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## Building Next-Generation Child Support Leaders

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- **Develop leaders** with tools, confidence, and a forward-focused mindset.
- **Connect professionals** across tribal, international, federal, state, and local agencies.
- **Strengthen services** for children and families through collaboration and innovation.

### Who should engage

- Current and emergent leaders
- Informal leaders growing individuals
- Professionals building management skills
- Anyone seeking authentic connection with child support peers

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# AI in Child Support Practice: Possibilities, Parameters and Outcomes

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# AI in Child Support Practice: Possibilities, Parameters and Outcomes

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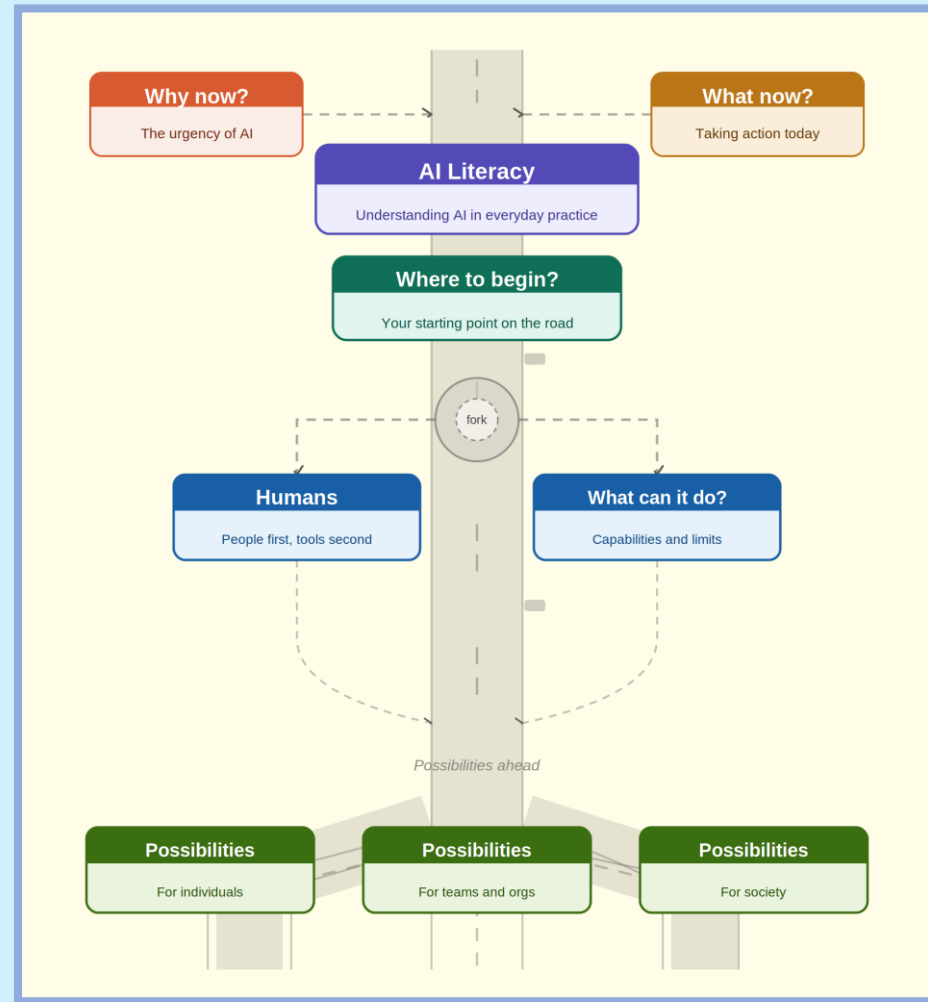


# What does it mean for me (Child Support)?



# Roadmap

- Why Now? What Now?
  - AI Literacy
- Where to begin?
  - Humans
- What can it do?
  - Possibilities
  - Possibilities
  - Possibilities



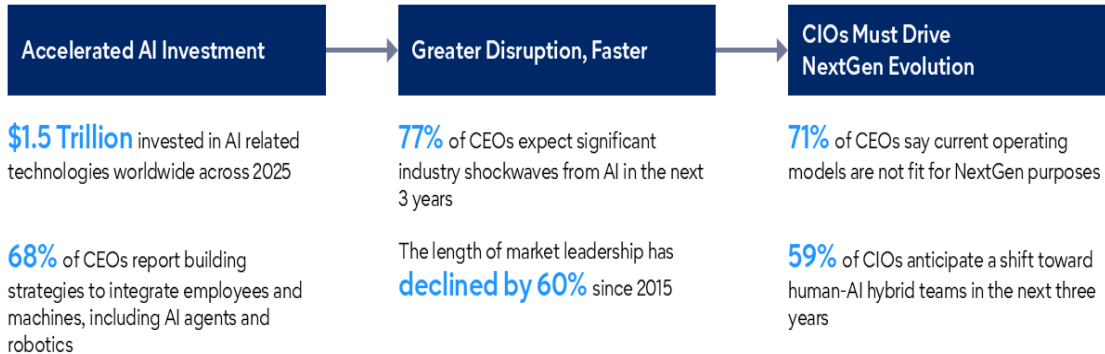
# Why Now?

- We are not ready
- It is already here
- AI is growing at ludicrous speed



## Why Now | AI Capabilities Are Scaling Faster Than the Enterprise Can Absorb Them

With the pace and impact of AI uncertain, CIOs can expect a highly volatile and uncertain evolutionary path even as senior leaders push for greater AI adoption, investment and results.



Source: 2026 CIO Agenda Poll, 2025 CEO Survey, 2025 Autonomous Business Investment Survey, 2010 – 2023 Market Leadership Longevity Analysis (Defined by P/E ratio against industry averages).  
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Gartner.



# What Now?

- AI Literacy
  - The ability to effectively and responsibly utilize AI in context.
  - Non-negotiable



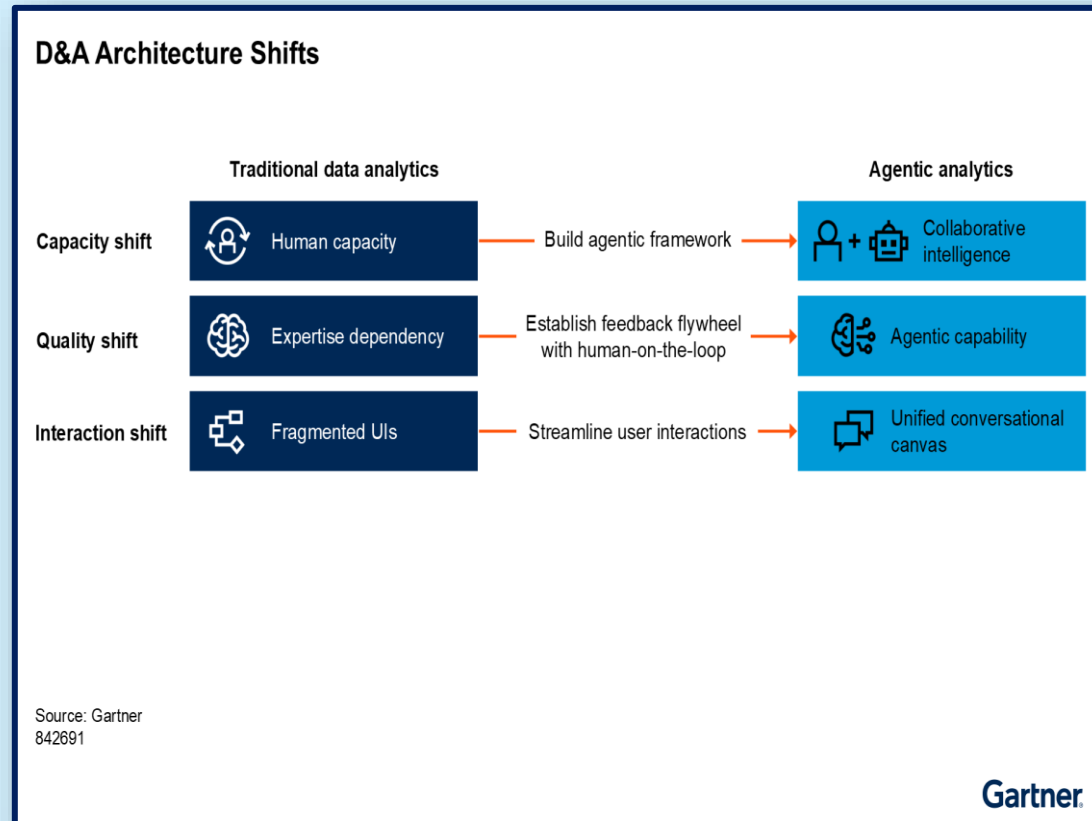
# The Human Problem

- Building the Human-AI Workforce
  - Digital Literacy
  - Embed AI into your program from the beginning
  - Pseudocode (algorithmic thinking)



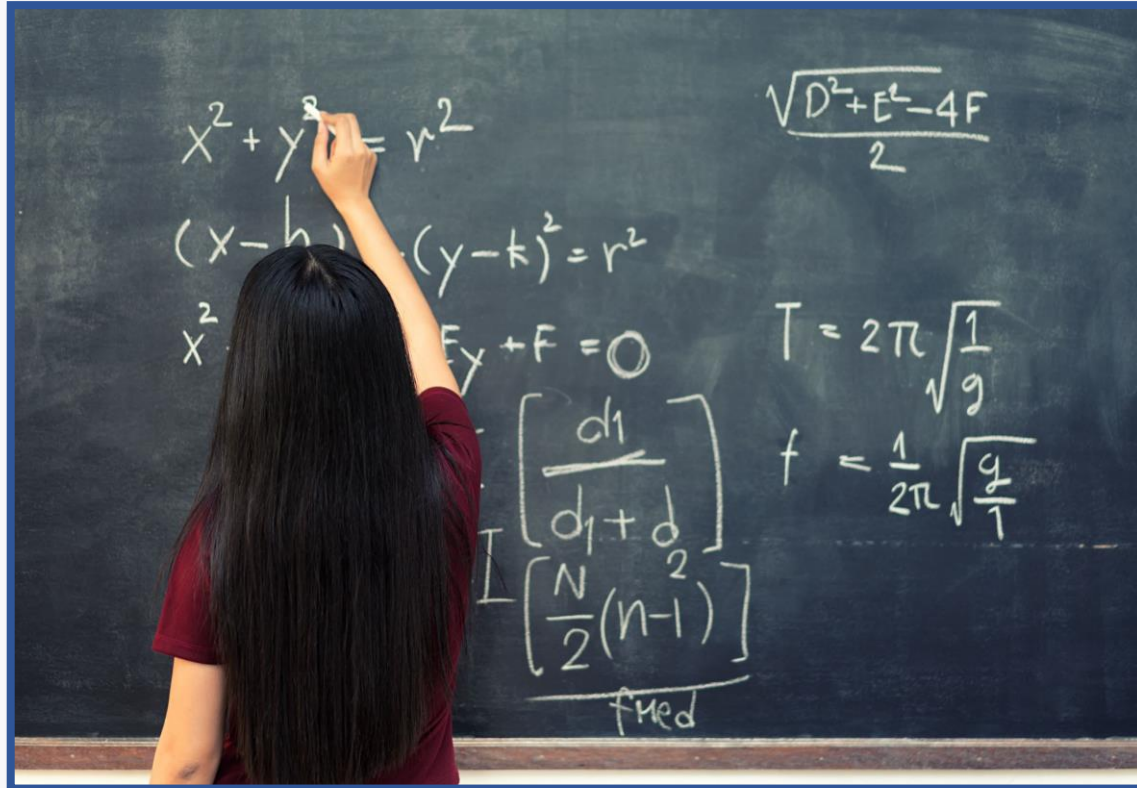
# Possibilities

- Agentic analytics
  - Explore patterns
  - Synthesizing multiple reports
  - Proactively provide insights
  - Automate routine analysis
  - Optimize resource allocation



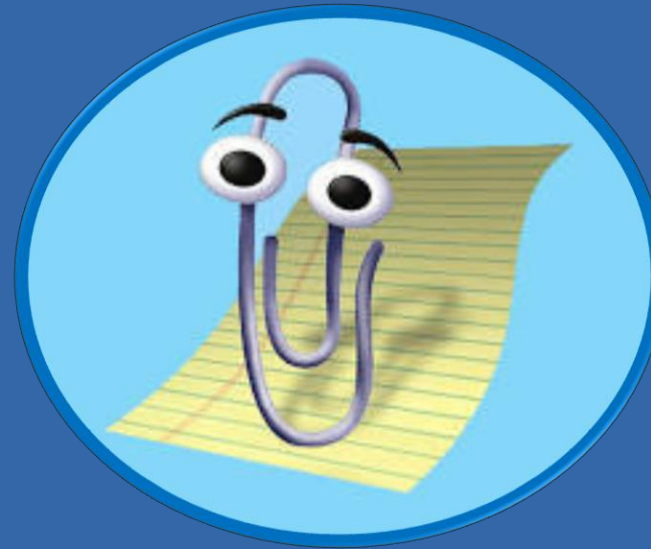
# More Possibilities

- Knowledge Transfer
  - Training
  - Mentoring
  - Guiding
  - Supporting



# Even More Possibilities

- Case Management - an AI assistant
  - Automated Tasks
  - Automated caseworkers
  - Case summaries
  - Case predictions
  - Early warnings
  - Robust monitoring



# Menti Poll:

- If AI could do anything for your Child Support program, what would you want it to do?



# Questions



# AI in Child Support Practice: Possibilities, Parameters and Outcomes



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# Possibilities / Parameters:

AI governance, policy, and practical possibilities in child support systems



# Roadmap

- New Technology & Adoption
- AI Governance
  - Model and Frameworks
- Challenges
- Use Case Examples: Business Solutions
- Assessing & Managing Risk
- Guiding Principle





## Menti Poll:

What one (1) technology do you recall had the most impact on your life?





## Menti Poll:

What is one (1) technology that you had a difficult or long time in adopting?

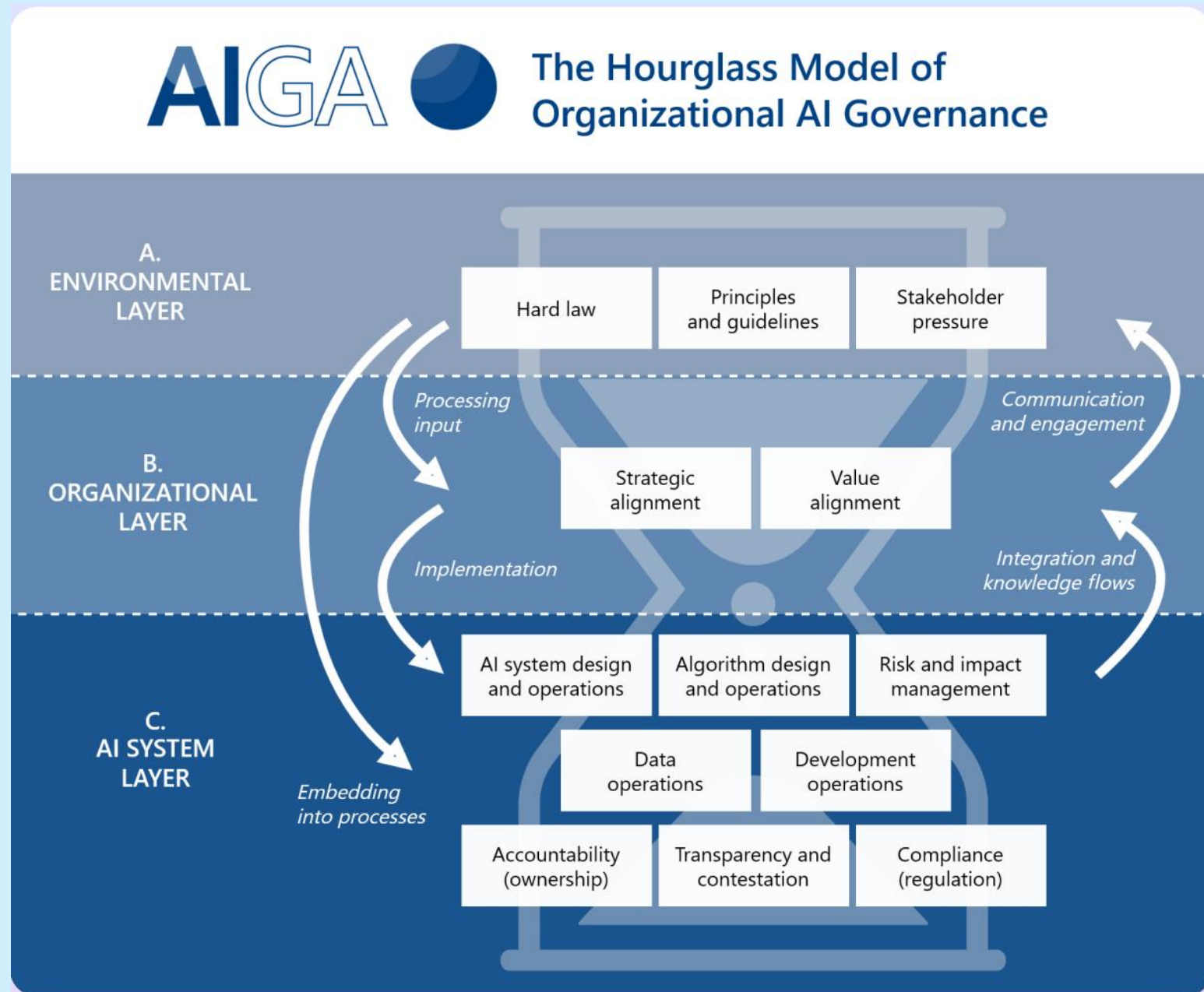


# Technology Adoption

| Technology                | Typical time to reach mass consumer adoption                      | Notes (relative to today)                                                                       |
|---------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| Morse code / telegraph    | Decades (mid-1800s rollout)                                       | Required building national infrastructure; adoption tied to industry/government, not consumers. |
| Trains / railroads        | 40–60 years for widespread coverage                               | Depended on multi-decade infrastructure build-outs.                                             |
| Automobiles               | ~30–50 years (1900–1950)                                          | Mass adoption required roads, production scaling, and economic changes.                         |
| Fax machines              | ~20 years (1960s–80s)                                             | Adoption tied to offices, not households.                                                       |
| Home computers (PCs)      | ~15–20 years (1980s–2000s)                                        | Adoption accelerated once prices dropped below \$1,000.                                         |
| VCRs                      | ~10–15 years (1970s–80s)                                          | Adoption steady but limited by hardware cost.                                                   |
| Cell phones / smartphones | ~10 years (1995–2005 for basic phones, 2007–2017 for smartphones) | Fast relative to earlier hardware... but still far slower than generative AI's ramp.            |
| Internet                  | ~7 years for early mass adoption                                  | One of the fastest pre-AI adoption curves.                                                      |



# AI Governance Model



**Source:** Mäntymäki, M., Minkkinen, M., Birkstedt, T., & Viljanen, M. (2022). *Putting AI Ethics into Practice: The Hourglass Model of Organizational AI Governance* (arXiv:2206.00335).  
arXiv. <https://doi.org/10.48550/arXiv.2206.00335>



# Custom AI Governance Frameworks

- **Enhanced Operational Efficiency:** fewer bottlenecks, increased productivity, improved quality, substantial time savings.
- **Resource Optimization:** Optimize outreach tasks, improve safe adoption, consistent policy adoption
- **Establish Training Requirements:** roles, risks, ethical considerations
- **Continuous Audit:** Process audits to identify errors and biases, foster transparency and accountability
- **AI-incident reporting:** A process to report issues and address them, with dashboard metrics for management
- **Ethics code: do's and don't's:** Fairness, transparency, accountability
- **Measuring performance:** ensure that ROI is measured and maintained
- **AI Policy Templates:** create specialized policy templates based on organizational goals and focus areas



# Delivering AI Integrations, with careful Governance:

- Integrate AI governance principles across all stages of AI development and deployment, ensuring alignment with government ethics and accountability standards.
- AI systems are human-centric, privacy-focused, and designed to support transparent and fair decision-making in government services
- Custom AI governance frameworks that include rigorous risk assessments and continuous stakeholder engagement, tailored to meet regulations and public expectations.
- Comprehensive training, continuous auditing, and real-time reporting tools to empower teams in AI governance



# Delivering AI Integrations, with careful Governance:

- Integrate innovative AI solutions into government business processes, using leading industry practices for safe AI.
- Ensure that AI solutions are carefully regulated, apart from complying with organizational policies based on structured templates.
- Custom AI solutions to mine business processes, assess risks and improve stakeholder solutions through reengineering.
- Customize Outreach, Process Management, and process advisor modules for better case management.



# Challenges:

## Getting the Cart Before the Horse

- Means doing things in the wrong order – putting steps out of sequence so that the process doesn't work the way it should
- In other words:
  - Prioritizing the wrong thing first.
  - Acting prematurely before taking necessary earlier steps.
  - Reversing the natural or logical order of things.



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# Challenges:

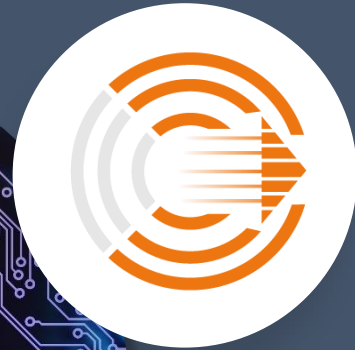
## What Comes First? Chicken or Egg Situations

- How to determine the origin of something when two things depend on each other?
- In other words:
  - There is no obvious beginning
  - Each thing seems to require the other to exist
  - It feels like a loop with no clear first step.



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# Use cases for Generative AI Solving Business Challenges

# Use Case 1: Knowledge Transfer

- **Knowledge-Base Chatbots for Staff**

- Agencies are deploying internal tools that allow staff to ask complex policy and procedure questions in plain language and receive instant, accurate, cited answers from official manuals.
  - Too many trainees, too few mentors
  - Fragmented information - scattered across multiple sources
  - Difficulty disseminating knowledge
  - Lack of centralized knowledge repository



# Use Case 1: Knowledge Transfer

- **Knowledge Loss:** When key employees leave, their knowledge often goes with them. Our tools capture and retain this critical information, ensuring it remains accessible and can be continuously expanded.
- **Interpretation Challenges:** New users find it hard to follow the thread of interconnected content, like policies, guidelines, and forms, which need to be understood as a whole. We seamlessly connect these pieces, making the content easier to grasp and apply.
- **Collaborative Learning Benefits:** Collaborative efforts are vital for building an accurate knowledge base. We can enhance this process by continually refining and updating the knowledge base, benefiting future users.



# Use Case 1: Knowledge Transfer

- **Develop Knowledge Bots** using Generative AI for specialized areas such as Child Support, Child Care, IT Policy, Admin Policy, and HR Policy.
- **Organize Bots** into an online repository accessible by authorized user groups.
- **Enable Access** to these bots through collaboration tools like:
  - MS Teams
  - In-house messaging and chat systems
  - External tools like WhatsApp
- **Mentors as Gatekeepers:** Ensure mentors oversee the process to prevent misinformation and maintain the integrity of the knowledge shared.



# Use Case 2: Personalized AI

- **Automate Routine Tasks**

- AI can automate data entry from documents, perform complex support calculations based on state guidelines, and generate routine notices and communications.

- **Create Intelligent Case Summaries**

- AI can synthesize information from multiple systems into a single, comprehensive case profile, dramatically reducing the time caseworkers spend searching for critical data.

- **Guide and Prioritize Action**

- Systems can provide 'next best action' recommendations based on case status and highlight high-priority alerts, ensuring focus is directed to the most urgent needs.



# Potential Outcomes

**Outcome:** Shift caseworker time from low-value administrative work to high-value, direct engagement with parents to solve complex problems and improve outcomes.

**Outcome:** Supervisors shift from reactive problem-solving to proactive performance management, backed by objective data and insights.

**Outcome:** Directors can make more informed, defensible strategic decisions and better articulate the agency's value and funding needs to stakeholders.



# Assessing and Managing Risks

- **Proactive Risk Management:** Essential to address potential challenges early on.
- **Key Risk Areas:**
  - Protect sensitive information.
  - Ensure reliable and correct outputs.
  - Maintain impartiality and fairness in AI decisions.
  - Uphold ethical standards in AI applications.
- **Comprehensive Risk Assessment:** Use a detailed approach to identify and mitigate risks effectively.
- **AI Governance Focus:** Navigate AI complexities with a strong focus on protecting both your people and your customers.



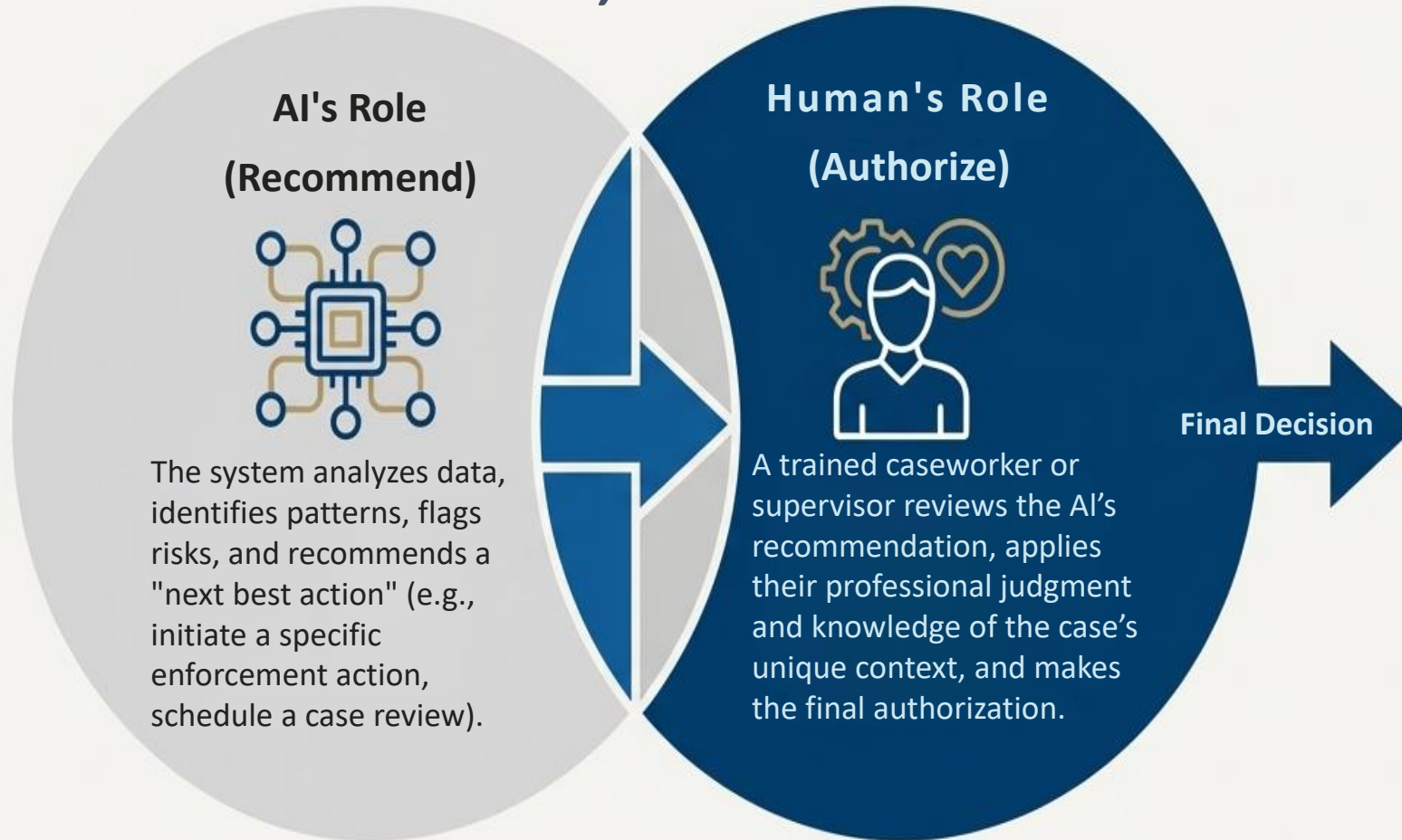
# Assessing and Managing Risks



| Potential Risks                          | Impact                            | Mitigation Strategies                                                                                                                  |
|------------------------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Faulty outputs and hallucinations        | Incorrect decisions               | <ul style="list-style-type: none"><li>- Continuous model improvement</li><li>- Prompt Engineering</li><li>- Rigorous testing</li></ul> |
| Incorrect training data                  | Bias could lead to discrimination | <ul style="list-style-type: none"><li>- Diverse training data</li><li>- Regular bias evaluation</li></ul>                              |
| Unapproved access to data                | Violation of privacy regulations  | <ul style="list-style-type: none"><li>- Strong access controls</li><li>- Data anonymization</li><li>- Regular audits</li></ul>         |
| Failure to meet standards                | Legal repercussions               | <ul style="list-style-type: none"><li>- Stay updated on laws</li><li>- Compliance monitoring</li></ul>                                 |
| Ethical issues                           | Adverse societal effects          | <ul style="list-style-type: none"><li>- Clear ethical guidelines</li><li>- Ethical impact assessments</li></ul>                        |
| Unauthorized use of copyrighted material | Legal sanctions                   | <ul style="list-style-type: none"><li>- Proper licenses</li><li>- Content filtering</li></ul>                                          |



# Guiding Principle: AI Recommends, Humans Decide



This framework leverages AI's analytical power without replacing our professional responsibility, ensuring technology serves-and never supersedes-human expertise and due process.



# QUESTIONS?



# AI in Child Support Practice: Possibilities, Parameters and Outcomes (Legal Perspective)

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# Possibilities → Parameters → Outcomes

Discussion of legal parameters that can connect the possibilities created by adoption of AI to positive outcomes



# Roadmap

- Legal Impacts
  - Confidentiality
  - Competence
  - Supervision
  - Candor



# Legal Impacts of AI - Confidentiality

- Threats to Duty of Confidentiality
  - Inputs are not confidential
  - Blackbox Algorithm
  - Data Security



# ABA Rule 1.6 – Confidentiality of Information

- (a) A lawyer shall not reveal information relating to the representation of a client unless the client gives informed consent, the disclosure is impliedly authorized in order to carry out the representation or the disclosure is permitted by paragraph (b).
- (c) A lawyer shall make reasonable efforts to prevent the inadvertent or unauthorized disclosure of, or unauthorized access to, information relating to the representation of a client.



# Confidentiality – Practical Guidance

- Evaluate the risk information will be disclosed to or accessed by others outside the firm/organization.
- Evaluate the risk information will be disclosed to or access by others inside the firm who will not adequately protect the information from improper disclosure.
- Analysis of theses risks will be fact driven and depend on client, matter, task and the AI tool being used. -- IT DEPENDS!
- Exclusive internal tools pose similar risks
  - Information relating to one client later revealed in response to prompts by lawyers working on other matters.

- ABA Formal Opinion 512 – July 29, 2024



# Confidentiality – Practical Guidance

- Anonymize information and avoid entering details that can be used to identify the client/case participant.
- Consult with IT professionals or cybersecurity experts when choosing an AI system.
- Review the Terms of Use or other information to see how the product utilizes inputs.
  - California State Bar Practical Guidance for the Use of Generative Artificial Intelligence in the Practice of Law – Executive Summary



# Legal Impacts of AI - Competence

- Threats to Duty of Competence and Diligence
  - Hallucinations
    - Failure of correctness
    - Failure of groundedness
  - Bias
  - Overreliance



# Legal Impacts of AI - Competence



- Failure of Correctness
  - Tools response either contains factually inaccurate information, or refuses to provide answer, or provides irrelevant answer.
- Failure of Groundedness
  - Key factual propositions are unsupported by any citation at all (“ungrounded”); or
  - Cited, but source does not support the claim (“misgrounded”).



# Legal Impacts of AI - Competence

- What contributes to Hallucinations?
  - Legal Research is Hard!
    - Can you always find a case or statute directly on point?
  - Authority – but is it applicable authority?
  - Sycophancy – Remember a human is still doing the prompt.



# Legal Impact of AI - Competence

- Real World Consequences - Competence & AI in the News
  - *Mata v. Avianca, Inc.* (SDNY 2023)
  - Mike Lindell Defamation Suit (Colorado 2025)
  - Michael Cohen (New York 2023)



# ABA Rule 1.1 – Competence

- A lawyer shall provide competent representation to a client.
- Competent representation requires the legal knowledge, skill, thoroughness and preparation reasonably necessary for the representation.



# ABA Rule 1.3 - Diligence

- A lawyer shall act with reasonable diligence and promptness in representing a client.



# ABA Rule 1.4 - Communications



- (a) A lawyer shall:
  - (1) Promptly inform the client of any decision or circumstance with respect to which the client's informed consent, ...
  - (2) Reasonably consult with the client about the means by which the client's objectives are to be accomplished;
  - (3) Keep the client reasonably informed about the status of the matter;
  - (4) Promptly comply with reasonable requests for information
  - (5) Consult with the client about any relevant limitation on the lawyer's conduct when the lawyer knows that the client expects assistance not permitted by the Rules of Professional Conduct or other law.
- (b) A lawyer shall explain a matter to the extent reasonably necessary to permit the client to make informed decisions regarding the representation.



# Competence – Practical Guidance

- Do not need to become AI experts, but become a lifelong student
- Not a static undertaking – fast-paced evolution and adoption require vigilance.
- Human cross check is required.
- Start planning on how to integrate AI and human oversight.
- Consider if communication about AI usages with clients/case participants is required.
- Be proactive – promulgate policies and procedures for staff to follow.
- Gen X & Elder Millennials make friends with Gen Z.



# Legal Impacts of AI - Supervision



# ABA Rule 5.1 – Responsibilities of Partners, Managers & Supervisory Lawyers



- (a) A partner in a law firm, and a lawyer who individually or together with other lawyers possesses comparable managerial authority in a law firm, shall make reasonable efforts to ensure that the firm has in effect measures giving reasonable assurance that all lawyers in the firm conform to the Rules of Professional Conduct.
- (b) A lawyer having direct supervisory authority over another lawyer shall make reasonable efforts to ensure that the other lawyer conforms to the Rules of Professional Conduct.
- (c) A lawyer shall be responsible for another lawyer's violation of the Rules of Professional Conduct if:

(1) The lawyer orders or, with knowledge of the specific conduct, ratifies the conduct involved; or

(2) The lawyer is a partner or has comparable managerial authority in the law firm in which the other lawyer practices, or has direct supervisory authority over the other lawyer, and knows of the conduct at a time when its consequences can be avoided or mitigated but fails to take reasonable remedial action.



# ABA Rule 5.2 – Responsibilities of a Subordinate Lawyer

- (a) A lawyer is bound by the Rules of Professional Conduct notwithstanding that the lawyer acted at the direction of another person.
- (b) A subordinate lawyer does not violate the Rules of Professional Conduct if that lawyer acts in accordance with a supervisory lawyer's reasonable resolution of an arguable question of professional duty.



# ABA Rule 5.3 – Responsibilities Regarding Nonlawyer Assistance



With respect to a nonlawyer employed or retained by or associated with a lawyer:

- (a) A partner, and a lawyer who individually or together with other lawyers possesses comparable managerial authority in a law firm, shall make reasonable efforts to ensure that the firm has in effect measures giving reasonable assurance that a person's conduct is compatible with the professional obligations of the lawyer.
- (b) A lawyer having direct supervisory authority over the nonlawyer shall make reasonable efforts to ensure that the person's conduct is compatible with the professional obligations of the lawyer; and

(c) A lawyer shall be responsible for conduct of such a person that would be a violation of the Rules of Professional Conduct if engaged in by a lawyer if:

(1) The lawyer orders or, with knowledge of the specific conduct, ratifies the conduct involved; or

(2) The lawyer is a partner or has comparable managerial authority in the law firm in which the person is employed, or has direct supervisory authority over the person, and knows of the conduct at a time when its consequences can be avoided or mitigated but fails to take reasonable remedial action.



# Supervision – Practical Guidance

- Establish clear policies and procedures regarding permissible uses of generative AI.
- Provide regular training on new tools and updates.
- Audit work product.



# Legal Impacts of AI - Candor

Candor to the Tribunal and Client (Case Participants)

[AI in the Courtroom Sparks Backlash After Entrepreneur Uses Avatar to Argue Case](#)

LEGAL  
IMPACTS



# ABA Rule 3.1 – Meritorious Claims & Contentions

- A lawyer shall not bring or defend a proceeding, or assert or controvert an issue therein, unless there is a basis in law and fact for doing so that is not frivolous, which includes a good faith argument for an extension, modification or reversal of existing law.
- A lawyer for the defendant in a criminal proceeding, or the respondent in a proceeding that could result in incarceration, may nevertheless so defend the proceeding as to require that every element of the case be established.



# ABA Rule 3.3 – Candor Toward the Tribunal

- (a) A lawyer shall not knowingly:
  - (1) Make a false statement of fact or law to a tribunal or fail to correct a false statement of material fact or law previously made to the tribunal by the lawyer;
  - (2) Fail to disclose the tribunal legal authority in the controlling jurisdiction known to the lawyer to be directly adverse to the position of the client and not disclosed by opposing counsel; or
  - (3) Offer evidence that the lawyer knows to be false. If a lawyer, the lawyer's client, or a witness called by the lawyer, has offered material evidence and the lawyer comes to know of its falsity, the lawyer shall take reasonable remedial measures, including, if necessary, disclosure to the tribunal. A lawyer may refuse to offer evidence, other than the testimony of a defendant in a criminal matter, that the lawyer reasonably believes is false.



# ABA Rule 3.3 – Candor Toward the Tribunal (cont'd)

- (b) A lawyer who represents a client in an adjudicative proceeding and who knows that a person intends to engage, is engaging or has engaged in criminal or fraudulent conduct related to the proceeding shall take reasonable remedial measures, including, if necessary, disclosure to the tribunal.
- (c) The duties stated in paragraphs (a) and (b) continue to the conclusion of the proceeding, and apply even if compliance requires disclosure of information otherwise protected by Rule 1.6.
- (d) In an ex parte proceeding, a lawyer shall inform the tribunal of all material facts known to the lawyer that will enable the tribunal to make an informed decision, whether or not the facts are adverse.



# ABA Rule 8.4 - Misconduct

- It is professional misconduct for a lawyer to:
  - (a) Violate or attempt to violate the Rules of Professional Conduct, knowingly assist or induce another to do so, or do so through the acts of another;
  - (b) Commit a criminal act that reflects adversely on the lawyer's honesty, trustworthiness or fitness as a lawyer in other respects;
  - (c) Engage in conduct involving dishonesty, fraud, deceit or misrepresentation;
  - (d) Engage in conduct that is prejudicial to the administration of justice;



# ABA Rule 8.4 – Misconduct (cont'd)

- (e) State or imply an ability to influence improperly a government agency or official or to achieve results by means that violate the Rules of Professional Conduct or other law;
- (f) knowingly assist a judge or judicial officer in conduct that is a violation of applicable rules of judicial conduct or other law; or
- (g) Engage in conduct that the lawyer knows or reasonably should know is harassment or discrimination on the basis of race, sex, religion, national origin, ethnicity, disability, age, sexual orientation, gender identity, marital status or socioeconomic status in conduct related to the practice of law. This paragraph does not limit the ability of a lawyer to accept, decline or withdraw from a representation in accordance with Rule 1.16. This paragraph does not preclude legitimate advice or advocacy consistent with these Rules.



# Candor – Practical Guidance

- Verify if court prohibits or otherwise requires disclosure about use of AI.
- Candor to case participants/clients
  - Delegation of work to another attorney is a significant development, same may be true for an AI tool.
  - Do a holistic evaluation – importance of task delegated; likelihood AI tool will make a mistake; safeguards to mitigate risks.



# Resources

- [ABA Model Rules of Professional Conduct](#)
- [ABA Formal Opinion 512 – July 29, 2024](#)
- [California State Bar – Practical Guidance for the Use of Generative Artificial Intelligence in the Practice of Law](#)
- [Legal Profession, Comparison Table – State Legal Ethics Guidance on Artificial Intelligence \(AI\)](#)



# Questions

