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MAY 24 – 26, 2021

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Child Support Modernization 101

May 24, 2021

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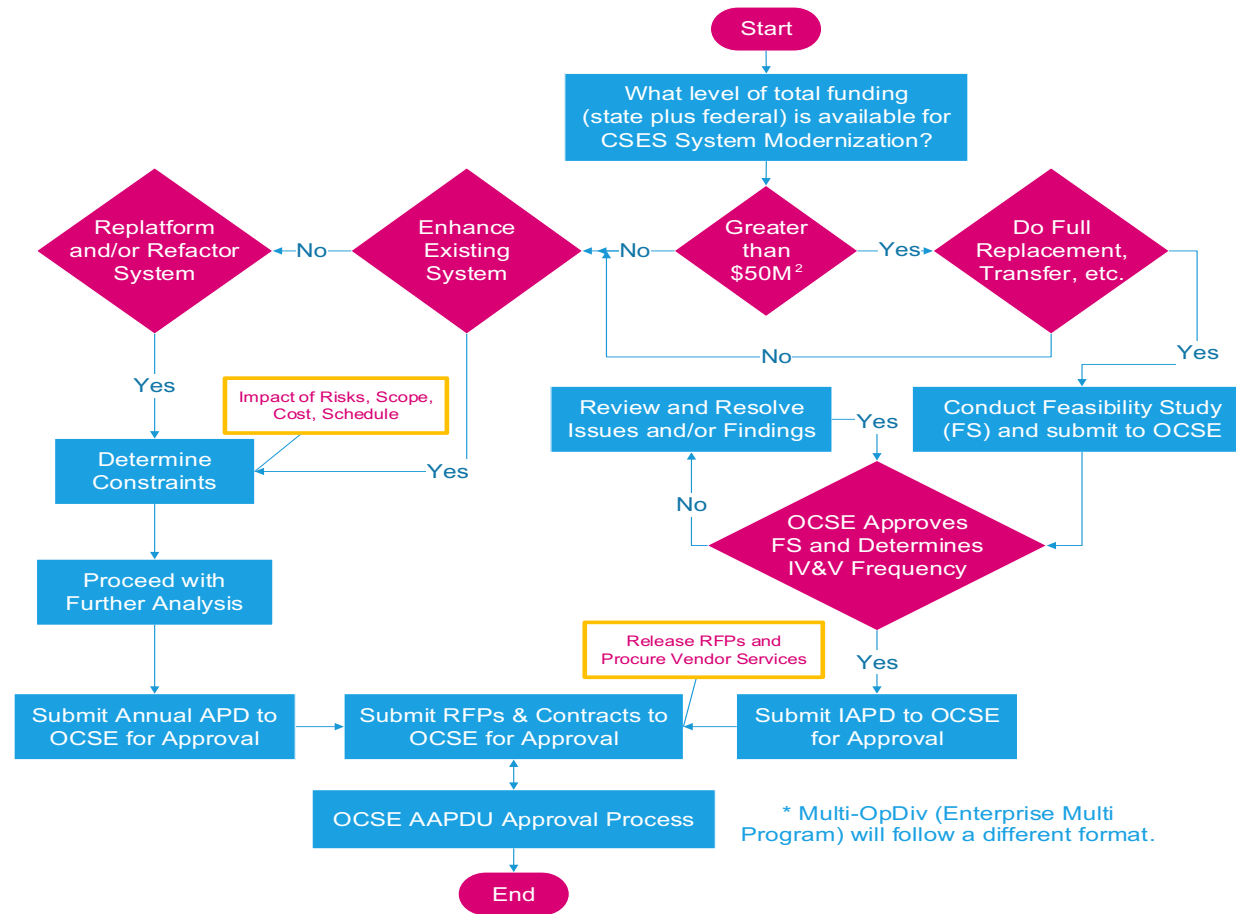
Overview

- Modernization Decision Points
- Options for System Modernization
- State's CSES Modernization Status
- Migration to the Cloud
- Agile



Modernization Decision Points

State makes a selection based on business needs and evaluation/assessment criteria which should be justifiable and cost reasonable



Options for System Modernization

State decides which option to choose and submits documentation to OCSE

- Option 1:
 - Replatform or Refactor. Feasibility study and recertification are not required.
- Option 2:
 - Enhance existing system. Feasibility study and recertification are not required.
- Option 3:
 - State defines business needs without limiting technical solutions and decides to do full replacement. Feasibility study required.
 - Transfer system from another state
 - New development - build from scratch
 - Commercial off the shelf (COTS) and/or Low code/No code, and platform based
 - Hybrid - combination of any of the above choices



State CSES Modernization Status

Modernization Timeframe	Refactor/ Replatform	COTS (COTS Engine)	Transfer	Build from Scratch	Hybrid	Integrate w/State's Enterprise System	Modernization Solution is TBD
Completed 2008-2014	CO	FL (SAP)	---	CA	NJ	---	
Completed 2015-2020	AR, ID, MS	---	DE, SC	---	NH, OR	---	
Certification In Progress	---	---	---	MA	---	---	
Modernization In Progress	AK, KS, MT, NM, OH, PA, RI, TN, UT, VI	DC (Salesforce) IN (Salesforce) TX (Salesforce)	AZ, IL (SAP)	NV	CT	MD, WV	
FS In Progress, FS Completed, or Leaning Towards	RI	---	---	---	GA, OK	NY	HI, SD, WI

Anticipate additional states, which are currently hosting their CSES on mainframes to begin preliminary modernization activities within the next couple years



Migration to the Cloud

- Cloud platform must be FEDRAMP certified (Ex: Microsoft Azure, Amazon AWS)
 - AZ – Moving Mainframe to the cloud
 - MD – All systems will be in the cloud
 - PR – Child Support Case Files only in the cloud
- States looking at going to the cloud
 - HI – may move all systems in the cloud
 - IN – Salesforce Child Support System in the cloud



Agile

- Becoming more popular
- Latest states to use Agile
 - South Carolina
 - Maryland
- Benefits:
 - Not committed to one vendor
 - Can use array of vendors for each Sprint
 - Savings potential
 - Risks identified early in the project
 - Work in smaller pieces



Streamlined Feasibility Study



Overview

- Streamlined Feasibility Study (FS)
- Activities Eliminated
- Activities Reduced
- Simplifies Preparation
- Deliverables
- Guide and Templates
- Review and Approval
- Point of Contact



Streamlined Feasibility Study

- Streamlined FS process recognizes analysis work that states are already performing and simplifies required documentation

- Activities Eliminated:



- Activities Reduced:

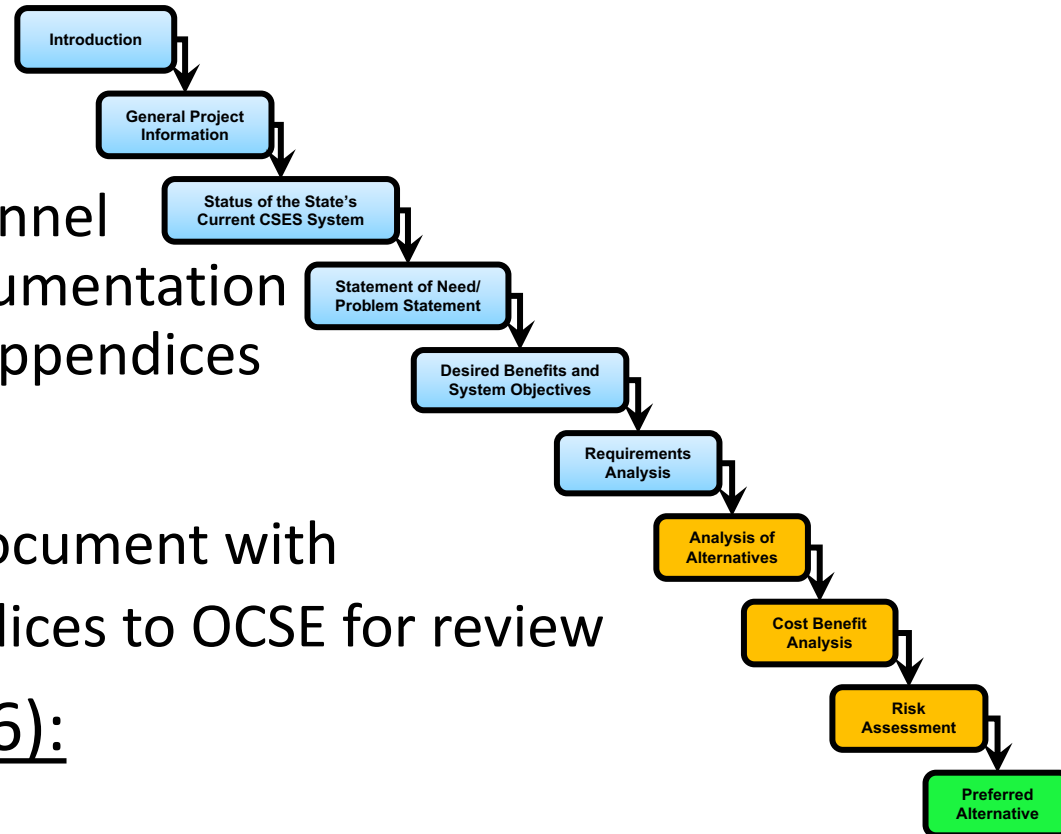
- Level of effort for the requirements analysis, analysis of alternatives, cost benefit analysis, risk assessment, and alternative selection
- Level of detail and complexity required to prepare a 'Streamlined' FS document to ~50-100 pages – plus supporting artifacts and appendices
- Modernization Timeline = $x + y + 3$ (years)
[Planning Phase (x) + Development Phase (y) + first 3 years of the O&M Phase]



Streamlined Feasibility Study Cont.

- Simplifies Preparation:

- Streamlined FS Guide defines a 10 step preparation process
- Potentially enables state personnel to prepare Streamlined FS documentation with supporting artifacts and appendices



- Deliverables:

- State submits Streamlined FS document with
- supporting artifacts and appendices to OCSE for review

- Guide and Templates (AT-20-16):

<https://www.acf.hhs.gov/css/policy-guidance/streamlined-feasibility-study-child-support-system-modernization>



Streamlined Feasibility Study Cont.

- Review Process: OCSE reviews the state's Streamlined FS using techniques similar to annual planning document (APD) reviews, prepares questions, and forwards them to the state for resolution
- Review Time: Although the regulation allows for a 60 day review, the Streamlined FS approach may enable OCSE to complete its review in as little as 2-3 weeks
- OCSE's Approval Response Letter includes IV&V frequency



Point of Contact

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Questions



North Carolina's Current Status



Vendor hired to conduct:

- As-is analysis
- To-be analysis
- Marketing analysis
- Cost-benefit analysis
- Stakeholder analysis



- ✓ Identification of best path forward
- ✓ Strong argument for budget ask
- ✓ Basis for streamlined feasibility study
- ✓ Strong RFP for a system that fits our needs



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Oregon's Current Status



Project conclusion:

- Close-out report
- Transferring O&M
- End legacy system/process
- Lessons learned
- State accountability



- ✓ Certification Dec 2019
- ✓ Defects addressed
- ✓ Enhancements begun
- ✓ Operationalizing
- ✓ Knowledge sharing



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How would you classify your current system?

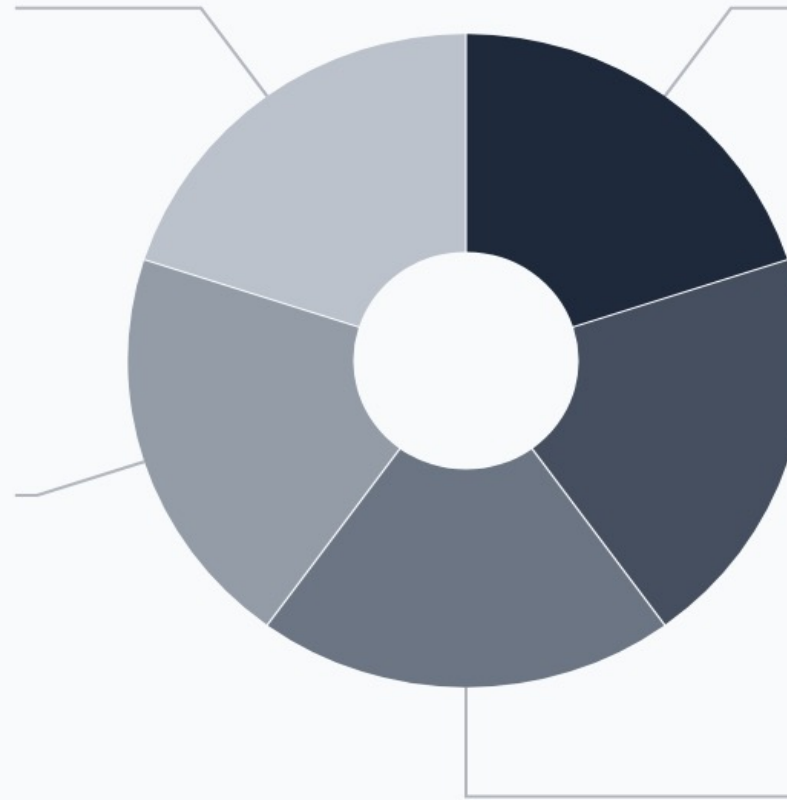
E: Ancient, clunky, “green screens,” a liability

A: Cutting edge

D: Mostly old school, limits some things we can do

B: Mostly up to date, strong automated features

C: Middle of the road – we’re doing okay



What do you think is the biggest barrier to success without a "modern" system? Share your feedback and upvote entries that you think are most important.

Top

For those of you with a more modern system, what was the biggest barrier to overcome for success? Share your feedback and upvote entries that you think are most important.

Top



Making the Case

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ORIGIN

Supporting kids begins with modern technology

OREGON CHILD SUPPORT SYSTEM PROJECT

GUIDING PRINCIPLES

OBJECTIVE: The objective of these Guiding Principles is to provide a framework for all members of the project team, both state and contractor staff, to guide their approach, actions, interactions, and decision-making related to the Project.

WE WILL:

1. Deliver mission-critical features that meet customer requirements before nice-to-have features.
2. Listen to our customers and our contractors, and carefully consider and respond to their assessments.
3. Invest in our people as we undergo organizational change and acknowledge they are essential to the success of the project.
4. Emphasize quality over time to deliver a superior system.
5. Communicate early and often to all stakeholders whether the news is good or bad.
6. Use project management controls to guide the project and direct participants.
7. Adequately staff the project while we maintain sufficient staffing for the Program's business needs.
8. Emphasize importance of results delivered and accepted, and conform contracts to meet these requirements.
9. Test early and often to identify and fix problems.
10. Develop and execute a sound and proven implementation strategy.
11. Consider all stakeholders' input in project planning and execution.
12. Make course corrections promptly during the project.
13. Use functionality from the transfer systems unless there are compelling reasons to modify.
14. Succeed by working as a single project team made up of contractors and state staff.
15. Value information security over ease of access.



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A look *back*...

and a look *forward*

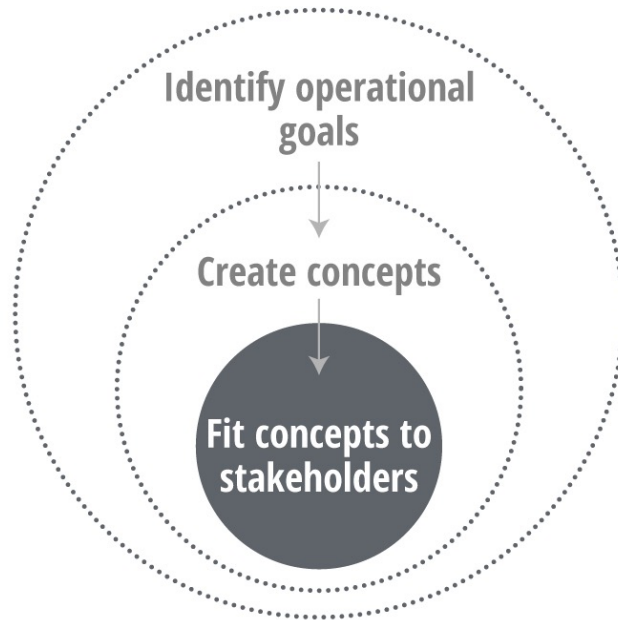


Questions

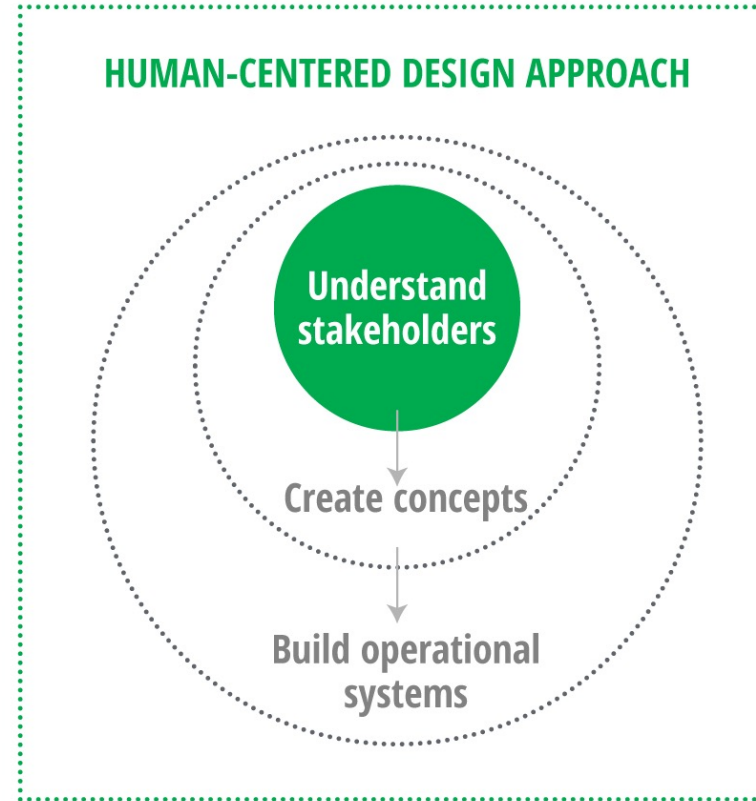


Delivering a better human experience requires a mindset shift

TRADITIONAL PROBLEM-SOLVING APPROACH



HUMAN-CENTERED DESIGN APPROACH



Source: Deloitte analysis.

Deloitte Insights | deloitte.com/insights



What does it mean to be more "human" when thinking about systems modernization?

Human-Centered Design is a process and set of techniques that puts people at the center.



It focuses on looking at problems from a **different perspective** - the human perspective



Through **observation and an iterative trial and error approach**, human-centered design helps solve problems without exhausting time, money and resources



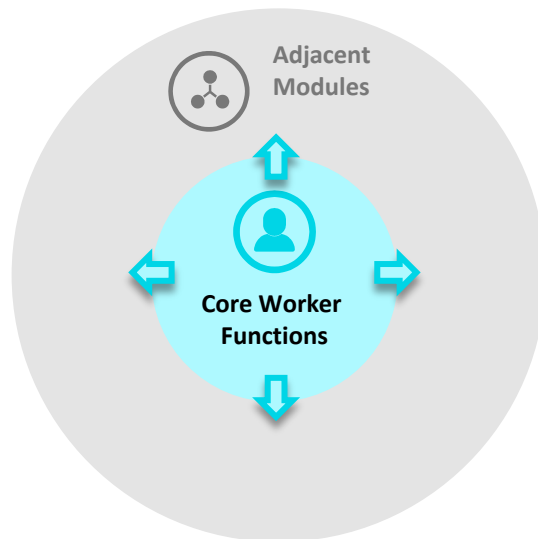
It is a **data-driven, hands-on** approach that results in innovative solutions

A primary goal of HCD is building ***empathy*** for the stakeholders and the context in which they are fulfilling their needs.

Modernization pathways

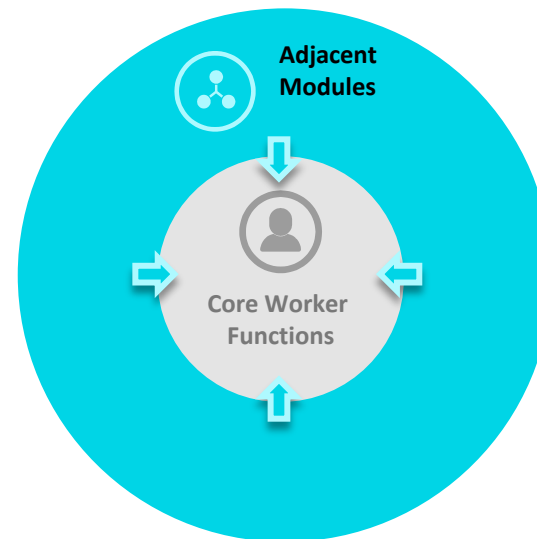
Path A: Core Replacement “Core to Edge”

Leverage an incremental approach to prioritize modernizing core child support modules, beginning with the core worker functions and over time implement adjacent supporting applications.



Path B: Modular Value Add “Edge to Core”

Leverage an incremental approach to prioritize the systems of engagement, beginning with adjacent modules such as self-service, ECM, and analytics, and over time modernize the core worker functions.

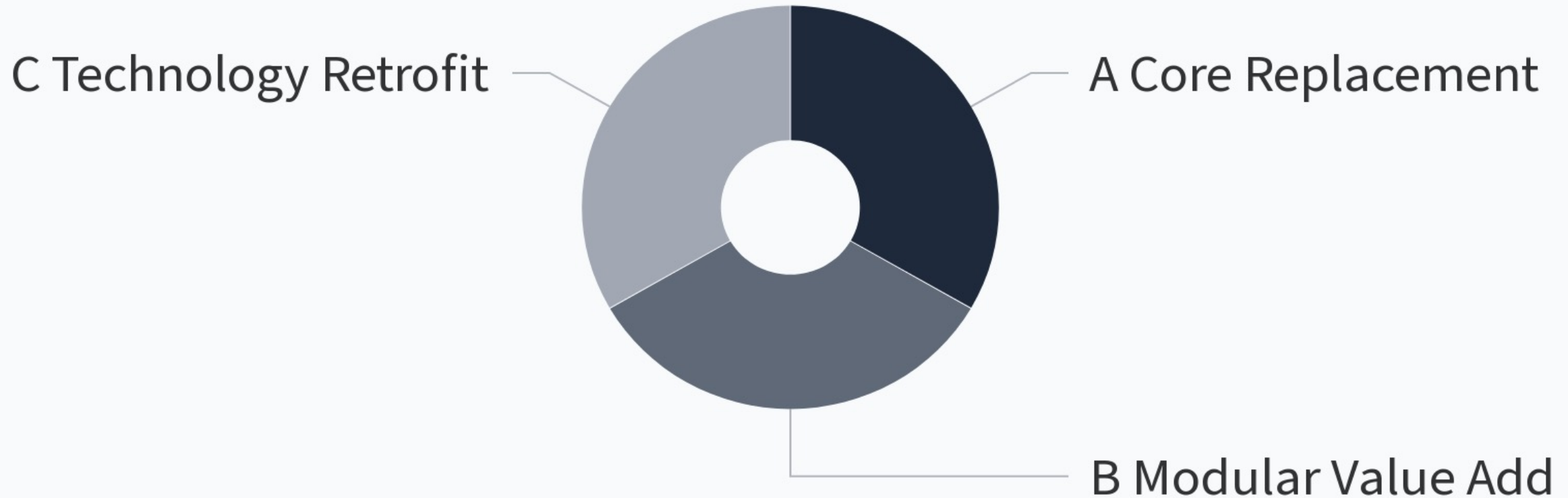


Path C: Technology Retrofit

Retrofit or migrate backend components, focusing on code and technology improvements to enhance maintainability, performance, and cost.



What's the most likely category for your state's next modernization project?



Trends towards more human modernization

Customer empowerment

- Next-gen Customer Portals
- Chatbots with handoff
- Virtual appointments
- Texting (push and pull)
- Social Engagement
- Digital Marketing and Brand
- Pay anywhere anytime

Caseworker Superpowers

- Predictive analytics
- Case segmentation
- Data driven enforcement and locate
- Smart case assignment
- Nudging for better outcomes

"No Collar" workforce

- Robotic Process Automation (RPA)
- Artificial Intelligence
- Cognitive technologies
- Smart Automation
- Data Sharing

Technology is the means Not the end

- Modern low/no code platforms
- Human Centered Design
- Individual at the center
- Externalized Rules

Embracing the future of work

- Decision support
- Machine Learning
- Casework anywhere
- Virtual Reality training



Questions



Thank you!

