BEST PRACTICES

E. BEST PRACTICES

E.1 CONCLUSION

A total of twenty-four jurisdictions (states and counties) were contacted during the course of this Performance Audit to determine Best Practices that could apply to the Nevada Child Support program. The Principal Best Practices for Nevada are listed here; the remaining Best Practices are included in *Appendix D-3*.

The Principal Best Practices, in order listed, are:

> California – Organization and Structure (CA 01)
> Orange County, California - Strategic Planning and Management (OC 02)
> Colorado – Reports (CO 03)
> Florida - Training (FL 01)
> Illinois - Improving an Under-performing Program (IL 02)
> Missouri – Staff Evaluation System (MO 01)
> Nebraska – Strategic Planning (NE 01)
> New York – Web Based Training (NY 01)
> North Carolina – "Journey 2 Excellence" (NC 01)
> North Dakota – Regional Offices (ND 01)
> Vermont- Performance Management (VT 02)
> Vermont- Customer Service (VT 04)
> Virginia- Customer Service (VA 03)

Additionally, a review of Child Support research was conducted; summaries of report findings are included in this section after the Principal Best Practices.

Twenty-four jurisdictions with Best Practices included in this report are shown in *Exhibit E.1-1: Interviewed Jurisdictions with Best Practices in this Report*. Additional states that were contacted include Iowa, Idaho, Montana, Utah, New Mexico, and Texas. Some of these states did not wish to participate in this Performance Audit, and others did not have Best Practices that were applicable to the Nevada Child Support Program.

STATE/COUNTY	
Alabama	Arizona
California	Colorado
Florida	Illinois
Los Angeles County	Michigan
Milwaukee County	Missouri
Nebraska	New Jersey
New York	North Carolina
North Dakota	Ohio
Orange County, CA	Oregon
Pennsylvania	South Dakota
Vermont	Virginia
Washington	Wisconsin

Exhibit E.1-1: Interviewed Jurisdictions with Best Practices in this Report.

E.2 METHODOLOGY

States were chosen for interviews because of their high performance in recent years, as well as similarities to the Nevada Child Support program. Special care was taken to ensure that states with large geographic areas and rural populations, as well as states with similar organizational structures to Nevada's, were included in this list.

Exhibit E.2-1 through *Exhibit E.2-5* show the performance of the states interviewed in each of the five federal performance indicators. The data from 2005 is still preliminary, unconfirmed data, but provides a fairly accurate estimate of the performance of each state.
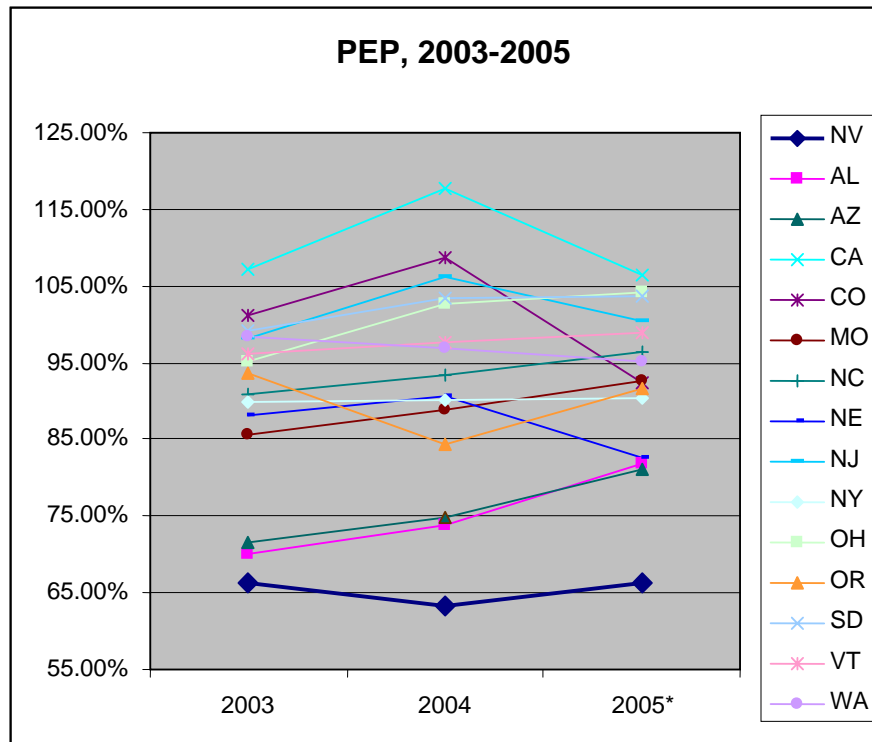
Exhibit E.2-1: PEP Percentages, 2003-2005. *Please note: CA, CO, MO, NE, NJ, NY, OH, and OR use Statewide instead of IV-D PEP.*
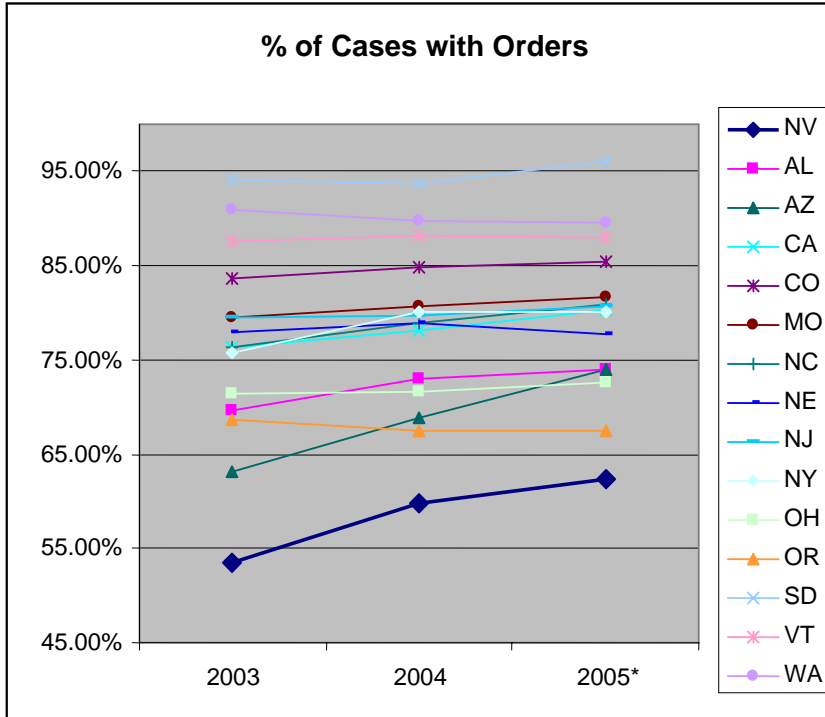
% of Cases with Orders

Exhibit E.2-2: Percent of Cases with Orders.
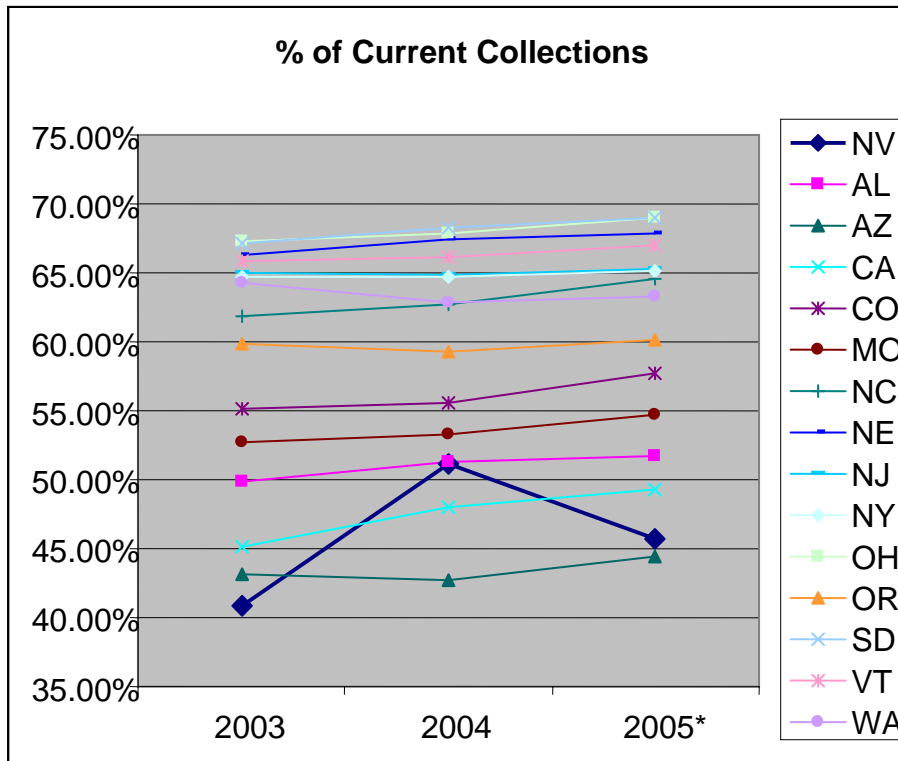
% of Current Collections

Exhibit E.2-3: Percent of Current Collections.
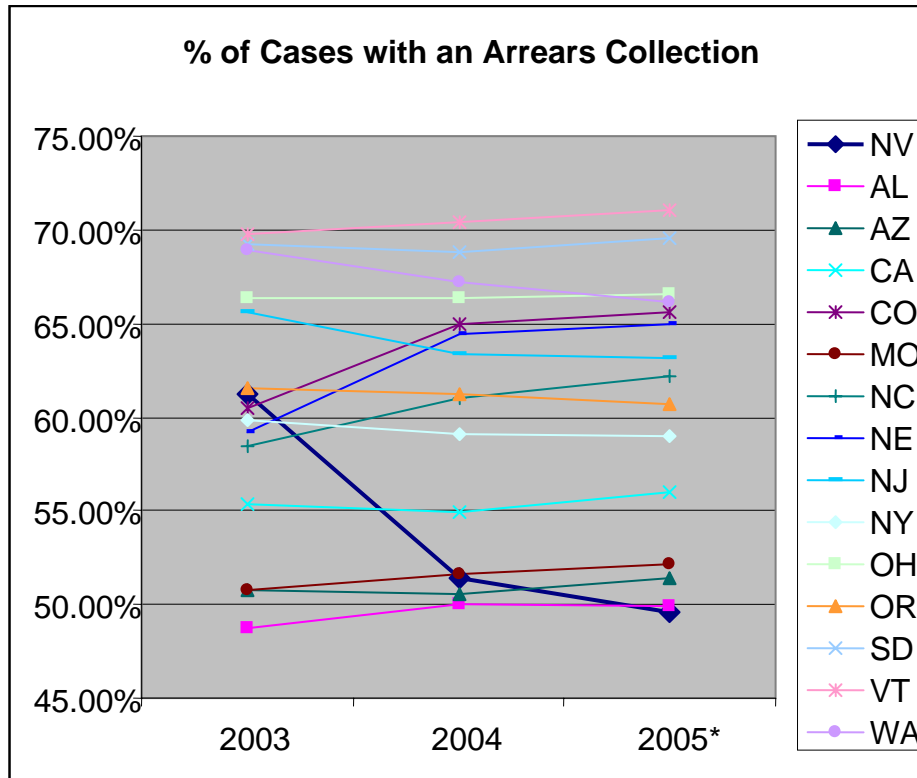
Exhibit E.2-4: Percent of Case with Collections on Arrears.
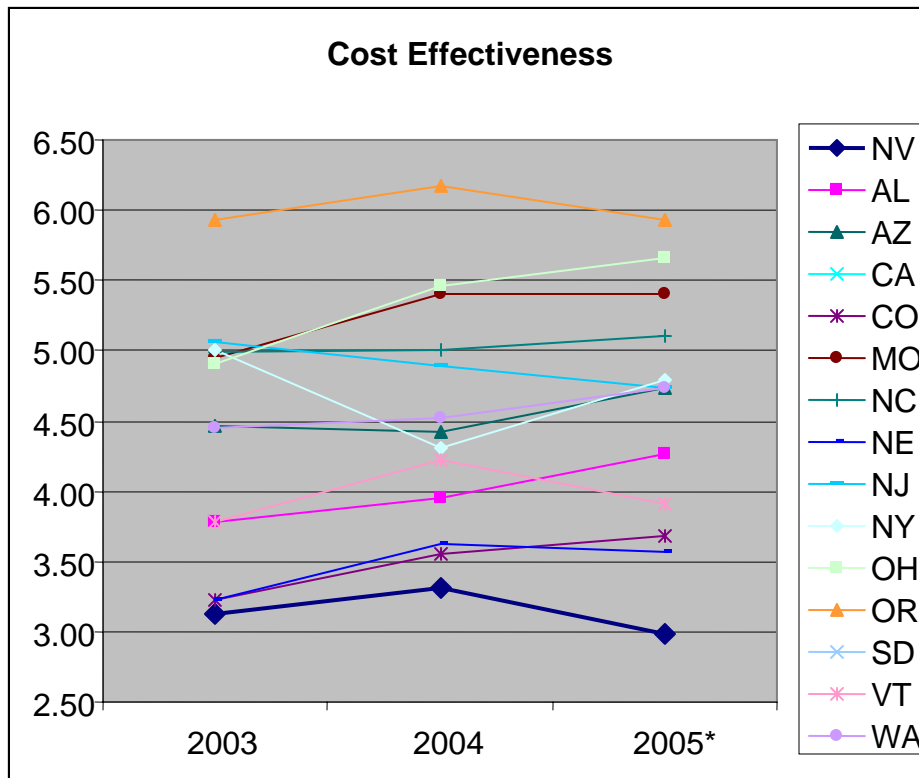

Exhibit E.2-5: Cost Effectiveness.

E.3 PRINCIPAL BEST PRACTICES

The Principal Best Practices are listed below in order by State. *Appendix D-3* provides all of the Best Practices found, including the Top Ten, listed by topic area. *Appendix D-2* provides a reference list of all Best Practices.

California – Organization and Structure[1] (CA 01)

A few years ago California changed from a county-controlled child support program under the District Attorneys to a state-controlled program, in which counties hire staff using state and federal money. Each county has a stand-alone child support services department (except for three regional local offices), known collectively as the Local Child Support Agencies (LCSAs). The state works closely with the LCSAs, according to Mr. Lola. California recently implemented its SDU and is still implementing its statewide system. California has received millions of dollars in penalties because of its system certification delay.

California hired Regional Administrators (RAs) who are the liaisons between the state and the LCSAs. Each RA oversees the performance of several LCSAs. The 11 lowest-performing LCSAs have corrective action plans. Five of the six largest LCSAs are part of the 11 lowest-performing LCSAs.

Orange County, California[2] - Strategic Planning and Management (OC 02)

Strategic Plan and Business Plan: It is important to have a statewide strategic plan and for local entities to have a local business plan, especially in the area of paternity. It is important to keep paternity acknowledgment rates at a high level and to integrate in your plan methodologies to accomplish that. OC has been going through a formal planning process for 7-8 years, according to Mr. Sturla.

It is important to have a mission, vision and to establish values. What is the purpose of the office? Are they performing well? In some cases, people do not know why or that they are doing or how it fits into the bigger scheme of things. No one has told them if they are doing well. The planning process must keep the mission, vision and values as the focus. Activities to improve performance, measure it, and determine whether it is worth it. How do you get everyone on the same page?

Accountability: Managers should measure performance down to the case manager level, using the measurements as a management tool for continuous improvement. Data mining is conducted by a three-person research department. They run ad hoc reports and extract other data. They promulgate monthly reports and statistics. "The last people I would get rid of are my research staff," said Mr. Sturla. All reports are accessible by intranet. If someone is underperforming, have an informal discussion with the worker and assign a mentor.

Performance and Policy: Compliance is a necessary evil, but it is not a direct way to increase performance, said Mr. Sturla. A child support agency cannot get to high performance through policy adherence, he stated.

Local Performance Incentives: LCSAs need to work toward a performance incentive reward system. Underperforming LCSAs could be placed under corrective action plans. A Program Improvement Fund can assist counties improve performance. If a county cannot improve performance significantly, the state may appoint an expert to manage the improvements. Currently the state has a weak level of child support expertise at the Regional Administrator level. To give good advice to the LCSAs requires a strong background in child support and an understanding of how the program works at the local level.

Colorado – Reports[3] (CO 03)

The Colorado Child Support Enforcement Program's (CO CSEP) reports are high quality and fairly extensive. The statewide automated system produces numerous and detailed reports with statistics on every aspect of the program, including collections, establishment activities, enforcement activities, and financial activities. Most of these reports are produced at the county level, as well as team and individual levels. The system also produces working reports for county child support professionals that identify establishment, enforcement, and financial activities that need to occur, or actions needing to be taken. CO CSEP recently combined several working reports into two new super reports, one for enforcement and one for establishment, to eliminate duplicated information on various reports and to streamline the information needed by county child support professionals.

Some recent enhancements to reports include the addition of information to assist staff with early intervention: the establishment super report was changed from a monthly report to a weekly report, recognizing the need for more timely information as those case actions happen quicker and could be lost in a monthly reporting cycle.

Specific data from the reports produced by the statewide automated system is then compiled into several management reports. One of these reports, the Monthly Monitoring Report (MMR), is a 22-page monthly report by county. This report includes information on goals, and progress towards meeting those goals; collection information as well as data on specific activities, such as the number of paternities and orders established year-to-date. This report is distributed to county directors, CSE administrators, state staff, and field staff.

The number and quality of reports available to Colorado CSE staff assists them with case management, and allows supervisors and other management staff to see how the Program as a whole, as well as individual offices, are performing and progressing toward their goals.

Florida[4] - Training (FL 01)

Training: With the implementation of the new Florida CAMS, the Department of Revenue (DOR) undertook a new, innovative approach to user training. DOR purchased training software, Learning Management System (LMS) from Pathlore. This training software allowed them to implement, manage, monitor and report on user system training throughout the state during implementation of the first phase of CAMS. Individualized training plans, outlining required courses dependent upon the

type of functional areas the user would be performing tasks in (locate, enforcement, etc.), were established on LMS.

The users tale a combination of web-based introductory prerequisite courses, distance learning (audio visual) classes and in-class courses. The web-based courses could be taken at any time, even after hours at home. At the end of each course, they were required to pass a test to show their efficiency in performing the tasks for the particular class. There was also a great deal of flexibility allowed within LMS to work around the individual user's work schedule. Users were given a UserID to allow them access to CAMS only upon successful completion of all the classes in their training plan.

LMS allows both the trainers to see if a user had registered for courses, if they were a "no show" and if they either finished or mastered a class based on performance, as well as the supervisors to see how well the trainee did and what courses they completed. Evaluations were completed with allowance for a Level 3 evaluation which was done three months after the user had completed their training plan and was working on the new system.

LMS was purchased by DOR rather than by the Child Support Enforcement. The Department owned and maintained the system thus allowing other divisions within DOR to also use the training system.

LMS allows:

- Organization by jobs, roles and course catalogues
- Tracks and maintains training records and student progress
- Manages training resources, wait lists and facilities
- Enables access to learning
- Tracks and maintains assessments and test results
- Provides progress and status reporting on the system training program

Illinois[5] - Improving an Under-performing Program (IL 02)

Ms. Compton suggested that the first step to improve a program is to admit that you have gone in the wrong direction. Explain to all partners, stakeholders and advocates about the need to change course. Do not rely on excuses any longer to explain away less-than-optimal performance.

The second step is to conduct Business Process Reengineering (BPR). The Lincoln Foundation is the Illinois version of the Malcolm Baldridge Foundation. Ensuring performance excellence is its charge. The Foundation looks at activity-based cost models to measure performance, crafted using an analysis approach known as a Rational Design.[6] The program spent a lot of time defining activities. Everyone in the program was surveyed. The program looked at how much time people spent on various activities. Then perceptions were tackled, where people were asked to talk about what they did and not what they did to meet someone else's expectation. After reviewing activities and time spent, a reallocation of resources followed. Eliminate time spent on activities that do not promote collections.

The back end of the child support process, dealing with complaints, took a temporary back seat, according to Ms. Compton. A relatively few customers made a disproportionate number of the calls that took up valuable case manager time. Seventy percent of the questions were routine, such as "Has my payment arrived?" Temporarily, customers were cut off from the case managers to save 25% of the case managers' time. The state bought an Interactive Voice Response (IVR) system. The Department had an IVR that was being used for the "downstate" offices, and the new IVR began to service Cook County cases. The state measured wait times and busy signals to determine how implementation was proceeding. At first callers couldn't get through and then after adjustments more callers could and the average wait time was reduced.

The next step was BPR. Case managers spent a lot of time on intake. Intake was handled based on first-come, first served. Intake interviewing for every new customer was the norm, but many customers did not need to be interviewed as all the information needed to establish an order had been obtained already.

In the review stage, the cases were evaluated for data sufficiency. Those cases with the most data were processed first, and then the cases that needed some extra data were processed next, and the cases with virtually no helpful data to process the case to the next stage were processed last. In cases in which information was needed, questions were sent in writing rather than setting appointments for in-person interviews, which are more time-consuming.

The TANF agency did not like the changes as it was not in line with its policy. Child support worked with TANF and turned off the non-cooperation process for a while. The state accepted a negative finding from the Auditor General on this issue. Later, the potential non-cooperation cases were run through the system after the workable backlog was further along in the process. Ms. Compton is certain that the federal government would have approved a temporary waiver if it had been approached first.

The next decision was administrative or judicial case-processing, and ensuring that the local office received appropriate performance credit regardless of the decision-making method. This credit regardless of the decision-making avenue allowed local offices to make the best decision possible for the case without risking performance numbers. Cook County is more balanced between administrative and judicial process. Downstate offices use administrative process more regularly than judicial process. The order establishment rates have been rising, from 37% in Cook to over 50%, and statewide closing in on 65%. One county has hit 100% of its cases needing orders with orders.

Performance Monitoring: Illinois does a lot of performance monitoring, tracking default orders, Automated Income Withholding (AIW) and National Medical Support Notices (NMSNs). AIW was not serving employers as well as it was supposed to, and was not getting the expected new hire matches to feed the data to generate new withholding notices. The state matched quarterly employment wage data with the new hire data to determine where the state was missing information. There was only a 30-35% match range. Large employers were reporting to another state's new hire reporting center but had not registered as a multi-state employer. The compliance

rate increased to 40-45% after filtering them out along with government and hospital employers. The analysis showed that 65% of the reporting employers complied fully and the rest of the reporting employers were partially compliant. A new-employee manual was sent to all employers in the state. The state scheduled meetings with the employer community. The Governor mentioned the initiative in his State of the State speech. Non-complying employers were sent a friendly letter the first time, without threats of penalties. The letter mentioned that many employees that the employer may have may be support recipients, and support helps stabilize the workforce. If there still is non-compliance, then a second letter is sent with stronger language regarding compliance with the law, but still not in a threatening manner. The state worked with "mom and pop" employers, who received a different message than the larger employers. The program worked closely with payroll associations and payroll processors as well.

Policy Adherence versus Performance Focus: Focusing on policy adherence instead of performance has one "focused on a zebra in a herd of horses," according to Ms. Compton. A program will "only go down if there is a focus on policy adherence." Performance suffers when one looks at a very small percentage of cases not adhering to policy, as it takes focus and resources away from performance. The key, according to Ms. Compton, is to focus initially on the 80% of the caseload and not the 20% of the caseload. For the 20% of the caseload, conduct "exceptions processing." Eventually, get to the point where you can support robust customer service.

Missouri – Staff Evaluation System[7] (MO 01)

In 2005, the Missouri Child Support Enforcement Program (MO CSEP) changed the way in which it evaluated staff members. Prior to the change, staff had been evaluated based on their adherence to policy and set processes. However, the state was not seeing the improvement in performance it was hoping for. It was decided that to improve program performance, it was necessary to evaluate staff based on the same criteria on which the program as a whole was being evaluated. MO CSEP developed performance-based evaluations, based on staff title and role, and the five federal incentives. Now, staff are given "credit" for completing a task once the outcome is reached, not when the process is performed.

Each staff member knows in advance what the expectation is, and how meeting that expectation will contribute to their overall evaluation. For example, for "Enforcement," staff are rated on percentage of paying cases compared to the average for their office:

Percentage of Paying Cases.

The percentage of paying cases on your individual caseload, as compared to the office average of paying cases, will be rated as follows:

- Outstanding (5)   4 % or more above
- Highly Successful (4)   3% above
- Successful (3)   2% above or below
- Improvement Expected (2)   3% below

- Unsatisfactory (1)   4% or more below

Staff also know the performance of their office as a whole, and the office benchmark for improvement.

The Missouri Child Support Enforcement Program has improved in each of the five federal performance areas, and credits the change in staff evaluation methods with contributing significantly to this improvement.

Nebraska – Strategic Planning[8] (NE 01)

The State of Nebraska's Child Support Division (NE CSD) didn't want their Strategic Plan to just sit on a shelf; they wanted it to be a "living" document that guided the work of all of their local offices and provided staff with an outline of key areas the Division wanted to focus on.

To accomplish this, the NE CSD invited numerous representatives to participate in the development of their most recent strategic plan. Representatives from each local office were involved, as were representatives from the Central Office, and additional stakeholders.

As a result of this collaborative effort, staff working for NE CSD not only know about the strategic plan, they know the details of the goals and how the Division intends to reach them. Staff also refer to the strategic plan when questions about upcoming projects or initiatives arise.

Because Nebraska Child Support staff know and understand the mission and goals of the Agency, they work with the State office to reach the goals, and they can evaluate their own individual performances against the state-wide goals.

Including representation from a number of different areas for development the strategic plan takes mostly communication and time. The costs were minimal, as many meetings can be help via conference call or web conference. The biggest "cost" is the time staff must spend working on the strategic plan, but this time spent up front results in buy-in from all necessary parties.

New York – Web Based Training[9] (NY 01)

The New York Division of Child Support Enforcement (NY DCSE) has started a state-wide web-based training project for the Child Support system that has improved the quality of training while keeping training costs down. When another Division in the Office of Temporary and Disability Assistance (which is where the NY DCSE is located) chose to purchase licenses for a web-based training project, the NY DCSE realized that they could save money by joining with the other agency on the license and developing web-based training materials.

Before the web-based license was purchased, the NY DCSE had contracted out training on their Child Support system, Assets. Training was done in classrooms using a Computer-Based Training system. The new web-based training (WBT) system allows NY DCSE trainers to conduct training from the State Central Office in numerous locations throughout the state. With this new system, the State Training office can offer two classes each day, and ten to twelve (10 – 12) courses each year.

The WBT system allows class participants to ask the trainer questions, or to post questions to the entire group. The trainers can monitor the work of the participants while they are taking quizzes, and can "step in" to assist when necessary. The anonymous nature of the classes makes many participants feel more comfortable speaking up with they have a question or don't understand a particular area, and the trainers have experienced more interaction in the WBT "classroom" than they did in the live classrooms.

In addition to offering two live classes each day on the WBT, the Training team also records each course so case managers can walk through the training at their own convenience. While this option does not give participants the opportunity to take all of the quizzes or receive real-time feedback from trainers, it does give case managers a chance to re-visit areas they have questions about. These recorded sessions can also be used as a supervision tool; if a case manager is consistently being challenged by one area, their supervisor can recommend that they review the recorded class for that area.

The NY DCSE has experienced cost savings as a result of this training endeavor. Trainers and participants no longer need to travel, so travel costs and time are saved. Additionally, participants can take the class that is most convenient for them and the office they work in, so offices are not "losing" large numbers of staff due to a limited number of on-site classes. The central training team at the state office has six staff members, including one supervisor and five trainers, for 2000 child support workers.

North Carolina – "Journey 2 Excellence"[10] (NC 01)

The state of North Carolina, in an effort to improve in all performance areas, initiated a "Journey to Excellence (J2E)" project in 2004. The goal of this five-year initiative was to provide a "roadmap" for all North Carolina Child Support offices, including 5 year goals and means to achieve them. A J2E committee, comprising Department of Social Services Directors, CSE Central Office and CSE Local Office staff, was formed along with seven subcommittees. Each subcommittee focused on one particular area:

- Paternity Establishment
- Percentage of Cases Under Order
- Percentage of Current Support Collected
- Percentage of Arrearage Collected
- Cost Effectiveness
- Health Insurance Coverage
- Excellence in quality and performance (based on the "Malcolm Baldridge Award")

Each subcommittee developed a report that included five-year goals for their subject area, a list of recommendations to reach those goals, and examples of "Best Practices" from around the state. A final report, including reports from each subcommittee, was compiled and sent to each CSE office.

Each subcommittee was also tasked with brainstorming ways to make each recommendation feasible, whether it be presenting new policy or working with

Legislators to draft new legislation. For areas that required changes such as drafting legislation or making the Customer Service call center available in all counties, the subcommittees were charged with making the necessary steps to ensure the feasibility of recommendations.

Examples of recommendations from each committee include:

Percentage of Current Support Collected

■ Compel confiscation of monetary awards in Civil Suits for payment of past due child support

Percentage of Cases Under Order

■ Provide tools so CSE Agents can effectively use "worklists" to manage caseloads
■ Utilize Data Warehouse and Self Assessment Reports to improve the metrics in yielding positive results, to increase the percent of cases under order
■ Collaborate with Fatherhood Initiative Groups, Faith-Based Organizations, and Community-Based Organizations to assist in NCP outreach activities

Percentage of Arrears Collections

■ Liquidation of Public Assistance debt on uncollectible cases
■ Check county tax office websites for real estate owned by delinquent NCPs

Paternity Establishment

■ Train every employee in each office to be a "DNA Agent" and take DNA samples in offices or courtrooms
■ Annual campaign with all hospitals and birthing centers to encourage paternity acknowledgement

Cost Effectiveness

■ Affidavit of Paternity in lieu of Civil Process
■ Pay bonuses for exceptional performance
■ Training of local supervisors to maximize efforts of staff performance

Health Insurance Coverage

■ Provide legislation specifying that "reasonable costs" for health insurance be defined by District Court Judges Conference – just as child support payment amounts are calculated
■ Offer the option of affordable Private Health Insurance to IVD Children, through group Medical Insurance plan

Malcolm Baldridge Quality Award

■ Implement Malcolm Baldridge Process and Core Values (visionary leadership, customer-driven excellence, and valuing employees) in the Child Support offices

North Dakota – Regional Offices[11] (ND 01)

The State of North Dakota, like many other states, is challenged by the need to cover a large geographic area with a fairly low population density in many areas. To respond to this challenge, the Child Support Program is operated through eight (8) regional offices, each of which serves from three (3) to eleven (11) counties. The

Regional Offices are operated by a host county with other counties supporting the program financially through property taxes. This structure provides better returns for the state, because numerous two- and three-person offices don't need to be supported, and provides continuity of service for clients, because larger staff size reduces the loss felt when a case manager is on vacation or out sick.

The Regional Offices have been involved with the state office in determining the direction of the program. All offices participate in annual or bi-annual strategic planning sessions, which are held for three or four days at the end of September. Inviting Regional Office Administrators to participate in the strategic planning process provides for increased buy-in from staff, and ensures that regional offices are represented on task forces that result from the planning sessions.

In addition to encouraging participation from Regional Offices in the State strategic planning sessions, the State Central Office also asks each region to develop a plan for performance improvement (usually to increase by 2% in each area) for the year. The State Strategic Plan provides the overall benchmark for the state as a whole, and the regional plans outline goals and programs that the regions intend to undertake to meet their own benchmarks. In addition to providing the regional office with their individual performance measure percentages each year, the State Central Office also provides monthly Paternity Establishment Percentages to each Regional Office. By distributing these performance measures, the State gives each Regional Office Administrator an opportunity to see how they performed against the previous year's plan, allowing for adjustments if goals were not met as anticipated.

One challenge that is currently facing North Dakota is the number of entities involved in the Child Support Program, making it difficult to manage and retain accountability. Each host county can determine through which agency it wants to operate the Child Support program; currently, three Regional Offices are operated by County Securities offices and five Regional Offices are operated by County Social Service Boards. To address this challenge, the State of North Dakota's Child Support Program created a task force to examine various options in operating and administering the program. The task force meets on a monthly basis and discusses a variety of options, including a state administered program. While the outcome of this task force is still unknown, it has provided an opportunity for North Dakota Child Support stakeholders to discuss the challenges the program is facing and options to address those challenges.

The web site for the task force, which includes presentations and meeting minutes, can be found at

http://www.nd.gov/humanservices/services/childsupport/taskforce.html

Vermont[12] - Performance Management (VT 02)

Policy Adherence: Policy adherence is a "means to an end," said Mr. Cohen. Adherence to policy alone will not lead to high performance as there are "too many shades of gray." Policy is a tool to assist in the objective of collecting support for the families. One cannot be fixated on process as it conforms to policy as much as how it leads to collections.

Malcolm Baldridge and Metrics: External review of the program was conducted by Malcolm Baldridge surveyors, the Vermont Quality Council. The surveyors looked at organizational performance. Gaps in data collection were noted. Metrics were developed, and benchmarks established, as the program looked at the non-federal performance measurements of locate, review and adjustment, and medical support enforcement. It is important to develop a baseline and then continuously work to improve, taking "two-foot jumps' each time, said Mr. Cohen.

Vermont[13] - Customer Service (VT 04)

Centralized customer service is very helpful, said Mr. Cohen, and highly recommends it. It cannot be set up as a "glorified answering service" – the customer service representative must give out accurate information to the caller.

Imaging System: An important complement to the Customer Service Center is imaging, said Mr. Cohen. Imaging allows the customer service representatives to quickly view documents while answering questions for the callers.

Virginia[14] - Customer Service (VA 03)

Customer Service: Virginia is currently migrating all of its caseload to an outsourced, statewide call center in a rural part of the state. Three-quarters of the caseload had been migrated as of July 2006. Customer service representatives look up case information and answer questions at a fairly detailed level. The call center has the capability to do outbound dialing to call customers to remind them individually of events that affect them.

Website: Virginia gives customers the information they want, said Ms. White. Virginia posted information for the most frequently asked questions and provide access to individual case for unique case-specific information, such as payment history, last five actions noted in a case, and upcoming court dates.

E.4 EXTERNAL CHILD SUPPORT RESEARCH SUMMARIES AND CONCLUSIONS

Incarcerated Fathers

Vicki Turetsky of the Center for Law and Social Policy highlights several innovative child support policies that center around incarcerated fathers in her report and presentation entitled "Realistic Child Support Policies that Support Successful Re-entry." She notes in her presentation that 55% of state inmates are parents, and half of those parents have an open child support case. However, their current situation often prevents them from making payments, and therefore their amounts owed double from the time they are incarcerated to the time they are released. These arrearages not only have a negative effect on the non-custodial parent and their children, but also to the state in which the client resides, for these collections often remain outstanding. Therefore, Turetsky makes several recommendations for states, including assessing parental status and child support at intake, reducing child support payment amounts during incarceration, and implement computer interfaces between corrections and child support agencies. The recommendations hold much promise for the State of Nevada and its future child support endeavors.

Child Support and PRWORA

The child support world experienced a dramatic shift with the Personal Responsibility and Work Opportunity Act of 1996; with less individuals on the welfare rolls, the majority of child support dollars collected soon shifted from TANF families to non-TANF ones. Such a dramatic shift has made states re-think their methods of collection, and the Deficit Reduction Act of 2005 seems to hold just as much potential for change as PRWORA. According to Paul Legler and Vicki Turetsky, the Deficit Reduction Act has given states new flexibility in distributing child support dollars to families receiving TANF and other forms of government assistance. Legler and Turetsky hypothesize that allowing TANF families to keep all child support collections would result in more reported collections for states, as well as help states meet the TANF work participation rates. More information is provided in their brief entitled "More Child Support Dollars to Kids: Using New State Flexibility in Child Support Pass-Through and Distribution Rules to Benefit Government and Families."[15]

License Restrictions

The National Conference of State Legislatures has compiled a matrix of how states use license restrictions to increase their child support collections. Nevada is currently listed as having the ability to restrict Driver's Professional, Occupational Business, and Recreational, all of which have the ability to be highly effective. However, states such as Kentucky also restrict Commercial Driver's Licenses, and Illinois has recently placed restrictions on passports. Such policies have far-reaching potential, and have resulted in large child support payments to remove the restrictions on such licenses and legal documents.[16]

Delinquent Fathers

Elaine Sorensen discusses the harsh reality for many delinquent fathers in Number 11 of her series, *Snapshots of America's Families III*. In this piece she examines the financial situation of many delinquent fathers, and remarks that, not surprisingly, many of them are poor themselves. The likelihood of retrieving payments from these economically poor fathers is low, yet their children still require assistance. Sorensen recommends that states focus on creating work-oriented programs for these fathers, not only to help their children, but also to help the fathers themselves.[17]

Child Support and Domestic Violence

The Office of Child Support Enforcement released a study in May 2001 entitled "Making Child Support Safe: Coordinating Child Support and Public Assistance Agencies in their Response to Domestic Violence" that recommends more communication between IV-A and IV-D agencies through cross-training. Greater communication between the two agencies can not only help the victims of domestic violence, as stated in the study, but also has the added effect of gaining more knowledgeable child support advocates in other agencies. As information is made available, staff members in the IV-D office can communicate important policy changes and any pertinent information for IV-A staff. Greater communication, both within the IV-A agency and without, can lead to greater collections for the State of Nevada, and better overall outcomes for Nevada's children.[18]

E.5 DWSS AND COUNTY DISTRICT ATTORNEY COMMENTS

The DWSS appreciates the provision of the information contained in this chapter, but has no comment.

NOTE: There were no comments on this Section received from the County District Attorneys.

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[1] Based on an interview with George Lola, Chief of Data Performance Analysis Branch, California Department of Child Support Services, July 14, 2006.

[2] Based on an interview with Jan Sturla, Director of the Orange County Child Support Services Department, County of Orange, August 17, 2006.

[3] Pauline Burton, Colorado IV-D Director, Questionnaire submitted to the author.

[4] Based on an interview by Ruth Hara with Beverly Bonasorte, Workforce Transition Administrator, Florida Department of Revenue, September 21, 2006

[5] Based on an interview with Pamela Compton, Administrator, Division of Child Support Enforcement, Illinois Healthcare and Family Services, July 10, 2006.

6 The following is a description of The Rational Process, as published on computernano website: http://www.computenano.com/background/whatisratdes.html

> You start with the problem you want to solve — a more efficient reaction, a rubber that gives car tires better grip in the wet or a material that can pop back into shape after an impact for example
> You develop an understanding of the problem at a fundamental level. Why is that reaction not running faster? What gives rubber tires grip, and what decreases that grip on wet roads? What happens when a material deforms during an impact? Is it reversible?
> The investigation and understanding phase might involve the use of modeling and simulation software to perform virtual experiments or look at materials structures on the molecular level
> With your new understanding of the issues, you can begin to perform targeted research and development. This is where rationality comes in — first spend a little time and effort gaining understanding and then look for a tailor-made solution to that problem. This should leave you with a compact, targeted list of potential solutions that can then go into a 'real life' experimental phase
> Once you have validated your research and chosen a final candidate, you can proceed to manufacture. This might in itself involve some research into new methods and processes.
> The Advantages of Rational Design
> You gain understanding of a particular problem or system. This understanding, at such a fundamental level, may enable future problems to be solved faster and more efficiently
> You reduce the amount of costly, labor-intensive laboratory experimentation or fieldwork that needs to be done to solve a specific issue. You already know the direction you need to head in, and so can dismiss a proportion of potential solutions straight away. Virtual experiments (in silico experimentation), computer modeling and simulation all help to travel towards an answer before having to spend time, money, resources and people on solving the problem
> More virtual and less laboratory experimentation often means fewer chemicals and reagents are used, which saves money and can be better for the environment ('green chemistry')
> The end results are generally 'better out of the box,' being designed from scratch to be more effective at solving the original problem.

[7] Jim Carney, Missouri Child Support Field Office Director, telephone interview with the author, 12 July 2006, MAXIMUS, Inc., Reston, VA

[8] Darryl Wusk, Nebraska IV-D Director, and Deb Steidley, Nebraska IV-D Operations Administrator, telephone interview with the author, 8 August 2006, MAXIMUS, Inc., Reston, VA

[9] Monique Rabideau, New York Division of Child Support Trainer Director, telephone interview with the author, 4 August 2006, MAXIMUS, Inc., Reston, VA

[10] Barry Burger, North Carolina Child Support Enforcement Assistant Chief of Program Operations, telephone interview with the author, 3 August 2006, MAXIMUS, Inc., Reston, VA and

2005 Journey to Excellence Book and Program Review, North Carolina Child Support Enforcement

[11] Mike Schwindt, North Dakota Child Support Enforcment Director, telephone interview with the author, 7 September 2006, MAXIMUS, Inc., Reston, VA

[12] Based on an interview with Jeff Cohen, Director, Sean Brown, Assistant, and Cindy Griffiths, Assistant, Vermont Office of Child Support, July 5, 2006.

[13] Based on an interview with Jeff Cohen, Director, Sean Brown, Assistant, and Cindy Griffiths, Assistant, Vermont Office of Child Support, July 5, 2006.

[14] Based on an interview with Nathaniel Young, Director, and Connie White, Division of Child Support Enforcement, Virginia Department of Social Services, July 14, 2006.

[15] Paul Legler and Vicki Turetsky. "More Child Support Dollars to Kids: Using New State Flexibility in Child Support Pass-Through and Distribution Rules to Benefit Government and Families." Policy Studies Incorporated and the Center for Law and Social Policy. Washington, DC. July 2006.
http://www.clasp.org/publications/more_cs_dollars_policy_brief_v10.pdf.

[16] "License Restrictions for Child Support." National Conference of State Legislatures. Washington, DC. http://www.ncsl.org/programs/cyf/licensechart.htm.

[17] Elaine Sorensen, *Snapshots of America's Families III*, Number 11. Urban Institute, Washington, DC. October 2003. http://www.urban.org/publications/310860.html.

[18] Ali Stieglitz, Amy Johnson, and Mathematica Policy Research, Incorporated. "Making Child Support Safe: Coordinating Child Support and Public Assistance Agencies in their Response to Domestic Violence." Office of Child Support Enforcement, US Department of Health and Human Services. Washington, DC. May 2001.
http://www.acf.dhhs.gov/programs/cse/pubs/reports/mpr8548300/index.html.