counsel

**Kurtis Danka**

DAS Enterprise  
Technology Services

**David Factor**

Oregon Judicial  
Department

**Trina Lee**

DHS Modernization  
Project

**Chris Osterhoudt**

Yamhill County  
District Attorney's  
Office

**Melody Riley**

DHS/OHA OIS IT  
Director, Enterprise,  
Alignment & Design

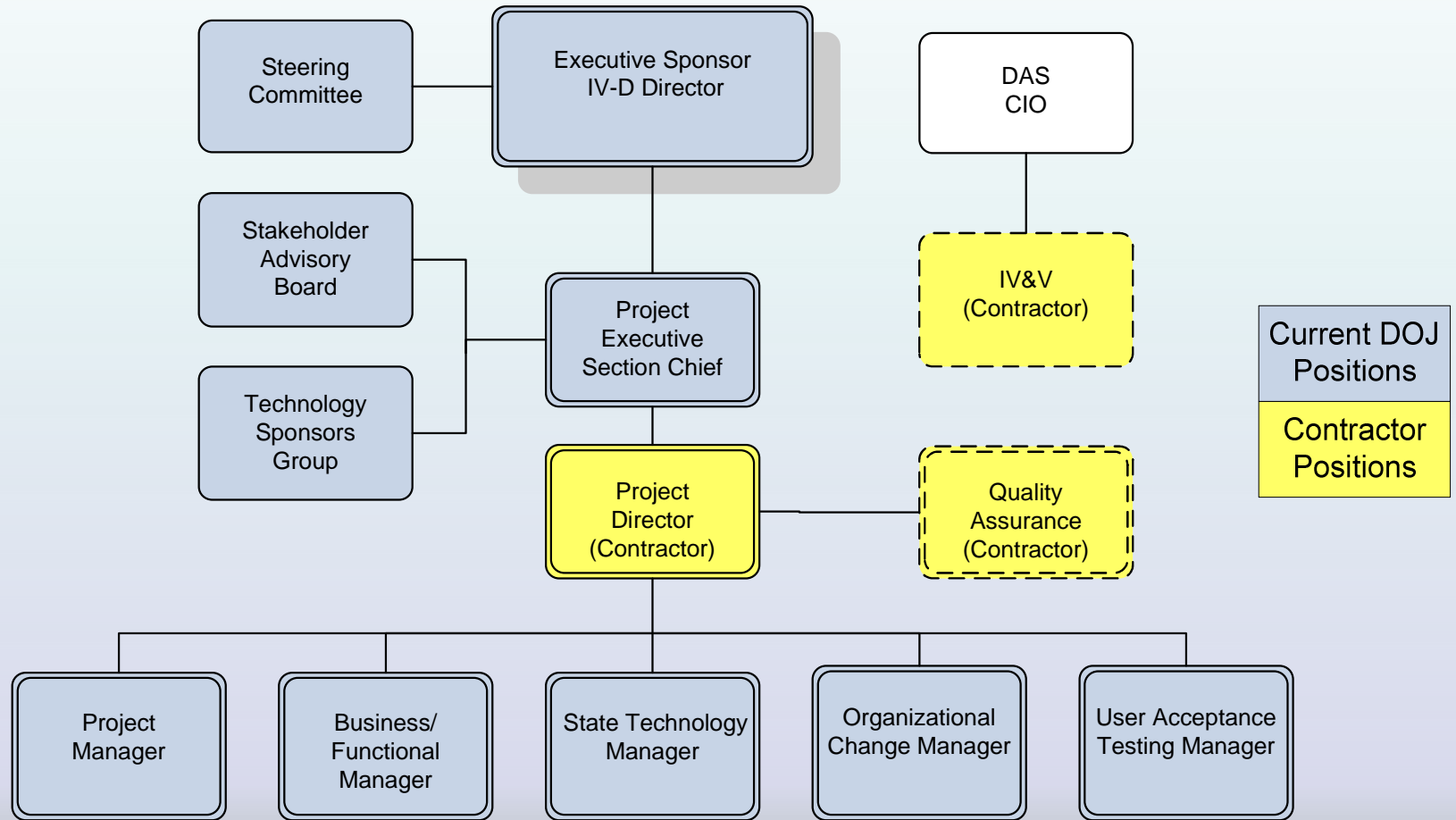
**Daina Vitolins**

Crook County  
District Attorney

Department of Justice – Division of Child Support

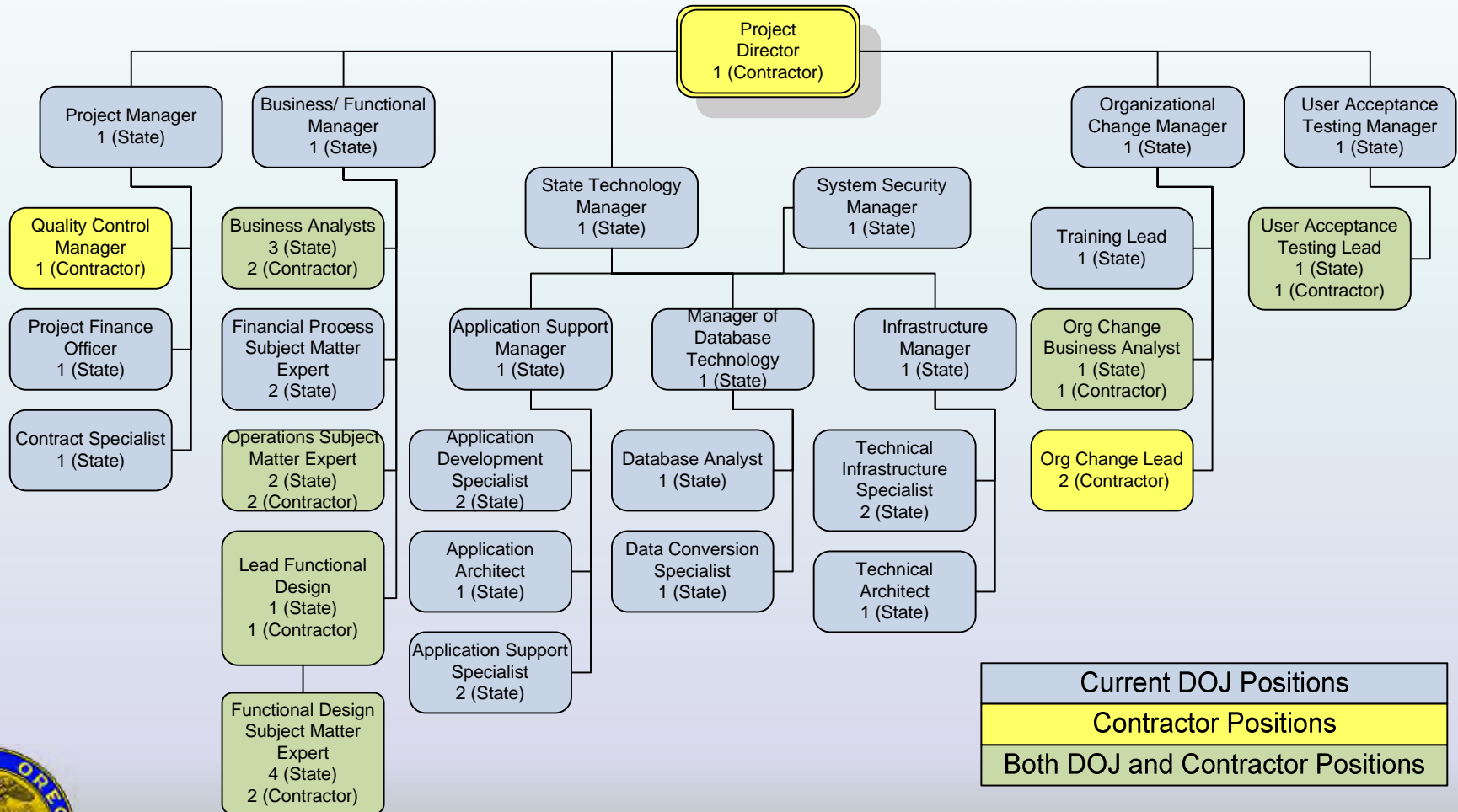


# Project Management Structure





# Project Team Organization Chart



# Financing Plan

## Financing

### – Bonds

- Two Sales
  - May 2014 - \$7,205,000
  - March 2015 - \$7,205,000
  - Bonds are amortized over 5 years



# Office of the State CIO

## Partnership initiated in 2010

- Approved Information Resource Request (IRR) for Feasibility Study

## Implementation project involvement

- Approve Information Resource Request (IRR) – *completed*
- Assist with procurement development
- Hold Independent Verification and Validation (IV&V) contract
- Continuing review throughout project
  - Initial risk assessment report
  - Quarterly quality assurance (QA) reports
  - Other reports or information as appropriate



# LFO review

**Bob Cummings**

Legislative Fiscal IT Analyst



# Request

The Attorney General and Department of Justice respectfully request that the Subcommittee on Public Safety **recommend support for this project** and refer it, if appropriate, to the Ways & Means Subcommittee on Capital Construction





# **Department of Justice**

## **Division of Child Support**

10% Reduction Impact



# 10% Reductions

(in millions)

Program	CSL Budget	Source	1st 5%	2nd 5%	Total	%
* Defense of Criminal Convictions	\$22.12	GF	(2.06)	(1.29)	(3.35)	-15%
* Medicaid Fraud	\$0.30	GF	(0.30)	-	(0.30)	-100%
* DA Assistance/Organized Crime	\$8.48	GF	-	-	-	0%
* Division of Child Support	\$23.80	GF	(0.55)	(1.39)	(1.94)	-8%
* Civil Rights	\$0.65	GF	(0.02)	(0.04)	(0.05)	-8%
* Address Confidentiality/ Oregon Domestic and Sexual Violence Services	\$0.10 \$4.40	GF GF	(0.13)	(0.34)	(0.47)	-8%
* Child Abuse Multidisciplinary Intervention	\$1.25	GF	-	-	-	0%
	\$8.80	CFA	(0.43)	(0.43)	(0.87)	-10%
* Crime Victims Assistance (DA VAP)	\$3.78	CFA	(0.13)	(0.13)	(0.25)	-7%
* Crime Victims Compensation	\$4.14	CFA	(0.28)	(0.28)	(0.55)	-13%
Total	\$61.10	GF	(3.06)	(3.06)	(6.11)	-10%
Total	\$16.71	CFA	(0.84)	(0.84)	(1.67)	-10%
Combined Budget	\$77.82		(3.89)	(3.89)	(7.78)	-10%



# Impacts

- General Fund reductions lead to an additional loss of \$4,582,114 in federal matching funds
- Cumulative reduction of 34 positions (including 23 case managers, equivalent to an entire office)
- Caseload size grows from 327 to 355 per FTE
- Reduction in production of new orders by 1211 and modifications by 890.
- Collections diminish
  - \$24,976,295 funds for families not receiving public assistance
  - \$388,771 in pass-through funds for families receiving assistance
  - \$1,379,920 in recoveries for other state agencies
  - \$1,235,383 in recoveries for the Child Support Program



# Division of Child Support

Questions?

