

Oregon Department of Justice

# Child Support System (Origin) Project



Joint Legislative Committee on Information Management & Technology  
April 28, 2021

## PRESENTERS

KAREN COLEMAN, PROJECT EXECUTIVE, CHIEF OF BUSINESS & TECHNICAL SERVICES, DIV. OF CHILD SUPPORT, DOJ

KATE COOPER RICHARDSON, DIRECTOR, DIV. OF CHILD SUPPORT & OREGON CHILD SUPPORT PROGRAM, DOJ

# Extreme Makeover: Child Support System Edition

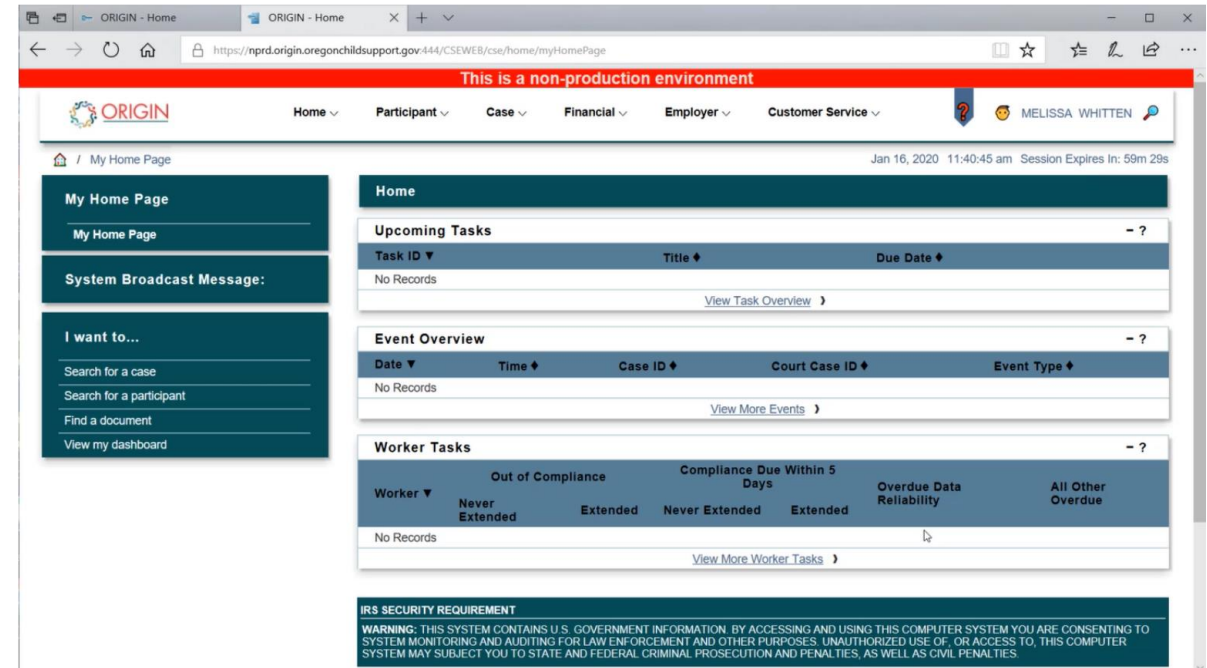
CSEAS

```
10:41:50 02/19/16 <OREGON DEPT OF HUMAN SERVICES> Terminal HTC PW4P0
IP ADDRESS ::FFFF:159.121.117.12
HOSTNAME
Access to this system is restricted to authorized users only.

KEYWORD  APPLICATION      KEYWORD  APPLICATION
G        - DHS GCICS       A        - DHS TSO
T        - DHS TEST CICS
R        - DAS ROSCOE
O        - DAS TSO
W        - DHS TRAINING
X        - DAS SFMSAGCY
Y        - DAS SFMSTEST
Select ==>

This system contains U.S. Government and State of Oregon information.
Unauthorized access, use, or modification of this system or of data contained
herein may constitute a violation of ORS 164.377, Title 18 of U.S. Code 2511,
or other applicable state or federal law. Violations may be subject to
penalties, fines or imprisonment. By logging into the system you acknowledge
that you are authorized by the State of Oregon to access the system and the
information contained within and consent to monitoring of your use of the
system. The State of Oregon may conduct monitoring activities without notice.
```

ORIGIN



# Moving into the 21<sup>st</sup> century

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**ORIGIN**

Supporting kids begins with modern technology

## CSEAS

Mainframe

COBOL “spaghetti code”

Green screens

Modified to handle accounting

Years to proficiency

Extensive coding for changes

## ORIGIN

Server-based

Java language

Web-based user interface

Configurable

Data warehouse & business intelligence

Ease of use

Highly automated



- | CY 2015            |     |     | CY 2016 |     |     |     |     |     |     |     |     |     |     |     | CY 2017                      |     |     |     |     |     |     |     |     |     |     |     | CY 2018        |     |     |     |     |     |     |     |     |     |     |     | CY 2019 |     |     |     |     |     |                |     |     |     |     |     | CY 2020 |     |     |     |     |     |     |     |     |     |     |     | CY 2021       |     |     |  |     |     |  |  |  |  |  |  |  |  |  |                                 |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| Oct                | Nov | Dec | Jan     | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan                          | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan            | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan     | Feb | Mar | Apr | May | Jun | Jul            | Aug | Sep | Oct | Nov | Dec | Jan     | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan           | Feb | Mar | Apr  | May | Jun |  |  |  |  |  |  |  |  |  |                                 |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| POC / Requirements |     |     | Design  |     |     |     |     |     |     |     |     |     |     |     | Development / String Testing |     |     |     |     |     |     |     |     |     |     |     | System Testing |     |     |     |     |     |     |     |     |     |     |     | UAT     |     |     |     |     |     | Cutover Period |     |     |     |     |     | Pilot   |     |     |     |     |     | R1  |     |     | R2  |     |     | R3            |     |     | Warranty / Operations & Maintenance Year 1 |     |     |  |  |  |  |  |  |  |  |  | Operations & Maintenance Year 2 |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                    |     |     |         |     |     |     |     |     |     |     |     |     |     |     |                              |     |     |     |     |     |     |     |     |     |     |     |                |     |     |     |     |     |     |     |     |     |     |     |         |     |     |     |     |     |                |     |     |     |     |     |         |     |     |     |     |     |     |     |     |     |     |     |               |     |     |  |     |     |  |  |  |  |  |  |  |  |  |                                 |  |  |                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|                    |     |     |         |     |     |     |     |     |     |     |     |     |     |     |                              |     |     |     |     |     |     |     |     |     |     |     |                |     |     |     |     |     |     |     |     |     |     |     |         |     |     |     |     |     |                |     |     |     |     |     |         |     |     |     |     |     |     |     |     |     |     |     | Stabilization |     |     |  |     |     |  |  |  |  |  |  |  |  |  |                                 |  |  | Covid Pandemic |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |



# DOJ Origin Project

Successfully  
Delivered

## Scope

- Managed through Change Control process
- Approved necessary changes
  - Create system documentation
  - Caseload assignment
  - Child support forms

## Schedule

- Increase in scope – Adjusted Pilot phase

## Budget

- Final costs approximately 10% over planned costs



## DOJ Origin Project

# Successes

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Completing User Training for nearly 700 program staff members (state and county)

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Implementing lessons learned throughout the project

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Implementing Origin across the entire state

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Successfully delivering Origin on time and within budget

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Achieving federal certification

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Improving relationships and communication with partner agencies

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Adhering to strong project management principles

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Establishing and maintaining robust communication campaign

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Establishing healthy relationships between DOJ and contractors – one team!

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Receiving national recognition for strong leadership and project management



DOJ  
Origin Project

# Challenges

Receiving incomplete source code artifacts

Inheriting issues within the transfer solution

- Existing system defects
- Existing security defects
- Development framework

Dependency on partners – some managing their own modernization projects

Managing an aggressive schedule while ensuring high-quality product

Managing expectations – acceptance of the new system

Making business/functionality decisions that benefit most of the program versus the needs of individual offices or teams



DOJ  
Origin Project

# Challenges

Underestimating number of DOJ and contractor resources needed to support project

- Developing test cases
- Performing User Acceptance Testing (UAT)
- Managing helpdesk tickets
- Delivering office-level support during implementation
- Supporting ongoing knowledge sharing / reinforcement training

Implementing new reporting functionality and underestimating time required to design and test all standard and ad hoc reports

Dedicating time for technical training and knowledge transfer





# Best Practices

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Build contingency reserve  
into your project budget

Complete cost-benefit  
analysis for hosting services  
in planning phase

Start data cleanup and  
organizational change  
management activities in  
the planning phase

Co-locate all (agency and  
contractor) project team  
members

Develop and maintain  
strong project management  
disciplines

Train project team to  
ensure members  
understand and follow  
project management  
disciplines in Project  
Management Plan



# Best Practices

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Maintain a central repository for all project documentation accessible to all project team members

Ensure strong leadership who are active and available throughout the life of the project

Embed agency staff in the project throughout the system development lifecycle

Select highly motivated, self-directed team members with the right skills for their project role

Co-deliver training with the agency and contractor training teams



# Best Practices

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Practice honest,  
transparent, frequent  
communication with  
all stakeholders

Implement system using a  
phased rollout approach  
instead of “big bang”  
rollout to all users at once

Conduct cutover  
“dry runs” and adjust  
as necessary for each  
phased rollout

Conduct periodic reviews  
and updates of project  
plans and documentation

Conduct regular  
team-building activities  
and celebrate milestones



## Success factors in the Project Charter

- The project is completed on time, on budget, and within scope. **Met**
- The program has successfully managed organizational change. **Met**
- Program staff are successfully trained and using the new child support system. **Met**
- The new child support system receives federal certification. **Met**
- Minimal impact during the project on the families the program serves. **Met**
- Minimal impact during the project on program collections. **Met**
- Improved customer satisfaction and service levels after the project. **Met**
- Oregon's new system is a national/international model child support system. **Met**
- The project will be the model of a successful Oregon Project. **Met**
- Effective succession planning and implementation achieved by the end of the project. **Partially Met**

## Goals and Outcomes



## DOJ Origin Project

## Steering Committee

Director, Oregon Child Support Program, DOJ (Project Executive Sponsor)

Deputy Attorney General, DOJ

Child Support Program Project Executive, DOJ

Origin Project Manager, DOJ

District Attorney or designee, ODAA

Child Support Liaison, ODAA

Enterprise Technology Services, DAS

Strategic Technology Officer, OSCIO

State Data Center, DAS

Chief Information Officer, DOJ

Sr. Assistant General Counsel, OJD

Office of Information Systems, DHS/OHA

Deputy Operations Director, DHS

IT Service Delivery Manager, ODOT

Chief Financial Officer, DOJ

Attorney-in-Charge, Business Transactions, DOJ

Field Operations Chief, Division of Child Support, DOJ

Oregon Child Support Program Deputy Director, DOJ

Chief, Administrative Services Division, DOJ

Participant: Origin Project Director, Maximus

Participant: Quality Assurance contractor Project Executive, CSG Government Solutions

Participant: Quality Assurance contractor Project Manager, CSG Government Solutions

Participant: Implementation contractor Project Executive, Deloitte

Participant: Implementation contractor Project Manager, Deloitte

Participant: Independent Verification & Validation contractor, SLI Government Solutions

Participant: IT Project Analyst, LFO

Participant: Sr. Fiscal Analyst, LFO

Staff: Origin Project Analyst, DOJ



DOJ  
Origin Project

## Stakeholder Management

Started in 2014-15 before project kick-off

### External stakeholders

- OCSE
- Other states, tribes
- Public agencies
  - Oregon Judicial Department
  - Office of Administrative Hearings
- Customers

### Agencies

- Business and technology contacts
- Interagency Coordination Group
- Technology Sponsors Group

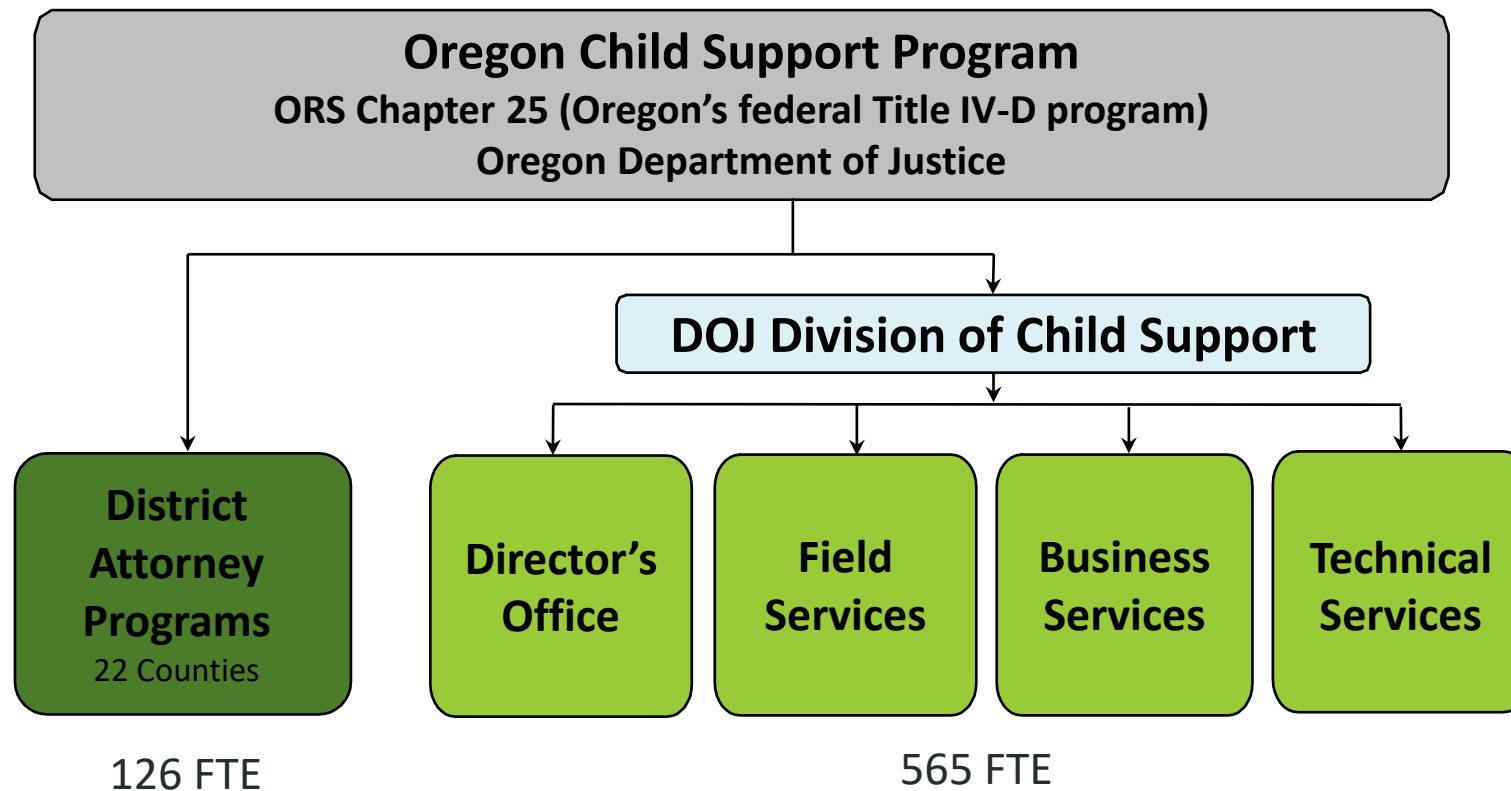


# #1 Stakeholder: Our Families





# Internal Stakeholders







## DOJ Origin Project

## Internal Stakeholders

### Centralized Division of Child Support teams

- Financial Services
  - Accounting
  - Reconciliation
- Receipting
- Employer Services
- Special Collections
- Child Attending School
- Central Mail
- Child Support Technology Services
- Communication & Education
- Policy Team
- Case Intake
- Customer Service
- Fiscal Services
- Project Management
- Business Analysts
- Security & Compliance
- Research Analysts
- Constituent Services
- Administration

### Field Services offices (DCS & DA)

- DOJ Division of Child Support statewide branches
  - Incarcerated Parents
  - Security Intercept
  - Spousal Support
  - OYA/Child Welfare
- Participating District Attorney offices

# Organizational Change Management



Built OCM component built into project from the beginning



Part of Project Management contractor services



OCM addressed as both a project and program discipline



Contractor and agency OCM Team active throughout life of project



Communication – formal plan, plus resourced dedicated to the project



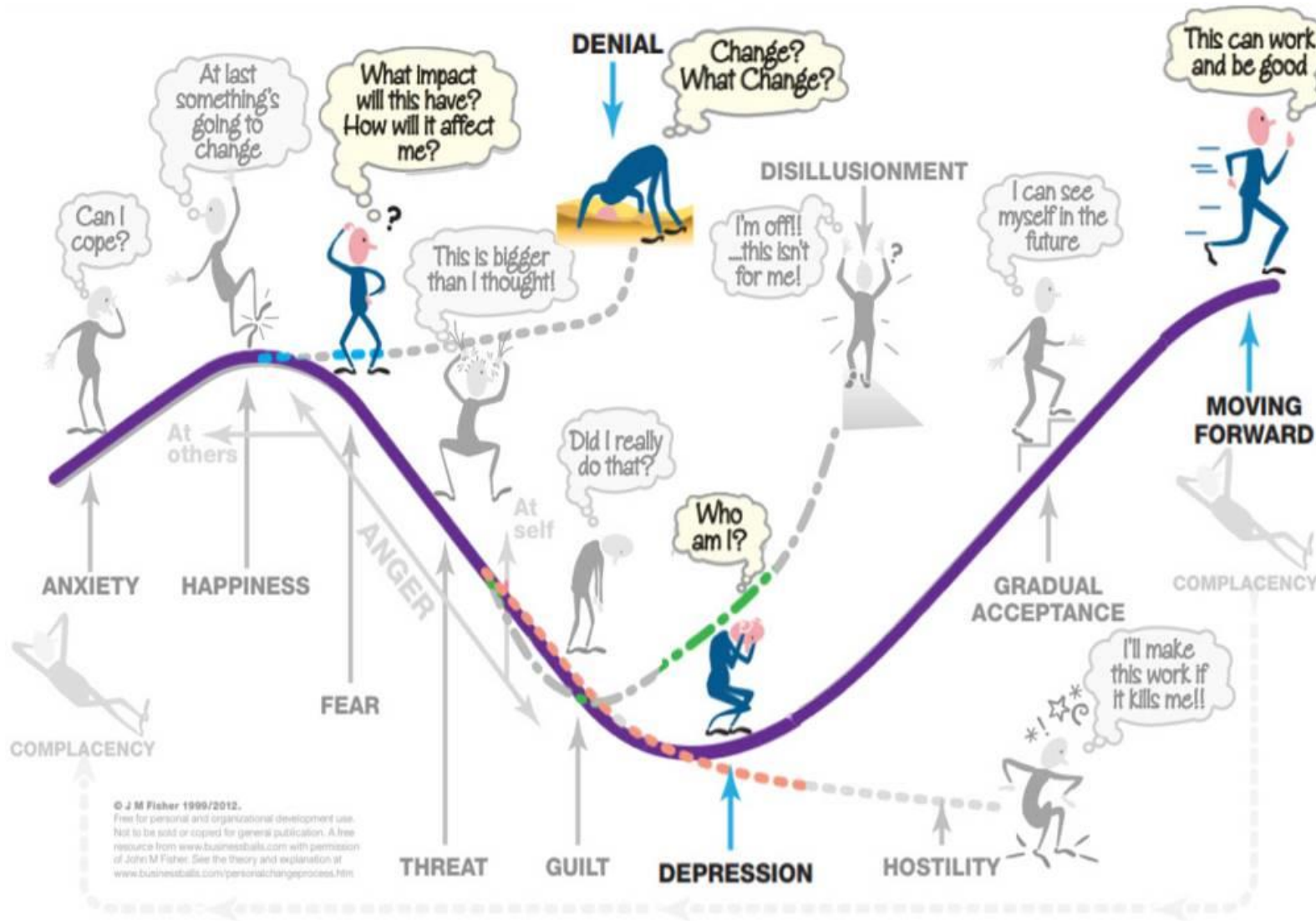
OCM Team visits to all offices and teams statewide



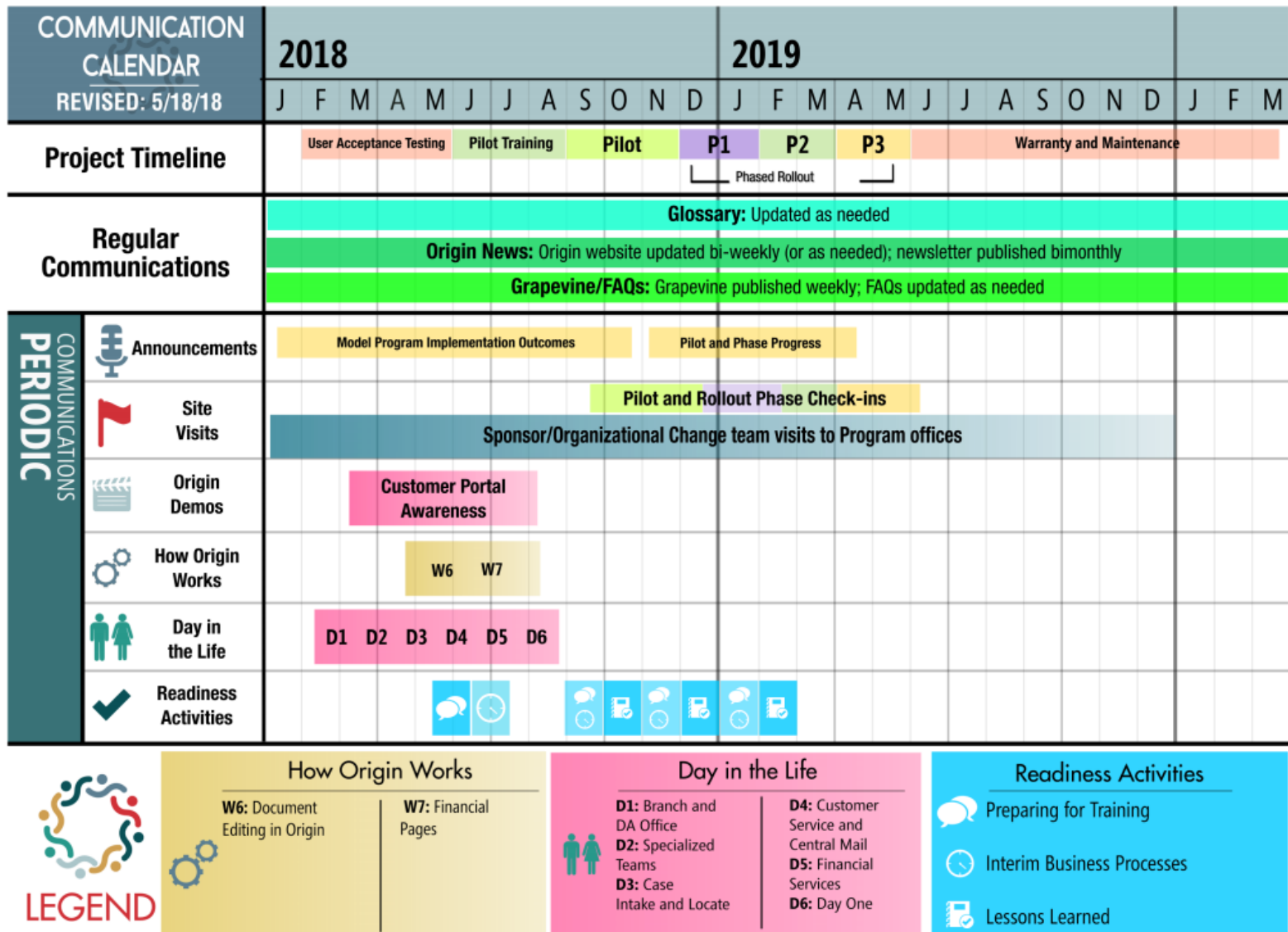
Assess program readiness and team readiness



Customized and diverse support, including staff site ambassadors



# The Change Curve



[Home](#)[Origin and You](#)[News](#)[Training](#)[Implementation](#)[Questions & Answers](#)[Resources](#)[Glossary](#)[Contact Us](#)

Day in the Life - Day One

[Implementation](#)[Points of Origin](#)[News - Updated 1.11.19](#)[Origin Training Info](#)

### Links

[Customer Portal Demo Video](#)[Origin Rollout Map](#)[Implementation webpage](#)[Training resources](#)[Copies of letters sent to customers](#)[Message regarding pilot and rollout dates](#)[How Origin Works](#)[Day in the Life](#)

# IMPLEMENTATION

## What's on this page?

Welcome to the Origin Implementation webpage. Here, you can find links to webpages and resources related to Origin's rollout. This includes *Day One Activities*, external stakeholder communications, information related to case assignment, and several other resources.

Origin Improvement reports (Future Enhancements, Change Request Report, and Business Release Notes) are now found on the [Origin Improvements page](#) of Child Support Central.

## Popular Links



### INCIDENT REQUEST REPORTS

See what we're working on improving in Origin with this detailed report.



### RELEASE NOTES & KNOWN DEFECTS

Keep up with Origin defects and fixes.



### TEAM ASSIGNMENTS

This list tells you which of our specialized teams are supporting your office.



### TASK TOOLS AND OTHER RESOURCES

These tools will help you better understand tasks and converted CSEAS alerts.

## Go-Live



### DAY ONE ACTIVITIES & ACTION PLANS

Start here to complete needed Origin updates (some before normal work begins).



### INTERIM BUSINESS PROCESSES

The Vault houses processes we'll use while we navigate between Origin and CSEAS. Learn more about IBPs here.



### RELEASE NOTES & KNOWN DEFECTS

Keep up with Origin defects and fixes.



### COMMAND CENTER PRESENTATIONS

This page has copies of the presentations from the daily Command Center conference calls.

[Home](#)[Origin and You](#)[News](#)[Training](#)[Implementation](#)[Questions & Answers](#)[Resources](#)[Glossary](#)[Contact Us](#)[Points of Origin](#)[Frequently Asked Questions](#)[Grapevine](#)

## [Home](#) | [Questions & Answers](#) | [Grapevine](#)

*You have a lot of questions about Origin and the changes it will bring. Get the straight answers here. New answers to your questions posted weekly. You can submit a question or term you want defined using our [online form](#). You can check out Origin's [glossary](#) here.*

July 13, 2018

### Question 1

**As cases are converted to Origin, will a CSENet be sent (GSCAS) to any open CSENet connection on that case state to let the state know about the conversion and the newly assigned case number? Or will the CSENet be sent only to the open SRDA screen cases in CSEAS?**

**Response:** Origin will not be sending a CSENet message to advise the other state of the new case number. There are a number of technical reasons why – and those result from the need to allow both CSEAS and Origin to maintain incoming and outgoing transactions.

Once a transaction is sent from Origin, it will contain the new case number for the other state to store. This information will also be provided in the annual ICR file for states to reconcile their case information.

### Question 2

**Can we have an area in Origin or our website for a Participant who has requested that we speak to their Girlfriend, Cousin, Boss, or whomever they choose to have access to discuss their case. This would be great if it could be on our website and they could just fill it out online and it would update our system.**

**Response:** Yes. Customer portal users will have the ability to send categorized messages and could choose to submit a message letting us know they authorize a particular person to discuss their case. Origin provides a place in the participant phone number detail to add the numbers for authorized contacts (including any explanatory comments).

### Question 3

**Will Origin be able to determine if parties have cases in other states using the Federal Case Registry system if a party is missing a CSENet and a DOR?**





## Episode 1: Look and Feel

Note: This video will play on a low-bandwidth network.

*The most noticeable difference between Origin and CSEAS is its web-based structure. Episode 1 gives an overview of Origin's design.*

*Oregon Child Support Program -- meet your new child support system.*



## Episode 2: Participant-based

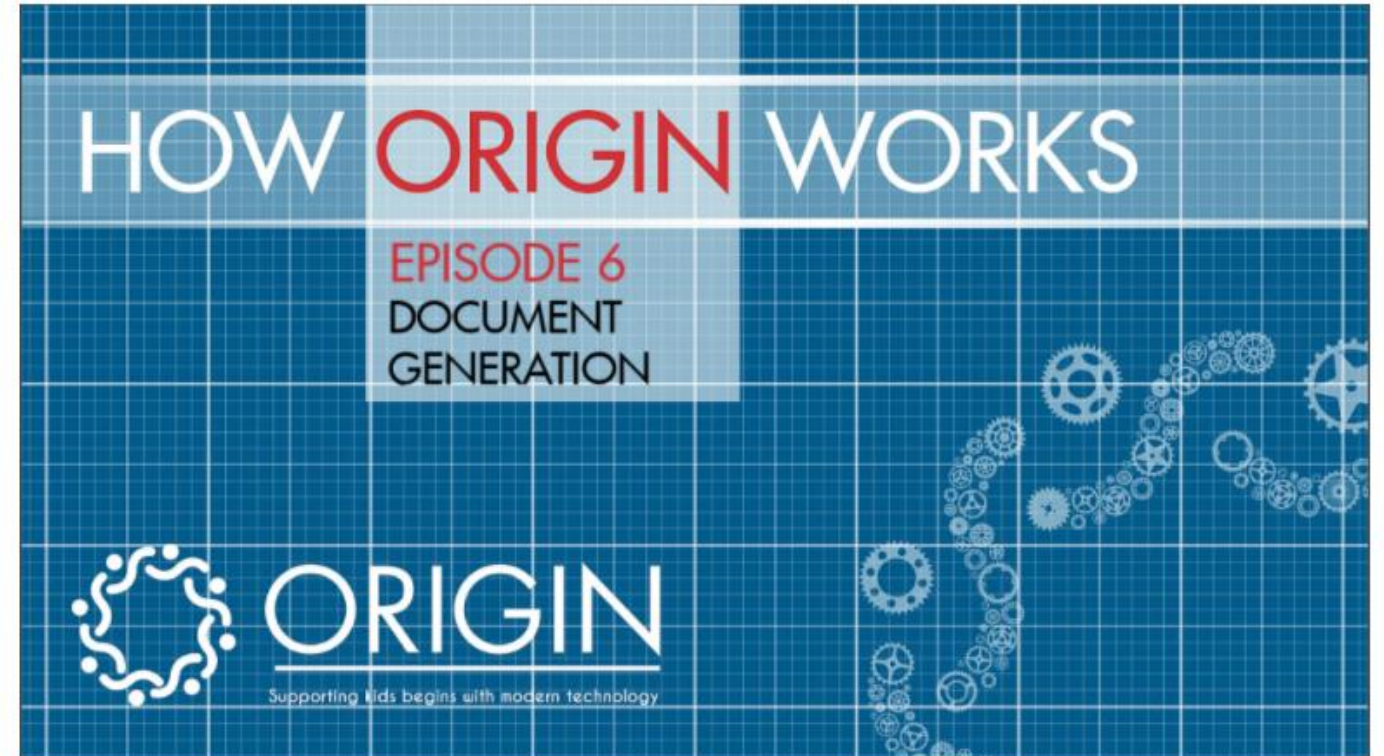
720p | 480p (use the 480p option if you have a slower internet connection)

*We don't think of CSEAS as a case-based system, it's just our system. Origin is different--it's participant-based. Episode 2 explains exactly what this means and shows how it looks in Origin, with a little help from a participant named Joe.*



## Episode 6: Document Generation

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# Origin Pandemic Response

Action	CSEAS	Origin
Unemployment	✗	✓
Federal stimulus offsets	✗	✓
Bank garnishments	✗	✓
License suspension	✗	✓
TANF sanctions	✗	✓
Credit reporting	✗	✓



# Origin Operations & Maintenance



CONTINUE RECRUITMENTS  
TO FILL TECHNOLOGY TEAM  
VACANCIES



EXTEND DELOITTE CONTRACT TO  
MAY 2022 TO SUCCESSFULLY  
TRANSITION O&M TO DOJ



CONTINUE PLANNING  
TO UPDATE FINAL  
DEVELOPMENT FRAMEWORK



CONTINUE PLANNING TO  
MIGRATE ORIGIN TO  
CLOUD PROVIDER



CONTINUE TO INVEST  
IN ORIGIN

# Our Ongoing Commitment

DOJ project team members are committed to paying it forward – to share our experience and lessons learned with other agencies in Oregon and child support programs in other states.



# ORIGIN

Supporting kids begins with modern technology



Congratulations! You've reached Origin!

The Origin Trail